

DENVER BUSINESS JOURNAL

Insurance not taken

'Direct patient care' physicians are becoming more popular.

ED SEALOVER, A11



MAKING THE CASE FOR FIXING ROADS

Facing tight budgets for fixing Colorado's crumbling highways, CDOT chief Shailen Bhatt now has new economic data in his toolkit.

CATHY PROCTOR, COVER STORY, A4



FINANCE & LAW

Making the jump to legal marijuana

With eight states voting on allowing pot sales this fall, a Denver firm is poised to help them untangle the issues. **MONICA MENDOZA, A12**

REAL ESTATE

Stapleton office space needed

The fast-growing residential area has a very low office vacancy rate. **MOLLY ARMBRISTER, A9**



WAYS TO SLAKE SOUTH METRO'S THIRST A8

TECHFLASH

EXEC WILL LEAD ECHOSTAR



Vivek Khemka leaves Dish to help run consumer tech at sister company in Ergen empire.

GREG AVERY, A13



Boosting airline revenue through technology A15

Largest airline cargo carriers A14 *Largest passenger carriers* A16

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DenverBusinessJournal.com/email

READERS GUIDE

▶ PEOPLE IN THE ISSUE

ABCD

Abrahams, RachelA21
 Aragon, TimothyA21
 Bauer, KimA21
 Berger, BillA12
 Bhatt, ShailenA4
 Biller, LesA12
 Binney, PeterA8
 Birks, JoshA5
 Bomkamp, EricA21
 Brandess, AndrewA15
 Catalano, LarryA21
 Clark, TomA4
 Coakley, PeterA9
 Cole, PennyA21
 Dugan, Mike13

GHI

Geene, Mark13
 Hancock, MichaelA9
 Harris, KortnieA21
 Hasse, DeanA11
 Hecox, EricA8
 Holder, EricA19

JKL

Jackson, Mark13
 Johnson, JeffA21
 Keller, MichaelA11

Khemka, Vivek13
 Knisely, RobertA9
 Kruger, MelanieA21
 Kuipers Blake, MelissaA12
 Lindquist-Kleissler, KathyA11
 Lynch, LorettaA19

MNO

McCarty, EricA15
 McNicholas, DeanA9
 Mock, KristiA21
 Niemeyer, JeffA21

RSTU

Ratchinsky, KarinA11
 Salyards, NeilA21
 Sanchez, JamesA12
 Seacrest, CraigA5
 Sporhase-White, CandiceA12
 Thompson, JenniA21
 Tincher, GinaA12

VWXYZ

Waggett, ChrisA5
 Walsh, JohnA18
 Weisbender, AmyA21

▶ COMING UP

THE LIST

- ▶ **Aug. 26** Oil and gas companies, advertising agencies
- ▶ **Sept. 2** Ski areas, nursing homes, home health care agencies
- ▶ **Sept. 9** Homebuilders
- ▶ **Sept. 16** Women-owned businesses

If you'd like to be contacted when the 2017 lists are updated, email Connie Elsbury at celsbury@bizjournals.com to request a survey.

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EVENTS

The Denver Business Journal hosts networking, award and education events throughout the year. View the schedule and register for events at DenverBusinessJournal.com/event.

- ▶ **Outstanding Women in Business Awards luncheon**
 Aug. 25, 11:00 a.m.
 Denver Marriott City Center
- ▶ **Power Book celebration**
 Sept. 23, 7:00 a.m.
 The Westin Denver Downtown
- ▶ **Fastest Growing Private Companies awards**
 Oct. 20, 11:30 a.m.
 Grand Hyatt Denver

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▶ COMPANIES IN THE ISSUE

ABC

ActivCoreA11
 Agility Solutions LLPA21
 American AirlinesA15
 American Association of Professional Landmen Executive CommitteeA21
 Bank of AmericaA12
 BankWorksA12
 Berkley Manor Care CenterA21
 Brownstein Hyatt Farber Schreck, LLPA12
 CBRE Group Inc.A9
 CitigroupA19
 Cloud Elements13
 Colorado Department of TransportationA4
 Colorado Health InstituteA11

DEF

D4 Urban LLCA5
 Denver Medical SocietyA11
 Denver Metro Chamber of CommerceA9
 Denver Public Schools13
 Dish Network Corp.13
 EchoStar Corp.13
 Economic Development Research GroupA4
 Frontier AirlinesA15

GHI

Galvanize13
 High Street Consulting GroupA5
 HIMSS AnalyticsA11
 Hogan LovellsA21

JKL

Kennedy/Jenks ConsultantsA21
 Level 3 Communications Inc.A11

MNO

Mental Health Center of DenverA21
 MerrickA8
 Metro Denver Economic Development Corp. ...A4
 MKK Consulting Engineers Inc.A21
 NerdWalletA12

PQR

PorchLight Real Estate GroupA21
 Prescient Co.A21

STU

SamsungA15
 Service Systems AssociatesA9
 Sheridan RossA21
 South Metro Water Supply AuthorityA8
 Summit Primary CareA11
 The Opus GroupA9
 U.S. BankA12

VWXYZ

Wells FargoA12
 Welltok Inc.A11
 Zayo Group Holdings Inc.13

▶ CORRECTIONS

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.

▶ ON THE COVER

CDOT chief Shailen Bhatt near W. Alameda Avenue and S. Kalamath Street near I-25. Cover story, A4.

PHOTO BY KATHLEEN LAVINE, BUSINESS JOURNAL

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DBJ ESSENTIALS

► THE PULSE



Do you expect to have \$1 million saved up by the time you retire?

- **45.9%** Absolutely.
- **16.0%** Maybe; maybe not.
- **17.1%** No way.
- **21.0%** I already have saved \$1 million.

We received 639 responses.

NEW QUESTIONS

1. How often do you use RTD's A Line to get to and from the airport?
2. Will you be heading up to Whistler Blackcomb to ski?
3. Would you shop at the new Broomfield IKEA?
4. Who gets your vote for president?

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

EDITOR'S PICK

No pain, no gain on highway fixes

Coloradans are a little bipolar about transportation; always have been. Nothing gets people riled up more than being stuck in traffic and there's no bigger impediment to economic development than constant gridlock.

But when anybody talks about spending more money on highways and repairing unsafe bridges, many taxpayers turn away. And when officials come up with alternative financing arrangements, such as public-private partnerships and toll roads, the public comes unglued. How dare they sell off "our" roads?

The gasoline tax in this state hasn't been raised since 1991, so



NEIL WESTERGAARD,
Editor in chief

entrenched is the anti-tax, anti-spending mentality in Colorado. Even painless budgeting mechanisms to increase the amount of money available for roads end up on the

cutting room floor, as was the case earlier this year in the Colorado Legislature.

In this week's cover story starting on A4, however, Cathy Proctor explains a new program begun by the Colorado Department of Transportation to illustrate the money that can be generated by improving bottlenecks where congestion is critical. It's an interesting take on a vital area of public investment.

The goal is to get citizens to understand how lack of spending on transportation infrastructure is really costing us all money in the long run. See if you agree.

► TWEETS OF THE WEEK

[Re: Don't underestimate the power of the 'pause']

Forget small! Turn [your mobile device] off (as in all the way), charge it in another room and forget it until morning!

RONI KATTNIG, Denver, @KattnigRoni

[Re: Power loss delays RTD's A Line airport train for hours]

I feel so bad for them, the RTD trains in Boulder never... Oh wait, we're not getting our train until about 2087!

ANNMARIE CORDING, attorney, Boulder, @CordingLaw

Congrats [Red Rocks Community College] on [the] new Arvada campus, offering in demand health-related degrees & state-of-art classrooms #Jeffco

LESLEY DAHLKEMPER, Education communications executive, Colorado, @LDahlkemper

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COVER STORY

THE PAYOFF FOR MAKING OUR HIGHWAYS BETTER

CDOT's \$1.2 billion I-70 east proposal includes tearing down this viaduct, sinking the highway and adding express lanes.

PHOTOS: KATHLEEN LAVINE, BUSINESS JOURNAL

There's little government money available for repairing Colorado's highways, and businesses are suffering as a result. Now, state leaders are arming themselves with new data on how better roads mean a better economy.

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

Sitting in traffic jams isn't just aggravating. It's expensive.

There's the cost of the gasoline you're burning as you inch along a clogged highway and the wear and tear the start-and-stop motion puts on your vehicle, not to mention the lost value of wasted time as you stare at the license plate in front of you.

But while congestion can damage the economy, eliminating congestion can spur economic development – with benefits rippling far beyond the jobs created by a specific construction project.

The value of the savings in time and fuel alone soar into the billions of dollars for big projects like rebuilding and expanding Interstate 70 across Denver's northern flank.

That's the conclusion of "economic case studies" done for the Colorado Department of Transportation (CDOT) by High Street Consulting Group, which has a partner in Denver, and Boston-based Economic Development Research Group, an economic modeling firm.

CDOT, other state highway departments and the federal government have long pointed to the economic benefits of construction projects stemming from the number of people put to work engineering a new bridge or pouring new concrete on a highway.

But this new economic study covers much more ground than jobs created. It arms high-

way planners with new and more detailed data than ever before on the payoff for fixing roads, bridges and intersections.

This time, researchers used computer models to estimate the value of time and fuel savings across millions of motorists using this new bridge or that expanded highway, and assessed the economic value of those savings being reinvested back into the community.

It's a return-on-investment story that state highway officials have to tell if they hope to raise scarce money for a project.

Traditionally, road and bridge projects were paid for using the gas tax, but that's a shrinking source of revenue as vehicles become more fuel efficient and politicians and voters reject proposals to raise the tax levels to even stay abreast of inflation.

Colorado's gasoline tax is 22 cents per gallon and hasn't changed since 1991. The federal gasoline tax, 18.4 cents per gallon, hasn't changed since 1993.

Other money-raising measures for roads haven't fared well, either.

MORE ONLINE

This report continues at DenverBusinessJournal.com.

ONLINE NOW

Video: CDOT Executive Director Shailen Bhatt talks about highway conditions, repairs and the state's economy.

More coverage: For more DBJ reports on transportation, visit bizj.us/1nu4z4.

During the 2016 legislative session, both Republicans and Democrats said transportation funding was a priority. Both sides offered proposals to steer more money to Colorado's roads and highways.

Yet both sides killed the other's proposal in the last days of the session.

The economic case studies report, finished in March, looks at the economic impacts, spread across 25 years, of 12 major proposed road, transit and bridge projects around Colorado. (See details starting on Page A6.)

While the detailed data in the report is new, CDOT's approach of looking at the return on investment for highway improvements is not.

"We always look at the cost-benefit analysis in any of these investments," said Shailen Bhatt, CDOT's executive director. "We're not looking to just throw money willy-nilly at a problem. We want to understand, if we're making an investment on a project, what is the return on that money?" he said.

The answer will determine whether a project gets funding, and whether Colorado's economy keeps humming. Because without improvements, congestion will only get worse as the state's population grows.

And as traffic jams get worse, "the economy will slow down," said Tom Clark, CEO of the Metro Denver Economic Development Corp.

The cost of congestion takes its toll on existing commerce, and businesses looking to expand here will strike traffic-clogged Colorado from consideration, Clark said.

"It will be like Yogi Berra said, 'Nobody goes

COVER STORY

there anymore. It's too crowded.”

There's no question traffic jams cost drivers and businesses money.

Denver drivers in 2014 collectively spent more than 91 million hours stuck in morning and afternoon rush hour traffic delays in 2014, according to a 2015 report issued by Texas A&M's Transportation Institute that covered 470 metro areas.

That was the 18th worst in the country out of the 470 cities included in the report.

The average Denver driver in 2014 spent 49 hours a year stopped in traffic.

Added up, all that time and congestion cost Denver drivers more than \$2 billion. Spread that across the state and the cost of congestion pushes even higher.

Some of those costs take the form of Front Range residents avoiding Colorado's high country – hurting resorts, restaurants and mountain towns – because they don't want to spend weekend hours crawling along Interstate 70. It's figured into the costs of goods that have to be ferried by trucks along traffic-clogged highways. And it's buried in the wages businesses pay to workers who have to travel through traffic jams to get to the office.

“When I moved to Denver 10 years ago, I said the infrastructure was oversized for the size of the city,” said Chris Waggett, CEO of D4 Urban LLC, a Denver real estate development company, which has plans for developing about 75 acres of land along Interstate 25 between the Alameda and Broadway interchanges in Denver.

“But since the recession, we've grown so fast, with so many new people coming in that we've overgrown our infrastructure. We have to catch up.”

One of the projects analyzed by the new CDOT report is rebuilding the Alameda bridge over the South Platte River, along with the on- and off-ramps at I-25. The project is expected to cost about \$30 million, assuming money can be found for it.

But according to the report, the project's transportation benefit is about \$100 million, plus an additional \$323 million in new economic activity because the snarls on and near the highway would be smoothed.

Growth, and attendant traffic, problems aren't confined to the Denver metro area, either.

In 2014, a study on labor trends in northern Colorado showed that more people leave Larimer County to go to their jobs in Denver and Weld County than come into the county to work, said John Birks, Fort Collins' economic development director.



CDOT Executive Director Shailen Bhatt said, “We're not looking to just throw money willy-nilly at a problem.”

But as the commute time between Fort Collins and Denver gets longer, “it makes it less likely that talent will want to travel, and that makes it harder for employers to find the people they need,” Birks said.

At mid-day, it takes about an hour to get from downtown Fort Collins to downtown Denver. But Birks said he and colleagues routinely tack on extra time to make the drive, because “the second you hit one accident, it can go to 90 minutes or even two hours.”

Some congestion can be eliminated by widening the highway, building tolled express lanes, or even just by upgrading an old bridge or interchange. But that takes money that CDOT doesn't have.

State and federal dollars important

The department relies on state and federal dollars to pay to maintain the existing network and also improve it. But CDOT's budget hasn't kept pace with Colorado's population growth over the years.

In 1991, when the state's population of 3.3 million people drove about 27.7 billion miles a year, CDOT's budget worked out to about \$125 per person.

By 2015, the state's population had grown to 5.4 million people who drove about 49.3 billion miles a year. But CDOT's budget amounted to only \$69 per person, a per capita spending drop of 45 percent, according to the agency.

These days, paying for big projects involves

more than just the state and federal highway agencies. Local investment is crucial.

Local match money plays a role in landing federal grants to help pay for construction, and it can close the funding gap – and ensure that a project gets done sooner rather than later.

And that's where CDOT's economic report comes into play.

“States have raised revenue for transportation projects, but no one does it without a compelling story,” Bhatt said. “The people want to know ‘What's in it for me?’”

CDOT says that smoothing traffic along the northern part of I-25, between Fort Collins and Loveland, by adding a tolled express lane is expected to cost \$237 million.

Local governments along the highway are contributing \$25 million to the project, an effort that in turn helped land a \$15 million federal grant.

And – on a bang-for-your-buck basis – after the project is complete in 2021 it's expected to bring \$1.1 billion worth of transportation benefits in the form of fuel savings, time savings, less vehicle maintenance and more efficient logistics for businesses, the new CDOT report says.

And that's not all. Assuming the financial savings are reinvested, the ripple effect to the state's economy could grow to an additional \$1.1 billion over 25 years, according to CDOT's report.

Clark of the Metro Denver EDC points to the potential major impact of the \$1.2 billion proposal to tear down the I-70 viaduct east of I-25, sink the highway 40 feet and put a lid over it, in addition to adding tolled express lanes in both directions.

“It's a bottleneck at the largest focal point in the Rocky Mountains, the airport. Fixing it ultimately means more freight, more passengers, and more business doing business along the Peña Boulevard corridor,” he said.

“And if it's jammed now, then those jobs won't be there in the future. They'll pick up and move to another location that isn't as jammed,” he said.

CDOT's study pegs the economic impact of the project at several billions of dollars. On the transportation side, the benefit in terms of time and fuel savings figures to be \$12.4 billion, according to the study.

New economic activity is estimated at an additional \$8.8 billion.

“There will be short term costs in productivity during the project, but down the road it will have significant benefits,” said Craig Seacrest, a Denver-based managing partner with High Street Consulting. “You have to look beyond the initial pain of the project.”



A rendering of the proposed landscaped cover that would cover nearly four acres of I-70 near Swansea Elementary School.



The I-70 cover would be between Brighton and Colorado boulevards.

COVER STORY

ROI on highway projects

A close look at the benefits of six major road upgrades

Here are six of the 12 “Economic Case Studies” done for the Colorado Department of Transportation on the financial benefits of improving highways and bridges around the state at various key points.

The studies were done by High Street Consulting Group, which has a partner in Denver, and Boston-based Economic Development Research Group, an economic modeling firm.

They analyzed 12 major proposed road, bridge and transit projects around Colorado. Here, we look at six of those projects in and near metro Denver.



CDOT is looking at the financial benefits of improving highways and bridges.

DEFINITIONS:

Transportation benefit: The estimated value of the project, over 25 years, in terms of time savings, due to reduced congestions, as well as savings seen by using less fuel, less wear and tear on vehicles.

Additional economic activity: The estimated value, over 25 years, of new business and economic activity due to the re-investment of time and money that otherwise would have been spent sitting in traffic.

KATHLEEN LAVINE, BUSINESS JOURNAL

I-70 EAST EXPRESS LANES: DENVER, AURORA

Project: Ripping down a 40-year-old, crumbling viaduct in north Denver, rebuilding I-70 between I-25 and Chambers Road in Aurora, adding one tolled express lane in each direction and putting a 4-acre park on a new lid over the sunken highway near Swansea Elementary School.

Benefits: Reduce congestion, improve travel time reliability in Denver’s major east-west corridor, replace aging infrastructure.

Funding identified: Yes

\$1.2B COST	4,285 CONSTRUCTION JOBS	\$12.4B TRANSPORTATION BENEFIT	\$8.8B ADDITIONAL ECONOMIC ACTIVITY
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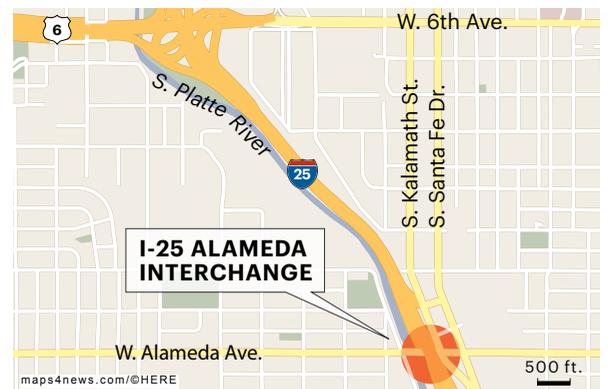
I-25 AND WEST ALAMEDA AVENUE INTERCHANGE: DENVER

Project: Rebuilding the Alameda bridge over the South Platte River, rebuilding South Lipan Street, redoing on- and off-ramps to I-25. Must be done to allow future widening of I-25 in this area.

Benefits: Improved access to land slated for development, reducing congestion and addressing “chaotic” traffic patterns.

Funding identified: No

\$30M COST	165 CONSTRUCTION JOBS	\$100M TRANSPORTATION BENEFIT	\$323M ADDITIONAL ECONOMIC ACTIVITY
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I-70 WEST PEAK PERIOD LANES, CLEAR CREEK COUNTY

Project: Widen and harden 13 miles of the shoulder of westbound I-70, between the bottom of Floyd Hill west to the Empire junction with U.S. 40, to operate as a tolled, peak-period express lane for westbound travelers. Would mirror the new eastbound express lanes.

Benefits: Reduce travel times and congestion, increase reliability of travel time through the corridor. Maintain access to the mountains, “one of the region’s most valued assets.”

Funding identified: No

\$400M COST	2,197 CONSTRUCTION JOBS	\$904M TRANSPORTATION BENEFIT	\$629M ADDITIONAL ECONOMIC ACTIVITY
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NEW I-70 JUNCTION IN SILVERTHORNE, SUMMIT COUNTY

Project: Replace an outdated junction with a new, modern “diverging diamond” interchange that will improve traffic flow on all four ramps connecting to the interstate. Increase capacity on the westbound ramps.

Benefits: Reduce severe congestion during peak weekend traffic, maintain access to ski areas and reduce problems for local residents trying to get across town during peak times.

Funding identified: No

\$20M COST	220 CONSTRUCTION JOBS	\$41M TRANSPORTATION BENEFIT	\$35M ADDITIONAL ECONOMIC ACTIVITY
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COVER STORY

EXPANDING I-25 IN NORTHERN COLORADO, LARIMER COUNTY

Project: Rebuilding and expanding I-25 between Loveland and Fort Collins through the addition of a 14-mile HOV/tolled express lane in each direction between Colorado 14 near Johnstown and Colorado 402 in Fort Collins. Also rebuild the road and interchanges and improve signage.

Benefits: Reduce travel time and increase travel time reliability, lower logistics and distribution costs for manufacturers using the corridor, improve the commute for workers traveling between Denver and Fort Collins.

Funding identified: Yes

\$230M COST	1,282 CONSTRUCTION JOBS	\$1.1B TRANSPORTATION BENEFIT	\$1.1B ADDITIONAL ECONOMIC ACTIVITY
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I-70 BRIDGE RECONSTRUCTION, CLEAR CREEK COUNTY

Project: Reconstruction of the bridge at I-70, mile marker 244 at the junction with U.S. 6, at the bottom of Floyd Hill

Benefits: Eliminate the westbound bottleneck and associated congestion at the bottom of Floyd Hill, replace an aging bridge, and avoid the potential of the bridge failing on its own and being shut down.

Funding identified: No

\$70M COST	385 CONSTRUCTION JOBS	\$586M TRANSPORTATION BENEFIT	\$3B ADDITIONAL ECONOMIC ACTIVITY
----------------------	---------------------------------	---	---



OTHER PROJECT PROPOSALS

The other six "Economic Case Studies:"

Express buses: Would run 15 miles from the city of Longmont to Boulder Junction station, and then on through Boulder's downtown.

North metro rail extension: Extends the North Metro rail line scheduled for 2018 completion from 124th Street to 162nd Street.

U.S. 550 to U.S. 160 connection in Durango: Reconfigures the connection of U.S. 550 to U.S. 160.

U.S. 50 expansion in Pueblo West: Would add a third lane in each direction and 12-foot shoulders for 4.8 miles of U.S. 50 west of Pueblo.

Colorado 13 improvements: Would add shoulders, wildlife underpasses, and game fences from miles 4 through 16 along Colorado 13 north from Rifle.

Colorado 71 upgrades: Would include intersection upgrades, shoulders and improvements to road geometry between I-70 and I-76.



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Finding ways to slake south metro's thirst

FAST-GROWING REGION MOVES TO SOURCES BESIDES GROUNDWATER

In the 1990s, houses spread across Denver's southern suburbs down into Douglas County, built above the Denver Basin underground aquifer that – at the time – was billed as having more water than Lake Erie.

A study by the U.S. Geological Survey said “there were hundreds of millions of acre-feet of groundwater down there, and life was good,” recalled Peter Binney, the former head of Aurora's water department and now vice president of sustainable infrastructure with the Denver engineering firm Merrick & Co.

So local governments approved new homes and commercial developments that relied on water sucked from the underground aquifer, not pumped from rivers fed every spring by melting mountain snows.

Believing there was an underground lake under the burgeoning communities, “it created a narrative that people don't have to worry about water,” Binney said.

They were wrong.

The water pumped from the first generation of underground wells was “like the champagne in a bottle. When you take the top off it fizzes; it's pressurized,” Binney said.

As the fizz was pumped off the aquifer, wells had to be drilled deeper to find more water – meaning that the water was becoming more expensive. And in some parts of the Denver Basin, aquifer levels – built up drop-by-drop over millions of years – were dropping at a rate of 30 feet a year by the late 1990s.

“We built communities based on the fizz in the water, then they started recognizing that the fizz was going out of the artesian water, and that maybe the water supply underneath might last for less than the life of a mortgage.

“They realized that the ‘Lake Erie’ wasn't a lake. It was wet rock, and it wasn't a water supply,” Binney said.

By the drought of 2002-2003, water officials from the southern suburbs were searching for water, and in 2004 created the South Metro Water Supply Authority (SMWSA) as a vehicle for the many different water sup-



KATHLEEN LAVINE, BUSINESS JOURNAL, ABOVE; SOUTH METRO WATER SUPPLY AUTHORITY, BELOW



Above: Erik Tamer, left, plant operator at Aurora Water, tests water quality with Peter Binney, the former head of Aurora's water department. Left: A pipeline interconnect is installed during construction of the WISE project.



Eric Hecox is executive director of the South Metro Water Supply Authority.

pliers to work together.

“It came together with the purpose of helping water providers to ... [help] the south metro region to have a sustainable water supply and reduce the historic dependence on groundwater,” said Eric Hecox, SMWSA's executive director.

When it was formed, the authority's members collectively represented about 250,000 people. Today, that's about 325,000 people, or half the land area of Douglas County and 10 percent of Arapahoe County.

A lot has been done in the 12 years since SMWSA was formed. It has fin-

ished an update to its master plan that assesses how well the water suppliers have done in weaning themselves from the underground aquifer – and how far they have to go.

In 2005, 57 percent of the SMWSA members' water supply came from non-renewable sources such as groundwater, the master-plan update says. By 2013, the non-renewable share was down to 47 percent, and it's projected to drop to 22 percent by 2020 and 15 percent by 2065.

How are they doing it? By working together and with partners outside of the southern suburbs, such as Denver

Water and Aurora's water department – and by working hard on a number of fronts, Hecox said.

SMWSA has pushed for efficiency and conservation of existing water supplies, built infrastructure to reuse water where possible, and reached a deal to use extra water from Denver and Aurora during wet years under a deal called the Water Infrastructure and Supply Efficiency Project, or WISE.

Under the WISE agreements, treated water that's been used once by Denver and Aurora and added to the South Platte River will be recaptured from the river north of Denver.

Then, via Aurora's 34-mile Prairie Water pipeline, the water will be shipped back to the Peter D. Binney Water Purification Facility near the Aurora Reservoir. After the water is treated at the plant, another pipeline will move it to the southern suburbs.

“Most of the infrastructure is either built or almost built and expected to be done by the end of the calendar year,” Hecox said. “Denver and Aurora will [begin] delivering water through WISE in 2017.”

But there's still a gap of roughly 30,000 acre feet of water a year in the south-metro area served by SMWSA, enough to supply the needs of about 120,000 people, that needs to be shifted from groundwater to renewable water, according to the report.

And the authority's members have plans and ideas of how to close much of that gap, Hecox said.

Among the possibilities is making deals for water in the South Platte River that's currently dedicated to agriculture use, or possibly reaching a deal with Western Slope water owners, or even enlarging the existing WISE agreement to allow more water to flow through Aurora's pipeline to the suburbs, he said.

The bottom line, said Binney, is that “we won't have communities running out of water.”

“We still have framework and a pathway to a viable community. They're on the journey, and they're going in the right direction,” he said.

► BY THE NUMBERS

RENEWABLE POWER 2017 FORECAST

6 percent

The share of power produced nationwide that is projected to come from wind farms in 2017.

1 percent

The share of power to be produced by solar power panels.

Source: Energy Information Administration



THINKSTOCK



REAL ESTATE

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Wanted at Stapleton: More office space

FAST-GROWING RESIDENTIAL AREA HAS VERY LOW OFFICE VACANCY RATE

Longtime Denver company Service Systems Associates Inc. will relocate its corporate office into a new building going up in the Stapleton neighborhood called One Central Park.

The 45,000-square-foot, Class A office building will be 50 percent occupied by Service Systems Associates, with the other half of the building still available for lease. One Central Park will be located at the northeast corner of Interstate 70 and Central Park Boulevard.

Stapleton has no shortage of development underway, but most of what's under construction there is residential. Getting more office space in the master-planned neighborhood has long been a goal of Forest City Stapleton, a subsidiary of Cleveland-based Forest City Enterprises, the master developer of Stapleton.

Forest City's senior vice president, Jim Chrisman, expected that the April 2016 opening of the A Line train to Denver International Airport, which runs through Stapleton, would help the area attract office users.

The office vacancy rate in Stapleton is close to 1.5 percent, according to CBRE Group Inc., which will handle



PROVIDED BY CBRE GROUP INC.

Rendering of the 45,000-square-foot, class A office building going up in the Stapleton neighborhood called One Central Park.

leasing for the building.

Comunale Properties and Elevation Capital Partners will develop One Central Park.

“One Central Park is an exciting project because it brings new Class A office construction to one of Denver's fastest-growing neighborhoods,”

said Robert Knisely of CBRE. “Beyond giving more than 70,000 residents the opportunity to work where they already live and play, the location has great visibility directly off I-70 and is less than one mile from the Central Park [rail] station.”

Service Systems Associates was founded in 1971 and is currently located at 4699 Marion St. in Denver, adjacent to the National Western Complex and part of the area being acquired by the city of Denver for redevelopment.

The company provides food and beverage services, catering and retail at more than 50 cultural attractions nationwide and locally, including Denver Zoo, History Colorado Center and the National Western Complex.

“In light of our partner the National Western Complex's future development, we wanted to make the most of the opportunity to find a new home for our employees by seeking out an office space with new amenities, comfort and a good location,” said Dean McNicholas, president and CEO of Service Systems Associates. “In this [new] office, we found what we are looking for and more to house our growing SSA family here in the Denver community for many years to come.”

► BIG NUMBER

85,000

Square footage of an industrial building at 2323 Delgany St. in Denver that will be redeveloped into an office building by Denver-based EverWest Real Estate Partners and WHI Real Estate Partners LP. Renovations on The Yard at Denargo Market are expected to get underway later this year, with completion expected in mid-2017.



PROVIDED BY GENSLER

The Yard at Denargo Market in Denver's River North neighborhood.

► BRIEFLY NOTED

OPUS KICKS OFF INDUSTRIAL, APARTMENT BUILDING

The Opus Group, a development company headquartered in Minneapolis, has broken ground on a 122,500-square-foot speculative industrial building in the Majestic Commercenter industrial park in Aurora, located near the East 32nd Parkway and Himalaya Road intersection.

The building, called Rangeview Industrial Center, can accommodate one large user or can be broken down into 40,000- to 80,000-square-foot floor plates. Construction is expected to be completed by the end of the year.

“There is strong demand for industrial development in the Denver area, and this project will offer a high-quality facility in a sought-after location,” said Peter Coakley, senior vice president and general manager for Opus Development Co. “Rangeview Industrial Center will be able to accommodate smaller industrial users that to-date have not been adequately served in this market, making it a much-needed facility for future tenants.”

Rangeview Industrial Center, which was designed by Ware Malcomb, is located on 6.4 acres at 21200 E. 36th Ave. in Aurora. Newmark Grubb Knight Frank will market the property.

Opus last year completed work on an 85,000-square-foot research facility for cable company Charter Communications near Parker, and earlier this week broke ground on The Glenn, an apartment development within the Jones District,



PROVIDED BY THE OPUS GROUP

a master-planned mixed-use development being built on 42 acres in Centennial on what used to be a family farm just west of Interstate 25 near the intersection of South Chester Street and East Dry Creek Road, near the IKEA store.

The Glenn is the first project in the Jones District, which could ultimately include up to 1.8 million square feet of real estate.

► HE SAID IT



MICHAEL NAGLE, BLOOMBERG

“The status quo is no longer an option. We have to move with a sense of urgency to build more affordable housing and to preserve affordable housing in Denver. It will hurt our future economic growth and impact [what] Denver is as a community.”

DENVER MAYOR MICHAEL HANCOCK, at the Denver Metro Chamber of Commerce's Aug. 9 State of the City event.



ALIGN YOUR BUSINESS WITH THIS IN-DEPTH ELECTION RESOURCE

SPONSOR THE BUSINESS GUIDE TO THE 2016 ELECTIONS

With the election just months away, the September 9th issue of the Denver Business Journal will feature a special section that will give business owners an in-depth look at important topics in this election.

Highlights include:

- Presidential candidates' positions on top issues for businesses: health insurance, tax reform, immigration, regulation, etc.
- Which presidential candidates are being backed by business money (organizations and individuals)
- U.S. Senate and House races that business owners across the country should watch
- State elections and referendums important to business owners

ISSUE DATE: September 9, 2016

SPACE DEADLINE: August 26, 2016

MATERIALS DUE: August 29, 2016

**DENVER
BUSINESS JOURNAL**

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HEALTH CARE

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Some doctors won't take insurance

'DIRECT PATIENT CARE' PHYSICIANS ARE BECOMING MORE POPULAR

In the 18 years since he completed his residency, Dr. Michael Keller worked for a hospital and joined a traditional family-medicine practice, but he always felt there was an unnecessary hindrance on his ability to provide care. So, in October, he opened his own one-man Summit Primary Care practice – and refused to accept public or private health insurance.

While the business model may seem suicidal at a time when the federal Affordable Care Act has mandated everyone get insurance, Keller has attracted 615 patients, growing twice as quickly as he'd anticipated.

Adults who come to see him pay a fee of \$89 per month for access to preventive care, urgent care and lab work – even though 92 percent of them have employer-sponsored health insurance.

And Keller isn't alone in eschewing insurers. Kathy Lindquist-Kleissler, executive director of the Denver Medical Society, can count dozens of doctors in the metro area who have turned largely to what is being known as "direct patient care" to shed the burden of having to deal with insurers that limit what they can do with patients and may take months to reimburse them.

And while no one predicts the end of health insurance is nigh, many physicians expect more in their profession



KATHLEEN LAVINE, BUSINESS JOURNAL

Dr. Michael Keller opened Summit Primary Care in October and took the seemingly risky path of refusing to accept public or private health insurance.

to adopt this model as early adapters that does not.

prove to be financially successful at it. "My entire profession is struggling with: How do we continue to provide good, quality care in this health-insurance reimbursement model?" said Dean Hasse, the physical therapist and owner of five Cherry Creek Wellness Center locations that accept insurance and one ActivCore facility

Turning away insurance means alienating patients who expect their premiums largely to cover the cost of their care. But with an increasing number of people covered by plans with high deductibles that they never reach, more patients are willing to pay greater out-of-pocket costs to ensure quality time with a provider, both

Keller and Hasse said.

Keller, for example, has cut his patient load from about 3,000 in his past practice, meaning he gets to spend 45 minutes on each visit with them. And while Hasse charges more for an ActivCore visit – \$140 an hour versus \$85 for CCWC customers – therapists spend the full hour, rather than just half of it, with those patients, and offer them access to more specialized equipment, helping the business to grow quickly.

Direct patient care can improve health outcomes, Keller said. Patients are able to get in to see doctors more quickly and aren't reluctant to go in early in a condition's cycle if they know they don't have to turn over a \$40 co-pay.

Hasse said he'd go to an all-insurance-free model if it didn't hurt too many patients relying on their policies to pick up some costs.

The change is a reaction as well to increasing physician stress and burn-out levels that have caused many independent practitioners to leave clinical medicine, Lindquist-Kleissler said.

"A lot of what I've heard from folks is 'I can put in a 10-hour day instead of a 14-hour day so I can see my family and feel like I have a life,'" she said. "But I also can practice medicine the way I want without having to worry about what is covered by insurance."

► CLOSER LOOK

REPORT FINDS FLAWS WITH COLORADOCARE

An analysis from the Colorado Health Institute argues that ColoradoCare, the proposed single-payer health-insurance system that will go before the state's voters in November as Amendment 69, will not be able to cover its costs with a 10 percent payroll tax and a 10 percent non-payroll tax with which it proposes to fund the system.

Here's what it found:

► The roughly \$36 billion annual funding mechanism would fall only \$253,000 short of covering costs in the

first year, but the deficit would widen over the next nine years.

► The cost of health care would rise more quickly from 2019-28 than the tax revenue for the measure would increase.

► Amendment 69 would reduce administrative costs of health care but would not be able to affect the factors that continue to push up the cost of health care so significantly.

For more, go online to bizj.us/1npinw.

► BY THE NUMBERS: STATE WORKERS' WELLNESS



Denver-based health-optimization company Welltok Inc. is working with the Colorado state government, which employs some 31,000 people, to help improve the health of state employees through Welltok's CaféWell health-management platform. Here's what it's found so far:

60% Of eligible employees have participated in the program

38% Of participating employees have lost weight

71% Of participating employees feel their health has improved since joining the program

32% Of employees feel happier

41% Of participating employees feel less stressed

► BRIEFLY NOTED

MORE RECORDS ARE MOVING TO THE CLOUD

The long-contemplated migration of health-care records and functions to the cloud is finally happening, according to a survey conducted for Colorado's Level 3 Communications Inc. by HIMSS Analytics.

Hospital systems are 65 percent more likely today than two years ago to adopt cloud-based solutions for data archiving, health-information exchange or back-office solutions, Broomfield-based Level 3 found. They are motivated to do so by cost savings, data-recovery solutions and the need to support internal requirements.

While the idea of using the internet to store vital records and to communicate more effectively with patients has been discussed for years, only a small number of hospitals and physicians have adopted the technology fully, said Karin Ratchinsky, Level 3 director of health care strategy.

This survey indicates that within the next five to 10 years, more patients may be able to, say, visit with their doctor via FaceTime, receive a diagnosis and get a prescription filled that day after the doctor files it electronically.



PROVIDED BY LEVEL 3

Karin Ratchinsky, Level 3 director of health care strategy, said, "The move to the cloud is inevitable."

"The move to the cloud is inevitable," Ratchinsky said. "It's just a matter of 'How do we as a health-care ecosystem make sure that move is smooth and doesn't compromise patient privacy?'"

Patient-empowerment tools, data analytics and image archiving will be among the most prevalent uses of the new technology, the survey found.



FINANCE & LAW

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Casting a net for tellers

PROGRAM TO TRAIN BANK EMPLOYEES OPENS IN DENVER

There are nearly 340 bank and credit union teller job listings across metro Denver.

In recent days, 25 people took a seat in a free eight-week bank-training program hoping to land one of those jobs.

It was the inaugural class in metro Denver of BankWorks, a multi-state training program that places low-income adults and those with barriers to employment in entry-level jobs in the banking industry. About 170 people applied to be in the program locally.

Les Biller – former COO at Wells Fargo & Co., Colorado's largest bank – started the program in 2006 after he retired from the bank in 2002. Now the program is offered in Los Angeles, Seattle, San Francisco, Phoenix and Portland, Oregon.

This is the first year it's offered in Denver, Houston and Chicago. The goal is to place about 2,000 graduates annually in banking positions by 2019. Biller's idea was to help people get started in a banking career, and help banks which typically have high turnover in teller and entry-level positions for many reasons.

BankWorks partnered with Good-



KATHLEEN LAVINE, BUSINESS JOURNAL

Candice Sporhase-White teaches the inaugural BankWorks class, a bank-training program, held at Goodwill Industries of Denver. The eight-week program is free and aims to prepare job-seekers for an entry-level job.

will Industries of Denver, which offers a variety of job training programs.

"We know there is a middle skills gap," said James Sanchez, Goodwill director of adult career development services. "We felt we needed to do things to address that gap."

Goodwill also has partners in call

center training and hospitality.

"My hope is people get placed in employment and get into a position where they can move up and keep earning more," Sanchez said.

About 50 percent of bank tellers leave the job within six months of starting, said Candice Sporhase-White,

BankWorks program coordinator for Goodwill. It's a position that requires solid math and communication skills but is also considered an entry-level job, paying about \$12 to \$14 per hour.

"We want all of our BankWorks participants to think long-term," Sporhase-White said.

The expansion of the program into Denver and two other cities this year is funded with \$4 million from Bank of America, U.S. Bank and Wells Fargo, which each pledged \$1 million over five years. The Sheri and Les Biller Family Foundation, which founded the program, also pledged \$1 million.

Next year, BankWorks plans to offer one class per quarter in metro Denver.

At the end of the eight-week program, BankWorks will host a job fair with representatives from area banks, Sporhase-White said. About 80 percent of the program's graduates find a job, she said. And about 83 percent of those are still working after six months, she said.

"The key thing I want them (the participants) to take away is confidence and belief in themselves," Sporhase-White said. "They have all faced challenges or barriers."

► BRIEFLY NOTED

8 STATES CONSIDER LEGALIZING POT, DENVER FIRM IS POISED TO HELP

Business owners, state and local officials and police in eight states could wake up Nov. 9 and think, "What now?"

The day before, voters in eight states will decide whether to legalize marijuana, either for medical or recreational use. If the measures pass, governments and businesses in those states will have to craft rules and regulations for a new industry.

Colorado has been there.

"We've all been working in this space in some way, shape or form for at least four years," said Melissa Kuipers Blake, legislative and political strategist at Denver-based law firm Brownstein Hyatt Farber Schreck LLP.

That's why the firm has launched a new practice group, "Emerging Regulated Industries," to work with governments and businesses impacted by marijuana legislation, helping them craft the rules that come with the new industry.

"We will be packaging what we have learned in Colorado and taking it throughout the country, in a consultation way, to say we've lived through this," Kuipers Blake said.

"We are not necessarily pro- or anti-marijuana, but we have in-the-trenches experience that can say, if you are contemplating one legislative example, here's what we've learned in Colorado."

The practice group is based in Denver and Washington, D.C., and also plans to be working in Nevada,



MONICA MENDOZA, BUSINESS JOURNAL

From left: Melissa Kuipers Blake, Gina Tincher and Bill Berger are attorneys at Brownstein Hyatt Farber Schreck LLP.

California and Florida – three states where voters will consider marijuana legalization this November.

"Some of the cities and even businesses are just not ready," said Gina Tincher, a member of the practice group

who is a former police officer. "They are a little bit in denial. Maybe they think they can opt out or it's not going to impact them or they can take a hands-off approach.

"Every single city in Florida is going to be impacted by this. Step one is getting them to understand this impacts everyone."

In Colorado, the constitutional amendment that legalized recreational pot lets cities and counties opt out of allowing its sale. But Florida's proposal does not have an opt-out option.

Twenty-five states and the District of Columbia now have some form of legalized marijuana, in most cases for medical reasons. And each state's law is slightly different from the others. Couple that with the clash with federal law, which still considers all forms of marijuana use illegal, and that makes for uncharted territory.

"One of the first things that needs to happen is cities need to work on informational campaigns," said Bill Berger, an employment and labor law attorney in the new group. "People need to understand what these laws are."

For example, use of marijuana is prohibited in federal parks, like Rocky Mountain National Park, yet it's unclear to tourists who believe all marijuana use in Colorado is legal.

"Get people to understand what this means," he said.

► CLOSER LOOK

FINANCIAL FITNESS: WHERE WE RANK

No. 18 Where Denver ranks on financial fitness out of the 100 most populous metro areas, according to a personal finance website.

Across the country, credit card debt has topped \$1 trillion. But it seems residents in Denver are managing their debt, says NerdWallet, which analyzed the metro areas to consider where residents are best managing credit, dealing with debt and budgeting for housing.

Here are some results about metro Denver:

- Median credit card debt is **3 percent** of median individual income.
- Median overall consumer debt is **41 percent** of median individual income.
- **1.06 percent** of credit card and loan balances are 60 days or more past due.
- Median household income of **\$66,870**.



TECHFLASH

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Exec will lead EchoStar consumer tech

KHEMKA LEAVES DISH TO HELP RUN SISTER COMPANY IN ERGEN EMPIRE

EchoStar Corp. is hiring an executive away from its corporate cousin, Dish Network Corp., and discontinuing a new line of home automation products after concluding it won't be profitable enough for the company.

Vivek Khemka, who's overseen Dish Network's consumer technology development and was named its CTO last year, will become president of EchoStar Technologies LLC in coming months, said Mike Dugan, CEO of Douglas County-based company EchoStar (Nasdaq: SATS).

Khemka will replace Mark Jackson, the EchoStar Technologies president since 2004, who recently stepped down. The transition will take place over the next several months, Dugan said.

"We look forward to combining his experience in product development with vast engineering expertise that exists" in EchoStar Technologies, Dugan said during a conference call with Wall Street analysts.

Dish Network (Nasdaq: DISH), the Douglas County-based satellite TV company, declined to comment on Khemka's pending departure.

EchoStar and Dish Network used to be one company, called EchoStar Communications, prior to being split



DAVID PAUL MORRIS, BLOOMBERG

Vivek Khemka will become the president of EchoStar Technologies LLC.

in 2008 into two publicly traded companies. Both companies have Charlie Ergen, their co-founder, as chairman and controlling shareholder.

EchoStar also has decided to stop development and sales of its home automation hub, known as Sage, six months after launching the "smart home" product. EchoStar decided to focus its engineering efforts on more profitable, satellite-related products, the company said.

Sage sold as a standalone device that could work with a TV set-top box.

EchoStar Technologies had developed ways to make satellite TV receivers work with home monitoring sensors so people could use mobile phones to check their video surveillance systems, know when their doorbell had been rung, detect water leaks and call emergency response to their home, patent applications to the U.S. Patent & Trade Office show. But now EchoStar

isn't pursuing selling that technology.

The number of smart-home technologies being introduced by startups and other competitors "heavily impacted" the chances of Sage producing meaningful profits for EchoStar, Dugan said.

"I still think the product has potential," he said. "It has some great features and so on, but for EchoStar we just weren't ready to proceed with it at this time."

The tightening consumer technology focus comes amid a slowdown in EchoStar's traditional satellite TV technology business. EchoStar has developed the Hopper set-top box for Dish Network and technology for Dish's streaming video subsidiary, Sling TV.

Dish Network has lost hundreds of thousands of customers in recent years, and Hopper adoption has slowed as more of Dish's existing customer base already has the advanced set-top box.

EchoStar's second-quarter revenue dropped 4.5 percent year-over-year, declining to \$758 million compared to \$794 million in the second quarter of 2015, with the biggest driver being a 6 percent drop in second-quarter sales of hardware and services to Dish Network.

► CLOSER LOOK

ZAYO STRIKES FIBER DEAL WITH DPS

Boulder-based Zayo Group will lease 618 miles of unlit fiber-optic lines to Denver Public Schools under a federally-funded program to help school districts improve internet capacity.

Zayo Group Holdings Inc. (NYSE: ZAYO) will build 56 miles of the network, adding to 562 miles already in place, to connect 153 DPS schools and two data centers to internet capacity for 100,000 students and teachers, which the district will manage itself.

The higher bandwidth that is needed for digital textbooks, online tests, streaming media and online resources considered critical parts of K-12 curriculum, Zayo said.

DPS is funding the upgrade



Dan Caruso is Zayo Group's co-founder, chairman and CEO. The company will lease 618 miles of unlit fiber-optic lines to Denver Public Schools.

through the federal E-Rate program subsidizing school and library internet infrastructure.

Zayo has done more than 30 such internet-capacity projects for school districts in Colorado, and it has other projects in 12 other states. The DPS project is one of the largest, Zayo said.

► BIG NUMBER

\$45 million

Venture capital invested in Denver-based Galvanize Inc., which has grown to nine buildings around the U.S. housing software-coding instruction and startup offices since launching from the Golden Triangle neighborhood in 2012.



The Galvanize location in Denver's Golden Triangle.

KATHLEEN LAVINE, DENVER BUSINESS JOURNAL

► BRIEFLY NOTED



Cloud Elements Inc. CEO and co-founder Mark Geene said, "When you're tripling in size like we are, your processes break every six months."

KATHLEEN LAVINE, DENVER BUSINESS JOURNAL

CLOUD ELEMENTS GROWS IN RINO'S INDUSTRY

Cloud Elements Inc. has expanded in the Industry building in Denver's River North neighborhood, but the change in office space is just part of the ongoing transformation of a fast-growing startup.

"When you're tripling in size like we are, your processes break every six months," said Mark Geene, CEO and co-founder. "It's not just about hiring new people; it's reinventing how you run the business every few months."

The three-year-old Denver company makes technology to help cloud-computing software applications — apps from companies such as Marketo, HubSpot and Salesforce — work well together, unifying data formats and

similar functions.

Geene expects Cloud Elements to triple revenue for the second consecutive year in 2016. It's also trying to double its staff by early 2017, going from 40 in Denver to 80, emphasizing sales employees and people with engineering backgrounds to help customers, he said.

"We've got our core product in place, so now it's about letting the world know it's there," Geene said.

It recently landed Atlanta-based Sage Software as a client, Geene said, bringing aboard an accounting and business payments software company with more than 6 million customers.

THE LIST

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AIRLINE PASSENGER / CARGO CARRIERS SERVING DIA

RANKED BY POUNDS OF CARGO GOING THROUGH DIA FOR JANUARY THROUGH APRIL 2016

Business name Website	Address Phone	Pounds of cargo - January through April, 2016	Market share - January through April, 2016	Owner (Stock symbol) / Headquarters	Top local executive
1 FedEx Corp. ^① fedex.com	942 S. Shady Grove Rd. Memphis, TN 38120 901-818-7500	78.88 million	46.6%	FedEx Corp. (FDX) / Memphis, TN	Frederick Smith, chairman/president/ CEO
2 United Parcel Services Inc. ^② ups.com	55 Glenlake Pkwy. NE Atlanta, GA 30328 404-828-6000	48.63 million	28.7%	United Parcel Services Inc. (UPS) / Atlanta, GA	David Abney, CEO
3 United Airlines ^{1 ③} united.com	233 S. Wacker Dr. Chicago, IL 60606 312-997-8000	17.74 million	10.4%	United Continental Holdings Inc. (UAL) / Chicago, IL	Oscar Munoz, president/CEO
4 Southwest Airlines Co. ^{2 ④} southwest.com	2702 Love Field Dr. Dallas, TX 75235 214-792-4000	10.34 million	6.1%	Southwest Airlines Co. (LUV) / Dallas, TX	Gary Kelly, chairman/ CEO/president
5 British Airways Plc ^⑥ britishairways.com	P.O. Box 365, Waterside Harmondsworth Middlesex, England 800-247-9297	3.49 million	2.1%	British Airways Plc (BAIRY) / London, England	Keith Williams, CEO
6 Lufthansa ^⑦ lufthansa.com	P.O. Box 425 East Meadow, NY 11554 516-296-9650	3.23 million	1.9%	Deutsche Lufthansa AG (DLAKY) / Cologne, Germany	Carsten Spohr, chairman/CEO
7 Southern Air Inc. [⊕] southernair.com	7310 Turfway Rd. #400 Florence, KY 41042 859-568-9200	2.84 million	1.7%	Southern Air Inc. / Florence, KY	David Soaper, president/COO
8 Atlas Air/DHL Express [⊕] atlasair.com	2000 Westchester Ave. Purchase, NY 10577 914-701-8000	1.32 million	0.8%	Atlas Air Worldwide Holdings Inc. (AAWW) / Purchase, NY	William Flynn, president/CEO
9 AMR Corp. / American Airlines ^⑩ aa.com	4333 Amon Carter Blvd. Fort Worth, TX 76155 817-963-1234	901,294	0.5%	American Airlines Group Inc. (AAL) / Fort Worth, TX	W. Douglas Parker, CEO/chairman
10 Delta Air Lines Inc. ^{3 ⑧} delta.com	1030 Delta Blvd. Atlanta, GA 30320 404-715-2600	897,735	0.5%	Delta Air Lines Inc. (DAL) / Atlanta, GA	Edward Bastian, CEO
11 Alpine Air Express Inc. ^⑩ alpine-air.com	1177 Alpine Air Way Provo, UT 84601 901-373-1508	651,137	0.4%	Alpine Air Express Inc. (APNX) / Provo, UT	Kenneth Brailsford, CEO
12 Bemidji Aviation Services Inc. [⊕] bemidjiaviation.com	4125 Hangar Dr. NW Bemidji, MN 56601 218-751-1880	166,423	0.01%	Bemidji Aviation Services Inc. / Bemidji, MN	Paul Shough, president
13 Alaska Air Group Inc. ^⑫ alaskaair.com	19300 International Blvd. Seattle, WA 98188 206-392-5040	136,297	0.1%	Alaska Air Group Inc. (ALK) / Seattle, WA	Bradley Tiden, chairman/CEO/ president
14 Icelandair North America ^⑭ icelandair.com	1900 Crown Colony Dr. Quincy, MA 02169 800-223-5500	88,188	0.1%	Icelandair Group / Reykjavik, Iceland	Birkir Hólm Guðnason, CEO
15 ABX Air Inc. ^⑮ abxair.com	145 Hunter Drive Wilmington, OH 45177 937-382-5591	52,214	0%	Air Transport Services Group Inc. (ATSG) / Wilmington, OH	Joseph Hete, CEO/ president

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34.02%

Alpine Air Express Inc. had the largest increase in cargo pounds for a cargo airline from Jan.-April 2015 (225,836 pounds) to Jan.-April, 2016 (901,294 pounds).

299.1%

AMR Corp./American Airlines had the largest increase in cargo pounds for a passenger airline from Jan.-April 2015 (225,836 pounds) to Jan.-April, 2015 (901,294 pounds).

POUNDS OF CARGO MOVED FROM JANUARY- DECEMBER 2015 (IN MILLIONS)

FedEx Corp.	222.52
United Parcel Services Inc.	154.78
United Airlines	70.1
Southwest Airlines Co.	35.85
Air Transport International LLC	24.04
British Airways Plc	11.49
Lufthansa	10.23
Delta Air Lines	4.43
Atlas Air/DHL Express	2.92
Alpine Air Express Inc.	2.29
US Airways	2.26
Southern Air Inc.	1.48
AMR Corp. / American Airlines	1.15
Alaska Air	0.74
ABX Air Inc.	0.45
Bemidji Aviation Services Inc.	0.36
JetBlue Airways Corp.	0.35
Icelandair	0.23
Kalitta Air LLC	.005

ABOUT THE LIST

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¹ Includes United Airlines, United International and United International Pre-clear.

² Includes Southwest Airlines and Southwest Airlines International.

³ Includes Delta Air Lines, Compass Airlines/Delta Connection, Endeavor Air/Delta Connection and SkyWest/Delta Connection.

THE LIST

Boosting airline revenue through tech

DEVICES, SOFTWARE HELP CARRIERS WITH THEIR BOTTOM LINE

BY ED SEALOVER

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Tired of working with an outdated point-of-sales system that was costing the company some on-board revenue, Frontier Airlines executives turned to Samsung last year to provide it with 4G tablets.

The Denver-based airline did it largely to make the work of flight attendants a bit easier. What it also got was a 30 percent increase in on-board revenue per passenger almost overnight, blowing its expectations out of the water.

Frontier's story may be unusual in the size of the boost it experienced, but it's far from the only airline to seek out technological solutions to improve long-standing industry processes.

Upgraded systems are making tasks ranging from baggage handling to passenger loading to in-board entertainment both easier and more profit-driven for airlines that are seeking constantly to improve their margins.

"There's a tremendous amount of demand for it," said Eric McCarty, vice president of mobile products and marketing for Samsung's enterprise team. "We see technology playing a huge role in continuing to enable airlines."

On-board sales, mind you, are just a small percentage of airlines' overall ancillary revenues, with far more money coming in from baggage fees or seat-selection charges.

But Andrew Brandess said that, especially for smaller and privately held airlines, improvements in those totals can both add to the bottom line and ease pressure on other sources of traditional or ancillary revenue.

In Frontier's case, the 4G tablets replaced a 2009 proprietary hardware system that required an Ethernet connection in order to download credit-card data after a flight. Since not every airport had the infrastructure to do this quickly between flights, that meant it could take a week for Frontier to charge people's credit cards.

And if the lag was that great, officials often would choose just not to charge them at all, Brandess said.

The new technology allows the



KATHLEEN LAVINE, BUSINESS JOURNAL

Frontier flight attendant Stefanie Coppedge shows off Samsung's Fly Tab tablet, which has increased on-board sales.

charges to upload immediately, helping the airline achieve average on-board sales of \$150 per flight, Brandess said. And in addition to ensuring the charges actually go through, it does several other things that increase that revenue.

Increasing revenue with tech

Passengers can open tabs, allowing flight attendants to swipe their credit cards just once while continuing to offer them drinks and food throughout the flight whenever they want it. Cutting down on the necessity to pull cards out of purses or pockets each time makes passengers more willing to buy second rounds or products, and it allows flight attendants to move more quickly up and down aisles.

Plus, the software embedded in the tablets allows dynamic interaction with incentives the customers may have earned. If they buy a bundled package, for example, that allows them to pay \$29 for drinks and snacks

and get an \$8 discount on their purchases, and the tablets will know it, Brandess said.

And it allows the home office to download sales information quickly to watch trends – as well as for flight attendants to send notes to officials in Denver about overages or shortages in certain products.

About three months ago, Brandess said, he had cut down on the number of seltzer water containers on each flight because the airline had changed its alcohol mix; when those were selling out on multiple flights, however, attendants were able to alert him, and he changed the seltzer mix across the company quickly.

"The flight attendants are much more comfortable with these tablets," Brandess said. "They're more inclined to be able to sell and get through the aisles much quicker."

Improving point-of-sales systems is just a start, however, said McCarty, whose company began working with airlines in 2011 when it partnered with American Airlines to provide Galaxy tablets for in-flight entertainment.

It is working, for example, on ways to use mobile devices to improve work flow and work-flow management on below-the-wing operations – those functions from baggage handling to maintenance that are vital to airlines' operations but often go unnoticed because they happen out of the sight of customers.

Preliminary efforts are focused on

getting scheduling information on the arrival and departure of flights to the crews handling these activities via mobile devices, so that they can keep up more quickly with changes throughout the day.

Samsung officials also are looking at potential ways to get this information onto wearable devices in order to reduce the number of heavier devices that must be carried around, McCarty said.

Another project of the company's is to allow flight attendants to notify gate personnel immediately if the carry-on luggage bins on planes fill up. That way, passengers at the back of boarding lines can check their bags at the gate without having to get on the plane, search vainly for a bin and then walk back to the gate – a change in process that can improve departure times and cut down on customer anxiety, he said.

Already, technology is improving the customer experience and satisfaction levels. Samsung has worked with American on its point-of-sale system to alert flight attendants about the presence and preferences of frequent fliers, for example.

But these improvements could involve into further improvements to the operations of flights. And in regard to what is possible, both Brandess and McCarty think the sky is the limit.

"These are the kinds of discussions we're having with our airline partners," McCarty said.

Eric McCarty, vice president of mobile products and marketing for Samsung's enterprise team, said, "We see technology playing a huge role in continuing to enable airlines."

PROVIDED BY SAMSUNG



THE LIST

Compiled by Connie Elsbury
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AIRLINE PASSENGER CARRIERS SERVING DIA

RANKED BY TOTAL PASSENGERS GOING THROUGH DIA FOR JANUARY THROUGH APRIL 2016

	Business name Website	Address Phone	Passengers - January through April 2016	Market share - January through April 2016	Owner(s) (ticker symbol) / Headquarters	Top local executive
1	Southwest Airlines Co. ¹ ① southwest.com	2702 Love Field Dr. Dallas, TX 75235 214-792-4000	5.12 million	29.4%	Southwest Airlines Co. (LUV) / Dallas, TX	Gary Kelly, chairman/ CEO/president
2	United Airlines ² ② united.com	233 S. Wacker Dr. Chicago, IL 60606 312-997-8000	5.1 million	29.3%	United Continental Holdings Inc. (UAL) / Chicago, IL	Oscar Munoz, president/ CEO
3	Frontier Airlines Inc. ³ ③ flyfrontier.com	7001 Tower Rd. Denver, CO 80249 720-374-4200	2.11 million	12.13%	Frontier Airlines Holdings Inc. / Denver, CO	Barry Biffle, president/ CEO
4	SkyWest Inc. ⁴ ④ skywest.com	444 S. River Rd. St. George, UT 84790 435-634-3000	1.54 million	8.84%	SkyWest Inc. (SKYW) / St. George, UT	Russell Childs, president/ CEO; Jerry Atkin, chairman
5	AMR Corp. / American Airlines ⑦ aa.com	4333 Amon Carter Blvd. Fort Worth, TX 76155 817-963-1234	931,367	5.34%	American Airlines Group Inc. (AAL) / Fort Worth, TX	W. Douglas Parker, CEO/ chairman
6	Delta Air Lines Inc. ⁵ ⑤ delta.com	1030 Delta Blvd. Atlanta, GA 30320 404-715-2600	882,203	5.06%	Delta Air Lines Inc. (DAL) / Atlanta, GA	Edward Bastian, CEO
7	Spirit Airlines Inc. ⑩ spiritair.com	2800 Executive Way Miramar, FL 33025 954-447-7920	356,121	2.04%	Spirit Airlines Inc. (SAVE) / Miramar, FL	Robert Fornarno, president/CEO
8	GoJet Airlines LLC ⁶ ⑪ gojetairlines.com	11495 Navaid Rd. #303 Bridgeton, MO 63044 314-222-4300	305,277	1.76%	Trans State Airlines / Bridgeton, MO	Hulas Kanodia, owner/ CEO
9	Trans States Airlines Inc. ⑯ transstates.net	11495 Navaid Rd #340 Bridgeton, MO 63044 314-222-4300	251,519	1.44%	Trans States Airlines / St. Louis, MO	Hulas Kanodia, owner/ CEO; Richard Leach, president/CEO
10	Alaska Air Group Inc. ⑫ alaskaair.com	19300 International Blvd. Seattle, WA 98188 206-392-5040	131,832	0.76%	Alaska Air Group Inc. (ALK) / Seattle, WA	Bradley Tiden, chairman/ CEO/president
11	Shuttle America Corp. ⁷ ⑭ shuttleamerica.com	8909 Purdue Road Indianapolis, IN 46268 317-484-6000	107,081	0.62%	Republic Airways Holding Inc. (RJET) / Indianapolis, IN	Bryan Bedford, chairman/president/CEO
12	American Eagle Airlines ⁸ ⑬ aa.com	4333 Amon Carter Blvd. Fort Worth, TX 76155 817-963-1234	106,681	0.61%	American Airlines Group Inc. (AAL) / Fort Worth, TX	W. Douglas Parker, CEO
13	ExpressJet Airlines Inc. ⁹ ⑥ expressjet.com	100 Hartsfield Center Pkwy. #700 Atlanta, GA 30354 404-856-1000	97,777	0.56%	ExpressJet Holdings Inc. / Atlanta, GA	Terry Vais, COO
14	JetBlue Airways Corp. ⑮ jetblue.com	2701 Queens Plz. N. Long Island City, NY 11101 718-286-7900	91,952	0.53%	JetBlue Airways Corp. (JBLU) / Long Island City, NY	Robin Hayes, president/ CEO; Joel Peterson, chairman
15	Lufthansa ⑰ lufthansa.com	P.O. Box 425 East Meadow, NY 11554 516-296-9650	68,422	0.39%	Deutsche Lufthansa AG (DLAKY) / Cologne, Germany	Carsten Spohr, chairman/CEO
16	British Airways Plc ⑱ britishairways.com	P.O. Box 365, Waterside Harmondsworth Middlesex, England 800-247-9297	54,840	0.31%	British Airways Plc (BAIRY) / London, England	Keith Williams, CEO
17	Air Canada ¹⁰ ⑲ aircanada.ca	7373 Cote-Vertu Blvd. W. Saint-Laurent, Quebec, Canada 514-422-5000	33,364	0.19%	ACE Aviation Holdings Inc. / Saint-Laurent, Quebec, Canada	Calin Rovinescu, president/CEO
18	Volaris ⑳ volaris.com	Av Antonio Dovali Jaime 70 Tower B, 13th Fl. Mexico City, Mexico 866-988-3527	28,614	0.16%	Volaris (VLR) / Mexico City, Mexico	Enrique Beltranena, CEO
19	Virgin America ㉑ virginamerica.com	555 Airport Blvd. Burlingame, CA 94010 650-762-7000	26,929	0.15%	Alaska Air Group Inc. (ALK) / Seattle, WA	David Cush, president/ CEO
20	Icelandair North America ㉒ icelandair.com	1900 Crown Colony Dr. Quincy, MA 02169 800-223-5500	24,327	0.14%	Icelandair Group / Reykjavik, Iceland	Birkir Hólm Guðnason, CEO
21	Great Lakes Aviation Ltd. ㉓ flygreatlakes.com	1022 Airport Pkwy. Cheyenne, WY 82001 307-432-7000	19,921	0.11%	Great Lakes Aviation Ltd. (GLUX) / Cheyenne, WY	Douglas Voss, chairman/ CEO; Charles Howell IV, president
22	AeroMexico ㉔ aeromexico.com	3663 N. Sam Houston Pkwy. E. #500 Houston, TX 77032 800-237-6639	13,383	0.08%	Aerovias de Mexico S.A. de C.V. / Mexico City, Mexico	Andres Conesa Labastida, CEO
23	Key Lime Air dba Denver Air Connection ㉕ keylimeair.com	13252 E. Control Tower Rd. Englewood, CO 80112 303-768-9626	5,472	0.03%	Key Lime Air Co. / Englewood, CO	Cliff Honeycutt, president
24	Boutique Air Inc. ㉖ boutiqueair.com	548 Market St. #73298 San Francisco, CA 94104 415-449-0505	4,177	0.02%	Boutique Air Inc. / San Francisco, CA	Shawn Simpson, president
25	XTRA Airways ㉗ xtraairways.com	121 Alhambra Plz. #1700 Coral Gables, FL 33134 208-333-9872	824	0%	XTRA Airways / Miami, FL	Lisa Dunn, president

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17.4 million

From January through
April, 2016, DIA had
17,425,796 passengers.

54.0 million

Total number of
passengers from January
through December, 2015.

MOST FLIGHTS OUT (JANUARY - APRIL, 2016)

Southwest Airlines Co.	20,457
United Airlines	19,252
SkyWest Inc.	16,328
Frontier Airlines Inc.	7,109
Delta Air Lines Inc.	3,819
AMR Corp./ American Airlines	3,314
Trans States Airlines	3,088
GoJet Airlines LLC	2,534
Great Lakes Aviation Ltd.	2,200
Spirit Airlines Inc.	1,245
ExpressJet Airlines Inc.	911
Shuttle America Corp.	866
American Eagle Airlines	792
Boutique Air Inc.	510
Alaska Air Group Inc.	501
JetBlue Airways Corp.	351
Key Lime Air	245
Air Canada	230
Virgin America	128
British Airways Plc	109
Lufthansa	108
Volaris	101
Icelandair North America	84
Aero Mexico	79

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⁴ Includes SkyWest Airlines and SkyWest Airlines/UAX International.

⁵ Includes Delta Air Lines, Compass Airlines/Delta Connection, Endeavor Air/Delta Connection and SkyWest/Delta Connection.

⁶ Includes GoJet Airlines and GoJet International.

⁷ Includes Shuttle America Corp. and Shuttle America/UAX International.

⁸ Includes Compass/Envoy-American Eagle, Envoy, Mesa/Envoy-American Eagle, Republic/American Eagle and Skywest/American Eagle.

⁹ Includes Express Jet/United Express and Express Jet/United Express International.

¹⁰ Includes Air Canada and Air Canada Rouge.



PICTURE THIS

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🐦 @KIKILAVINEDBJ

STREET ART

Denver is getting wild. You expect in a city of this size to see some cool tagging and colorful murals on your way to and from the office. But these are simply works of art.



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DOWNING ST. AND 31ST AVE.



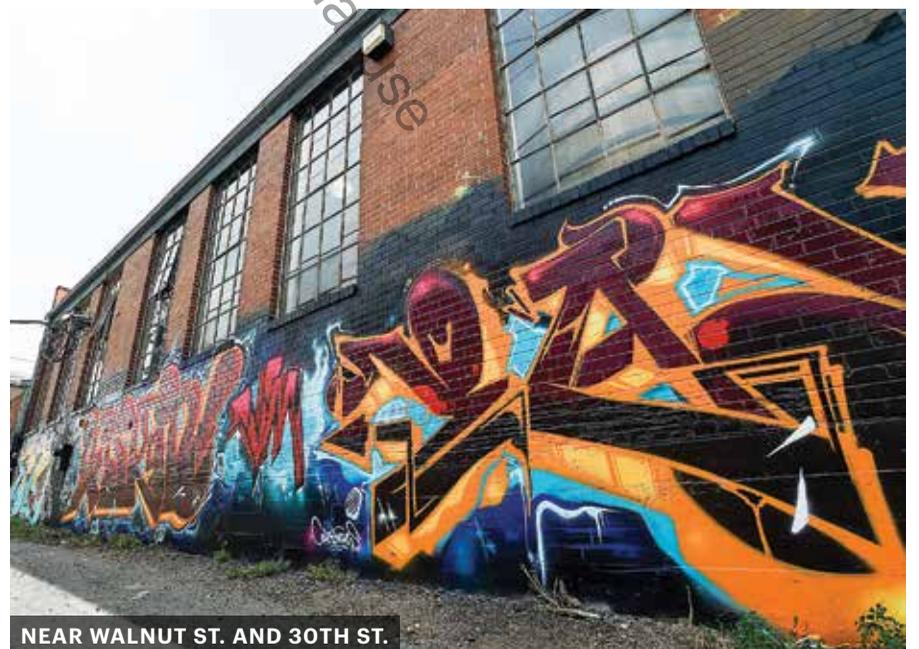
CHAMPA ST. AND 13TH ST.



INCA ST. AND 10TH AVE.



FEDERAL BLVD. AND 2ND AVE.



NEAR WALNUT ST. AND 30TH ST.

NEWS

Colorado's fraudbuster looks back

As state's U.S. attorney, John Walsh cracked down on financial abuse

BY MONICA MENDOZA

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John Walsh says he vividly remembers the day he sat at a table with about half a dozen U.S. attorneys.

In 2012, Walsh – U.S. attorney for Colorado, the state's top federal prosecutor – was named co-chair of the Residential Mortgage-Backed Securities Working Group, which his bosses at the U.S. Department of Justice had just formed.

The group's charge was to unravel fraud and abuse at the nation's financial institutions and hold them accountable for the kinds of misleading lending practices that helped cause the 2008 financial crisis.

"Are you in? Are you committed to this?" Walsh asked the other U.S. attorneys on the panel.

The prosecutors, representing such states as New York, California and Connecticut, would be confronting hundreds of thousands of documents and spending untold hours to uncover suspected abuse.

More than most of the others, Walsh had a notion of what was ahead. Assistant U.S. attorneys in his Denver office

had already worked on cases where active-duty military personnel serving in Afghanistan had been foreclosed on. That's when investigations began in earnest in Colorado into residential mortgage lending abuse.

"My background is a lot of white collar and financial investigation," said Walsh. "In some ways, we had a typical slice of what was going on all around the country."

Bringing those cases to conclusion "made us sit up and think [that] there are systematic problems that have not been fully addressed," he said.

Walsh, who stepped down as Colorado's top federal prosecutor on Aug. 10, spoke with the Denver Business Journal about his six years as U.S. attorney.

On the national stage

Since taking office in 2010 following his nomination by President Barack Obama and confirmation by the U.S. Senate, Walsh has worked on a host of civil liberties, national security and gang violence cases.

But he took the national stage when he joined the group of U.S. attorneys who led the investigations into the financial institutions following the financial crisis.



U.S. DEPARTMENT OF JUSTICE, U.S. ATTORNEYS OFFICE

U.S. Attorney John Walsh (center) joins then-Attorney General Eric Holder (right) at a 2014 news conference announcing the Citigroup settlement.

In 2012, the U.S. Department of Justice decided to focus on residential mortgage fraud, and in particular residential mortgage-backed securities, or RMBS.

Walsh knew the way to really dive into the financial abuse cases was for the U.S. attorneys to band together.

He remembered the savings and loan crisis of the 1980s and 1990s, when more than 1,000 S&L associations failed. At the time, Walsh was a federal prosecutor in Los Angeles.

One of the things that stood out about the Justice Department response to that crisis, he said, was that U.S.

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NEWS

attorneys, on their own and collectively, went after the fraud and abuse. “I felt strongly [that] the way to address the RMBS cases was to enlist the strength and energy of U.S. attorneys’ offices around the country,” he said.

In 2014, Citigroup Inc. stood accused by federal prosecutors of mortgage securities fraud. The financial giant (NYSE: C) initially offered to pay \$363 million in response to the allegations.

Walsh’s office had three assistant U.S. attorneys and support staff working on the case as well as a team of 10 financial analysts poring through millions of documents related to every residential mortgage-backed security issued or underwritten by Citigroup in 2006 and 2007.

A turning point, Walsh said, was the team’s willingness to take the case to court rather than simply accept Citigroup’s initial offer. “We were ready to file the complaint – we were committed to doing it,” he said.

Ultimately, Walsh and others helped secure a landmark \$7 billion settlement by Citigroup. Attorney General Loretta Lynch later called it “the largest settlement in the history of the Colorado U.S. Attorney’s office, and one of the largest settlements in the Justice Department’s history.”

To announce the settlement, Walsh stepped center stage with then-U.S. Attorney General Eric Holder and Lynch, who was then U.S. attorney for New York.

On that stage, Walsh was thinking about the assistant U.S. attorneys and staffers in the Colorado office, he recalled.

“It was a source of great pride for the people in Colorado who played an incredible role in a case of extraordinary national significance,” he said.

By now, there have been more than \$50 billion in settlements from financial institutions since the crisis, Walsh said, and more cases are pending.

“It was a very significant effort to hold institutions that had engaged in misconduct ... accountable,” he said.

Pot a focus

Walsh served longer as Colorado U.S. attorney than anyone since the 1980s, according to his staff. When he took the post, he didn’t imagine that he would spend so much of his time talking about pot.

Marijuana was never a high priority for the federal government, he said. And then in 2012, Colorado voters legalized marijuana for recreational use.

Suddenly he was the chair of the federal Marijuana Enforcement-Working Group. Colorado was writing new rules and policies and other U.S. attorneys wanted to know what he knew.

“The state, to its credit, has taken this issue very seriously and has worked to set up a regulatory system and enforce that regulatory system in a meaningful way,” he said.

But there is still work to be done, he said. The state has one set of rules for medical marijuana and another for recreational marijuana and that leaves

open room for abuse.

One example is of out-of-staters moving in, getting a medical marijuana card, and growing hundreds of plants in a rented home, then taking the marijuana across state lines.

“There needs to be a better balance struck to protect those who find benefits from medical marijuana while not creating such a big loop hole that low level criminals come on board to abuse it,” he said.

But that will be for the next U.S. attorney for Colorado to figure out. In the meantime, Walsh is job hunting.

He will return to private practice and hopes to continue his work in civil business law. And running for public

office is not out of the realm of possibility, he said.

(Twelve years ago, Walsh ran unsuccessfully for Denver district attorney, losing to Mitch Morrissey.)

“My thought has been, you go where you can contribute the most,” Walsh said. “That is not often clear until the opportunity arises.”

Attorney General Lynch, in a statement last month when Walsh announced he would be stepping down, praised the Colorado prosecutor, saying he “led efforts to root out fraud and abuse and hold institutions accountable for the kinds of misleading lending practices that helped cause the 2008 financial crisis.”

“For the past six years, John has protected our civil liberties, defended our national security, and aggressively and successfully prosecuted organized crime, drug cartels and gang violence,” Lynch said. “He played a key leadership role on the team that won a landmark \$7 billion settlement against Citibank, securing millions for defrauded consumers.”

Bob Troyer, first assistant U.S. attorney on Walsh’s staff, was named acting U.S. attorney last week. He’ll remain in the post until the president nominates a U.S. attorney for Colorado and the U.S. Senate confirms the nomination – which likely will be after the next president takes office.

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BRIEF CASE

Colorado Judicial Excellence Award winners announced

The Colorado Judicial Department recognized five individuals and one team in its Judicial Excellence Awards to honor employees for exemplary work. Winners were:

- ▶ Hon. Carlos A. Samour Jr. for the 2015 Judicial Officer of the Year Award
- ▶ Amanda Myers for the Court Employee of the Year Award
- ▶ Jeff Smith for the Probation Employee of the Year
- ▶ Linda Reilly for the State Court Administrator's Office Employee of the Year
- ▶ Ryan Mills for Manager of the Year

▶ The 18th Judicial District's Probation Department's Motivational Interviewing Training Team consisting of Kym Kushel, Erin Cooley, Farrah Pope, Ann Welty, Kelly McGaffick and Arturo Villa for the Outstanding Team of the Year Award

▶ AWARDS

RANGE CHEF RECEIVES ACCLAIM

Chef Paul Nagan of Range restaurant in the Renaissance Denver Downtown City Center Hotel has been named "Chef of the Year for the Americas" by Renaissance Hotels. The award

evaluated guest satisfaction surveys, revenue, leadership, community involvement and innovation. Chef Nagan graduated from Johnson & Wales College of Culinary Arts and has led food and beverage programs at various restaurants throughout the country.

AURORA NAMED WATER WISE CITY

This year, the Wyland National Mayor's Challenge for Water Conservation inspired residents in more than 4,100 cities across the nation to save over 1.9 billion gallons of water over the next year. Cities with the highest percentage

of residents making pledges during the campaign consisted of five cities, Aurora being one of them. The challenge, presented by the Wyland Foundation and Toyota, with support from the U.S. EPA, National League of Cities, The Toro company, Earth Friendly Products, and Conserva Irrigation, stresses the importance of educating people on how to save water.

DRUCK RECEIVES COMMUNITY SERVICE AWARD

Dr. Jeffrey Druck, associate professor of emergency medicine in the University of Colorado School of Medicine at the Anschutz Medical Campus, has been honored with the 2015-16 Chase Faculty Community Service Award. This annual recognition honors a full-time CU faculty member who provides service to the community with a \$10,000 endowment funded by a grant from Chase. Druck is president of the board of Wapiyapi, a children's camp for those diagnosed with cancer.

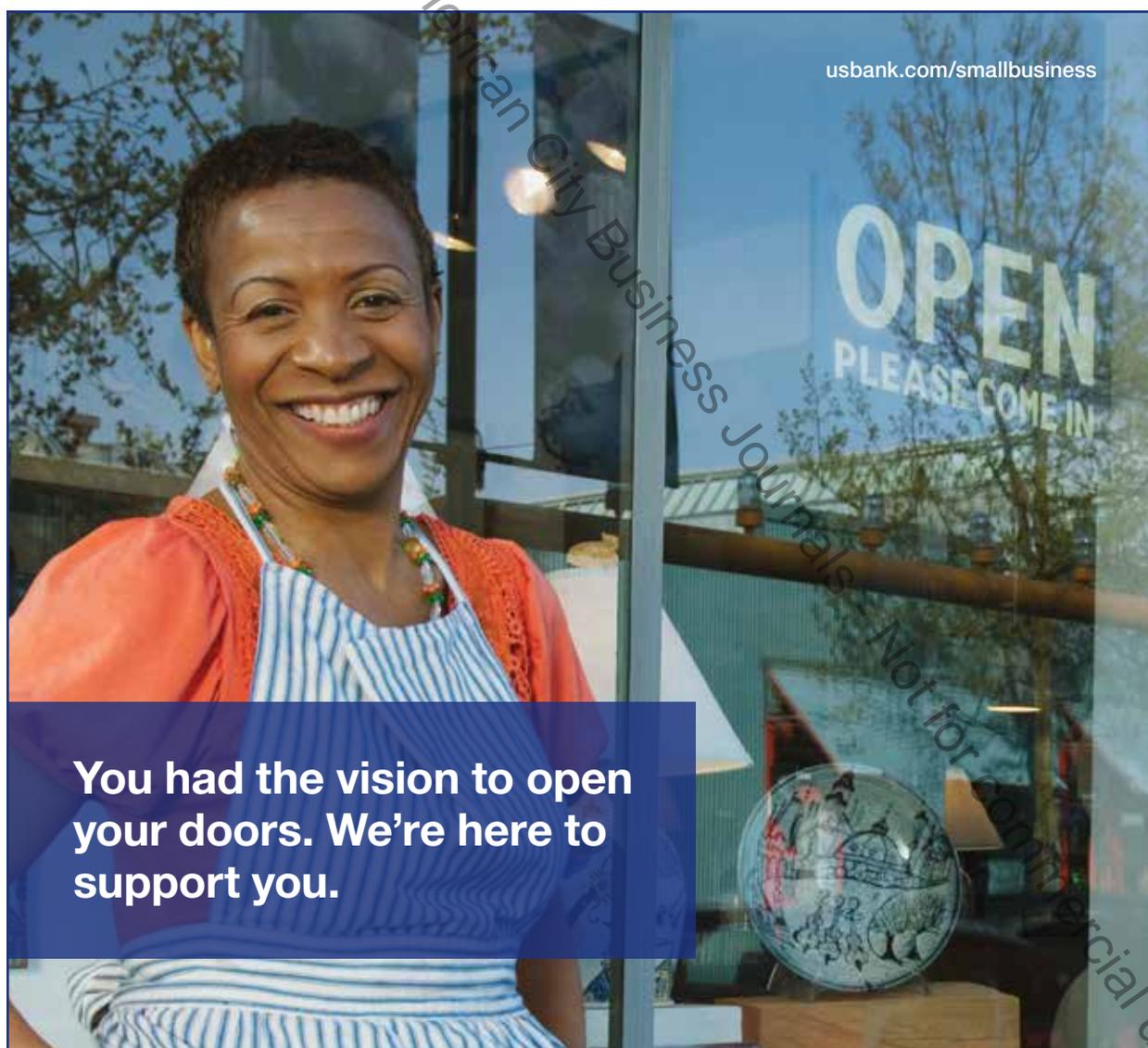
AGNES NAMED PROFESSIONAL OF THE YEAR

Elevations Credit Union President and CEO Gerry Agnes was named the 2016 Credit Union Professional of the Year by the Mountain West Credit Union Association, a regional trade association. Recognizing one credit union professional each year, the award acknowledges efforts to build a cooperative environment for credit unions.

BUILDERS GROUP ISSUES SAFETY HONORS

The Rocky Mountain Chapter of Associated Builders and Contractors honored member companies for their safety efforts on construction sites during their Safety & Education Awards banquet. Safety award winners were:

- ▶ Fiore & Sons for Most Improved Safety Program
- ▶ Millender White Construction Co., Roche Constructors, Inc., Adolphson & Peterson Construction and The Industrial Company for Outstanding Safety Program for General Contractors
- ▶ National Coatings, Inc., ICI, BT Construction, Inc., Henderson and Greiner Electric, LLC, MTech Mechanical and LPR Construction Co. for Outstanding Safety Programs for Subcontractors
- ▶ HITT Contracting, Milender White Construction Co., Shaw Construction, FCI Constructors, Inc. and The Industrial Company for Outstanding Safety Record-General Contractors
- ▶ National Coatings, Inc., Mays Concrete, Inc., BT Construction, Douglass Colony Group, Encore Electric, Inc. and RK Mechanical, Inc. for Outstanding Safety Record-Subcontractors
- ▶ Dan Locke for Outstanding Field Professional
- ▶ Tom Alvarez for the Tony Dietrich Safety Professional of the Year Award



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- SBA financing available

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- Competitive rates
- Provides working capital for seasonal purchases, inventory and short-term cash needs
- Guarantee fee waived
- SBA financing available



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PEOPLE ON THE MOVE

► BOARDS



Jeff Johnson
Prescient Co. appointed Jeff Johnson to its board.



Jeff Niemeyer
American Association of Professional Landmen Executive Committee has appointed Jeff Niemeyer as second vice president of its board.

► ENVIRONMENT



Penny Cole
MKK Consulting Engineers Inc. hired Penny Cole as high performance design lead.



Larry Catalano
Larry Catalano joined Kennedy/Jenks Consultants as client services manager.

► FINANCE



Amy Weisbender
Amy Weisbender joined Agility Solutions LLP as senior manager and Melanie Kruger joined as head of people.



► HEALTH



Kristi Mock
Mental Health Center of Denver promoted Kristi Mock from vice president of adult recovery services to vice president and chief operating officer.



Kortnie Harris
Kortnie Harris joined Berkley Manor Care Center as executive director.

► LAW



Neil Salyards
Sheridan Ross hired Neil Salyards and Eric Bomkamp as associates.



Timothy Aragon
Hogan Lovells promoted Timothy Aragon from partner to partner and head of Colorado Corporate Practice Group.

► REAL ESTATE



Rachel Abrahams
PorchLight Real Estate Group hired Rachel Abrahams, Jenni Thompson and Kim Bauer as broker associates.



► HOW TO SUBMIT

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FAMILY LAW

Colorado Divorce: Protecting Your Child's College Fund

While divorcing parents may agree to pay or share their child's college education expenses, our courts have determined that even if that agreement is written and incorporated into the decree of dissolution, it is not enforceable as a contract term in the domestic court. When parents have established a college savings account for a child during the marriage, the domestic court only has authority to determine and divide marital property of the parties. The court does not have jurisdiction to order the parties to transfer property to a child, but may determine that a child's asset is to be persevered for educational expenses even after the child's emancipation at age 19. However, the court does not have jurisdiction to remove one parent as the custodian of the account and name the other; a property transfer to an account under the Uniform Transfers to Minors Act is irrevocable, the property is indefeasibly vested in the minor, and the custodian has fiduciary duties and authority. If that custodian is not acting within those fiduciary duties, then a parent (or the emancipated child) may seek relief in the probate setting.



Carrie Eckstein
Family Law Attorney



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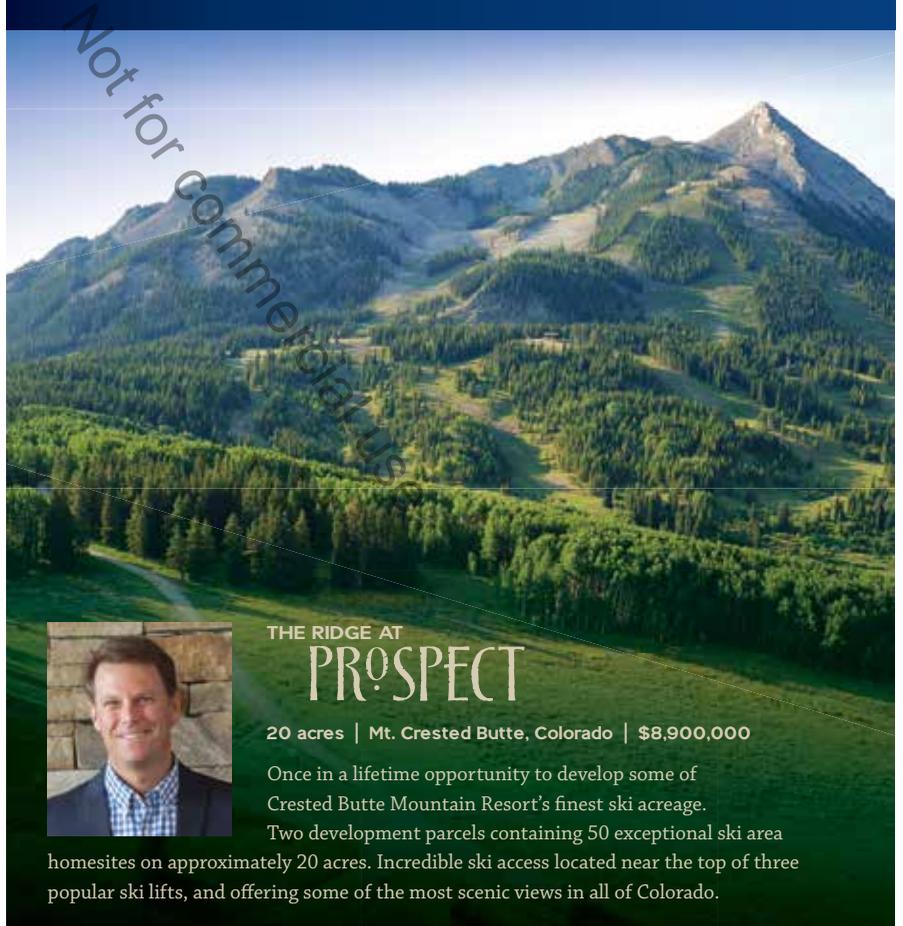
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► Foreclosures

The Denver Business Journal is no longer publishing foreclosure listings. Instead, interested parties are urged to visit our online Foreclosure Center to bring up gateways directly to county foreclosure records in the seven-county metro area, which are more up to date than the listings previously published in the DBJ. You can access the Foreclosure Center by typing bizj.us/cmwyj into your web browser.

► Bankruptcies

DISTRICT OF COLORADO

DENVER DIVISION

Chapter 11

Highway 72 Properties Inc., 17190 Highway 72, Arvada 80007; Assets, \$0 to \$50,000; Debts, \$100,001 to \$500,000; Major Creditor, not shown; Attorney, Joshua Sheade; case #16-17762, 08/04/16.

Pagosa Partners II Inc., 2839 Cornerstone Drive, Pagoda Springs 81147; Assets, \$1,000,001 to \$10,000,000; Debts, \$1,000,001 to \$10,000,000; Major Creditor, not shown; Attorney, Jeffrey S. Brinen; case #16-17905, 08/10/16.

► Deeds

ADAMS COUNTY

Cross Development CC Commerce City LLC to 6691 Colorado Blvd. Partners LLC, 4101 Birch St. Suite 100, Newport Beach, Calif. 92660-2235, property at 6691 Colorado Blvd., Commerce City 80022-2219, Offen Industrial Park ID 0182501401004, \$4,715,300.

Pate Development Co. Inc. to Vijaypal Singh and Abhejit Singh Dhillon, 4001 Bella Tuscan Drive, Modesto, Calif. 95356-9339, property at (vacant land), Washington Square ID 0157334403002, \$2,524,800.

Brookfield Residential Colorado LLC to Melody Homes Inc., (no addresses shown), Brighton Crossing, \$1,925,000.

Mountain Series I Owner LLC to Baseline Lakes Holdings LLC, 12460 First St., Eastlake 80614, property at (vacant land), Baseline Lakes, \$1,500,000.

72nd Colorado LLC to Peterman Investments LLC, 3889 Taft Court, Wheat Ridge 80033-5353, property at 6071 E. 72nd Ave., Commerce City 80022-1913, ID 0172132309021, \$1,225,000.

Gray Fox Investments LLC to Grand Humble Co., 9670 Dallas St. No. 9, Henderson 80640-8476, property at 9670 Dallas St., Henderson 80640-8476, Gray Fox Office Warehouse Center ID 0172115303009, \$725,000.

Trudy L. Inman Living Trust to Adam M. Vaughn, property at 25225 E. 160th Ave., Brighton 80603-8435, ID 0156700000011/0156700000306,

\$685,000.

Jaime and Margarita Calderon to Paul M. and Lauren C. Dollinger, property at 16011 Poplar St., Brighton 80602-6078, Eagle Shadow South ID 0157105404038, \$650,000.

Dennis Jr. and Becky Leash to Christopher Lee Ratliff, property at 3014 E. 148th Place, Thornton 80602-8800, Haven at York Street ID 0157313211001, \$625,000.

Pinella and Natalino Tafuri to John and Gloria Ancmon, property at 3352 W. 109th Circle, Westminster 80031-6816, Legacy Ridge ID 0171908004059, \$625,000.

ARAPAHOE COUNTY

FFG Development LLC to CNW Serenity Smoky Hill 2 LLC, 24670 Royale Ridge, Laguna Niguel, Calif. 92677-7458, property at 25771 E. Smoky Hill Road, Aurora 80016-1791, Serenity Ridge ID 2071-29-4-19-001, \$2,857,100.

Groene Investments LLC to Deborah C. Campbell, property at 3 Sedgwick Drive, Englewood 80113-4104, Devonshire Heights ID 2077-01-1-04-002, \$1,755,000.

Joseph M. and Jamie D. Hinds to James M. and Cynthia L. Collingsworth, property at 9207 E. Wesley Ave., Denver 80231-7656, Cherry Creek Country Club ID 1973-27-3-15-017, \$1,750,000.

Hallie Holdings LLC to AGA Aurora LLC, 122 Stewart Drive, Aspen 81611-9714, property at 908 S. Havana St., Aurora 80012-3004, Colonial Villa ID 1973-14-3-02-014, \$1,670,100.

Dutchie and Ryan Cowser to David G. and Valerie J. Biggerstaff, property at 66 Charlou Circle, Cherry Hills Village 80111-1103, Charlou at Cherry Hills ID 2075-08-3-01-024, \$1,650,000.

GRSW Stewart Real Estate Trust to Kenneth W. and Lindsey D. Sain, property at 4240 E. Perry Parkway, Greenwood Village 80121-2194, Preserve at Greenwood Village ID 2075-18-2-06-002, \$1,565,000.

Johanna and David Voell to Luis A. Verduzco, property at 5365 Autumn Drive, Greenwood Village 80111-3425, Autumn Hills ID 2075-15-2-05-003, \$1,450,000.

One Cherry Lane LLC to John Koslosky, property at 4 Sommerset Circle, Greenwood Village 80111-1403, One Cherry Lane ID 2075-16-4-12-004, \$1,412,500.

Harvey A. Steinberg to Adam and Andrea Tucker, property at 5780 S. Forest St., Greenwood Village 80121-2138, Preserve at Greenwood Village ID 2075-18-4-04-003, \$1,325,000.

6301 E. Greenbriar Drive LLC to Michael and Ashley Perry, property at 6301 Greenbriar Drive, Englewood 80111-1128, Charlou Park Addition ID 2075-08-3-01-024, \$1,300,000.

► 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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INDEX

Bankruptcies A22
Building Permits - Commercial .. A24
Court Judgments A24
Deeds A22
Foreclosures A22
New Lawsuits Filed A24

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Advertisement

Charlotte B. and John B. Jackson to John F. and Jennifer D. Ghingo, property at 10316 E. Crestridge Lane, Englewood 80111-6216, Hills at Cherry Creek West ID 2075-15-1-21-021, \$1,290,000.

Steven C. and Shirley J. Crites to Manoj Agrawal, property at 9931 E. Progress Circle, Greenwood Village 80111-3673, Dayton Farms ID 2075-15-1-34-007, \$1,200,000.

Katz Family Trust to Dana Licht, 5359 S. Kearney St., Greenwood Village 80111-1420, property at 6436 E. Tufts Ave., Englewood 80111-1165, Chaumont In Cherry Hills ID 2075-08-2-13-019, \$1,195,000.

Bluewave Express Development II LLC to Juan and Maria O. Luevanos, 6133 S. Kalispell St., Aurora 80016-4751, property at 15795 E. Briarwood Circle, Aurora 80016-1562, Cornerstar ID 2073-29-2-09-002, \$1,000,000.

Derek Justin Wolfe to Sarah O'Grady and Jeffrey Allen Buck, property at 24374 E. Glasgow Circle, Aurora 80016-1306, Tallyns Reach ID 2071-30-4-16-017, \$880,000.

ROK Enterprises LLC to CKT Properties LLC, 88 Inverness Circle E. Suite 103, Centennial 80112-5304, property at 44 Inverness Drive E., Englewood 80112-5410, Fairway at Inverness I ID 2075-35-1-05-005, \$850,000.

Diane and Richard Henley to Edward Howard Kay Lynn Wall Living Trust, property at 1824 W. Cape Cod Way, Littleton 80120-5518, Southpark ID 2077-33-3-09-016, \$850,000.

Sherry B. Pellicore Trust to Ryan and Dutchie Cowser, property at 6054 S. Geneva Court, Englewood 80111-7012, Orchard Gate ID 2075-22-1-40-006, \$840,000.

Urbanwest LLC to Sean P. and Kelli A. Lasher, property at 9 Village Court, Littleton 80123-6640, Village in Columbine Valley ID 2077-19-1-05-008, \$820,000.

Jason R. Preese to Wai

Lun Tang, property at 8095 S. Oak Hill Circle, Aurora 80016-2061, Stage Run ID 2071-32-4-02-013, \$819,000.

Richmond American Homes Colorado Inc. to Jennifer and Bryan J. Bergner, property at 628 E. Dry Creek Circle, Littleton 80122-3362, Littleton Village ID 2077-27-4-30-008, \$797,500.

Ronald W. and Diane L. Brezenger to Gil and Emily Shea Tanis, property at 9848 E. Ida Circle, Greenwood Village 80111-3751, Sundance Hills ID 2075-15-4-08-005, \$795,000.

Jason R. and Lisa M. Hagen to Bradley Q. and Heather N. Intres, property at 7925 S. Detroit St., Centennial 80122-3467, Highlands 460 ID 2077-36-3-12-008, \$697,500.

Susan L. and James D. Krodel to Benjamin A. and Monica D. Burgeson, property at 20438 E. Briarwood Ave., Centennial 80016-2302, Antelope ID 2073-26-2-01-006, \$690,000.

Core Four Properties LLC to Valerie Bauer, property at 16431 E. Berry Place, Centennial 80015-4053, Piney Creek ID 2073-17-4-10-013, \$685,000.

Lois H. Jurgens to Geoffrey Tibbals, property at 6992 E. Fremont Place, Centennial 80112-1603, Homestead in The Willows ID 2075-29-4-17-004, \$680,000.

Amy L. and Adam C. Duff to Venkata Karun Kumar Godavarthi Satya, property at 26438 E. Walker Drive, Aurora 80016-6104, Beacon Point ID 2071-20-4-16-007, \$677,000.

Richmond American Homes Colorado Inc. to Kevin and Abbey Mumford, property at 608 E. Dry Creek Circle, Littleton 80122-3362, Littleton Village ID 2077-27-4-30-010, \$657,000.

David Robert Bourcier and Erin O'Kelly Bourcier to Hilary B. Wheeler, property at 10633 E. Maplewood Drive, Englewood 80111-5769, Cherry Creek Vista ID 2075-23-2-25-006, \$655,000.

Janet L. and Douglas L. Evans to Jennifer and Anthony McCall, property at 21390 E. Weaver Place, Centennial 80016-1301, Saddle Rock Ranches ID 2073-23-4-02-005, \$653,500.

Kimberly Dawn and James Kevin Fitzgerald to David O. Welt, property at 24629 E. Moraine Place, Aurora 80016-5230, Tallyns Reach ID 2071-31-1-08-008, \$650,000.

Taylor H. Bartels to Sean M. Bundy, property at 6098 S. Lima St., Englewood 80111-5817, Cherry Creek Vista ID 2075-23-2-40-005, \$635,000.

Gaylen P. and Rita Johnson to Carlene A. Walker, 4950 S. Yosemite St. No. F2-321, Greenwood Village 80111-1349, property at 22877 E. Long Drive, Aurora 80016-2033, Heritage Eagle Bend ID 2073-36-4-18-012, \$633,000.

Blue Orb Studios LLC to Jana and James Henthorn, property at 2885 S. Sherman St., Englewood 80113-1620, Killies ID 1971-34-1-26-032, \$630,000.

BOULDER COUNTY

33rd Street LLC to Regents University Colorado, 1540 30th St. Room 101, Boulder 80309-0444, property at 3300 Walnut St., Boulder 80301-2523, ID 146329400033, \$10,247,900.

Scott Thorburn to Windy Fortress LLC, 650 S. Lashley Lane, Boulder 80305-5920, property at 3055-3061 29th St., Boulder 80301, Winds Condominiums ID 146320332001, \$4,673,500.

5455 Spine LLC to Spine Road Properties LLC, 1676 Sunset Blvd., Boulder 80304-4234, property at 5455 Spine Road, Boulder 80301-3345, Greens Industrial Park ID 146302001012, \$3,480,000.

Douglas E. Myers Revocable Trust to 5277 Manhattan LLC, 1060 Toedtli Drive, Boulder 80305-6623, property at 5277 Manhattan Circle, Boulder 80303-8201, Etter Addition

ID 157709007002, \$2,800,000.

Stanley David and Anne Brown to Michael Joseph Marylou Bernadette Frendo 2006 Revocable, property at 9044 Jason Court, Boulder 80303-1676, White Hawk Ranch ID 146532010019, \$2,500,000.

Mark R. Clapp to Robert W. Schneider and Alexandra Tully Schneider, property at 9907 Isabella Road, Lafayette 80026-9103, Goose Haven ID 146521003002, \$2,400,000.

Melisa B. Pearce to Blaise Johnson Revocable Trust, property at 9171 Tollgate Drive, Longmont 80503-9070, Hardt Estates ID 131717003002, \$2,000,000.

Jason H. and Kimberly J. Hegland to David Stevens and Karen Sue McVoy, property at 2050 Oak Ave., Boulder 80304-1320, Jills Place ID 146318434002, \$1,725,000.

Michael John Barnes and Lisa Simkins Barnes to Jeffrey J. Russell, property at 1715 View Point Road, Boulder 80305-6813, Devils Thumb ID 157718108005, \$1,695,000.

Jacob Sultrich Family Trust to Hagit and Omer Meidan, property at 1755 View Point Road, Boulder 80305-6834, Devils Thumb ID 157718107005, \$1,690,000.

Alisha Rebecca and Peter L. Kreeger to Joseph and Jill Cooper, property at 801 Quince Ave., Boulder 80304-0745, Silver Lake Meadows ID 146113426003, \$1,660,000.

Carol Ann Keymer Trust to Michael I. and Jan D. Cohen, property at 1077 Canyon Blvd. Unit 204, Suite 390, Broomfield 80021-4502, property at (multiple properties), Longmont ID 131503417005/131503437001, \$1,574,900.

385 Broadway LLC to GTR Properties LLC, 4735 Walnut St. Suite W-200, Boulder 80301-2552, property at 385 Broadway St., Boulder 80305-3344, South Oak

Park ID 157706102001, \$1,600,000.

PFP Longmont Holdings I LLC to Pepper Center LLC, 22 W. Birch Ave., Flagstaff, Ariz. 86001-4502, property at (multiple properties), Longmont ID 131503417005/131503437001, \$1,574,900.

PFP Longmont Holdings I LLC to Pepper Center LLC, 22 W. Birch Ave., Flagstaff, Ariz. 86001-4502, property at (multiple properties), Longmont ID 131503417005/131503437001, \$1,574,900.

Mark D. and Linda Monettes to Pan Sun, property at 2210 Spotswood Place, Boulder 80304-0993, Wellington Gardens ID 146318109016, \$1,539,900.

Bob Cahn Homes Inc. to Todd N. and Christine L. Lebor, property at 6534 Legend Ridge Trail, Niwot 80503-7188, Legend Ridge ID 131532018002, \$1,500,000.

Will COF LLC to Phoenix Building Corp., 11768 W. 54th Place, Arvada 80002-1950, property at 805 Excalibur St., Lafayette 80026-1909, Lancelot Park ID 157502407002, \$1,250,000.

Steve V. and Cammie L. Muller to Oliver Davis, property at 594 Wingate Ave., Boulder 80304-4379, Dakota Ridge North ID 146112034009, \$1,180,000.

Liberty Capital Inc. to Superior Liberty LLC, 301 Amethyst Way, Superior 80027-4649, property at 1697 Coalton Road, Superior 80027-4646, Rock Creek Ranch ID 157530424003, \$1,056,000.

Andrew G. and Pamela J. Antell to Steven R. and Deanna L. Moen, property at 651 Tamarisk Court, Louisville 80027-1064, Tamarisk Court ID 157507127009, \$1,013,800.

Beverly V. Gholston Trust to Michael Joseph Draper, property at 3550 Cloverleaf Drive, Boulder 80304-1809, Pine View Park ID 146319219005, \$915,000.

Ellinghaus Living Trust to 2900 Marine Street LLC, 1136 Pearl St. Suite 205, Boulder 80302-5141, property at 2900 Marine St., Boulder 80303-5206, ID 146332200017, \$900,000.

Mary A. Malina to Jeffrey P. and Wendy E. Mortner, 1270 Old Tale Road, Boulder 80303-1371, property at 5336 Hickory Ave., Boulder 80303-2840, Country Club Park ID 146333413002, \$900,000.

Cynthia M. Christianson to Thomas B. and Patricia J. Hagerty, property at 967 Terrace Circle S., Boulder 80304-4710, Dakota Ridge Village ID 146112038024, \$867,500.

William C. and Pamela A. Stephens to 4JS Real Estate LLC, 8411 Brittany Place, Niwot 80503-7612, property at 2765 14th St., Boulder 80304-3519, 2763/2765 14th Street Condominiums ID 146330265002, \$860,000.

Allen J. Medine to Ryan A. and Amanda L. Medine, property at 1560 Masters Court, Superior 80027-8158, Rock Creek Ranch ID 157530214042, \$850,000.

Arthur H. Knight to David M. Greene, property at 5422 Omaha Place, Boulder 80303-4131, Keewaydin Meadows ID 157704109002, \$835,000.

William K. and Jean M. Durbahn to Pamela J. and Andrew G. Antell, property at 523 Jefferson Ave., Louisville 80027-1807, Acme Place ID 157508444012, \$825,000.

John L. Buetow to Elisabeth J. Relin, property at 3860 Birchwood Drive, Boulder 80304-1419, Winding Trail Village ID 146317316004, \$815,000.

Anne W. Birnbaum to Sarah Lauren Rosquist and Patti Rinne Rosquist, property at 920 Neon Forest Circle, Longmont 80504-7547, Wallace Addition ID 131515361009, \$799,900.

Bernie H. and Julie Herrmann to Scott C. and Elizabeth H. McLeod, property at 2531 Columbine Circle, Lafayette 80026-9143, Blue Heron Estates ID 146528301005, \$775,000.

Aleph Living Trust to Koorosh Ardalan, property at 663 Sky Trail Road, Boulder 80302-9493, Boulder Heights ID 146104018004, \$775,000.

Mike Mendelsohn to Claire Lay, property at 235 Cimmaron Way, Boulder 80303-4203, Keewaydin Meadows ID 157704404004, \$767,000.

Rainer Grote PFP Longmont Holdings I LLC to Kori A. and Daniel S. Bowers, property at 2445 Panorama Ave., Boulder 80304-3725, Panorama View ID 146330121007, \$760,000.

Heidi and Noah Schum to Nicholas and Amy Mole, property at 1225 Peakview Circle, Boulder 80302-9419, Boulder Heights ID 131934006002, \$760,000.

Balsam Investment Group LLC to 1047 Balsam LLC, 1035 Pearl St. Suite 205, Boulder 80302-5156, property at 1047 Balsam Ave., Boulder 80304-3403, Jacobsens ID 146125157001, \$750,000.

PFP Longmont Holdings I LLC to Bell Forty Two Investments LLC, 22 W. Birch Ave., Flagstaff, Ariz. 86001-4502, property at (multiple properties), Longmont ID 131503417005/131503437001, \$741,100.

Scott Jackson to Nicolas Paulo and Maria Em Arco, property at 650 S. 44th St., Boulder 80305-6022, Martin Acres ID 157708103011, \$740,000.

Thomas D. Hormel Irrevocable Trust to Leon Lammers VanToorenburg, 350 Interlocken Blvd. Suite 390, Broomfield 80021-3485, property at 35 Arikaree Circle, Nederland 80466, Indian Peaks at Nederland ID 158312002013, \$725,000.

Boulder Creek Lanterns LLC to Minna L. and David J. Erlichman, property at 1148 Summit View Drive, Louisville

LEADS

80027-8508, Lanterns ID 157505476008, \$713,800.

Edgar M. and Predawn S. Alvarado to Lee G. and Shelley L. Johnson, property at 1718 Montgomery Circle, Longmont 80504-3770, Spring Valley ID 120525413005, \$710,000.

Leilani S. and Milo R. Woodson to Amy Catherine Chalecki, property at 1670 Linden Ave., Boulder 80304-1536, Melody Heights ID 146319214004, \$700,000.

Joni Kay and William Troy Donahoe to Todd Theobald, property at 357 Elk Trail, Lafayette 80026-9055, South Pointe ID 157515117005, \$700,000.

Gwendolyn H. Lehman to Susan Rancis, property at 2155 Park Lane, Louisville 80027-8504, Takoda ID 157505444008, \$699,000.

Kimberly A. and Pedro E. Gutierrez to Heather D. McLaughlin, property at 2882 Loma Place, Boulder 80301-1510, Palo Park ID 146320201006, \$695,000.

Bernadette Seago to Matthew and Kelly Marie Landen, property at 731 W. Mulberry St., Louisville 80027-9782, Sundance ID 157518129002, \$685,500.

Robert E. Stubbs Revocable Trust to Mark A. and Joanne G. Prenni, property at 2130 Parkview Drive, Longmont 80504-7792, Creekside ID 131516414008, \$675,000.

Ellyn Hilliard to Jacque K. and Bradford R. Clark, property at 302 McConnell Drive, Lyons 80540-3805, Lyons Valley Park ID 120320205001, \$675,000.

David S. Payne to Thomas J. and Namrata P. Lang, property at 3000 24th St., Boulder 80304-2804, Green Meadows ID 146319427014, \$670,000.

Donald W. Burns to Kathryn Harris, property at 4475 Brookfield Drive, Boulder 80305-6705, Majestic Heights ID 157708128015, \$670,000.

Joyce V. and Paul L. Swanson to Paul Decurnou, property at 11982 Spruce Canyon Circle, Golden 80403-8436, Walker Ranch Area ID 157933000044, \$665,000.

William D. Bedell to Megan A. and Thomas W. Lane, 1122 Zodo Ave., Erie 80516-5423, property at 11844 Flatiron Drive, Lafayette 80026-9683, Brownsville ID 146514020001, \$650,000.

Boulder Creek Delo LLC to WKJ Enterprises LLC, 1011 Linden Drive, Boulder 80304-0473, property at 1090 Griffith St., Louisville 80027-8617, Delo ID 157508161011, \$639,000.

Boulder Creek Delo LLC to Wendy S. Appel, property at 1050 Griffith St., Louisville 80027-8617, Delo 157508161006, \$631,200.

Ilse E. Smith to Margaret Boissard, property at 4240 Ponderosa Court, Boulder 80301-1634, Palo Park ID 146317302039, \$625,000.

DENVER COUNTY

Michael Brendon Blecker Trust to Dri Maple 20th Street Station LLC, 2150 W. 29th Ave. Suite 400, Denver 80211-

3890, property at 2014 California St., Denver 80205, Clements Addition ID 0234242028000, \$7,139,500.

Caraustar Custom Packaging Group Inc. to Overland LLC, 2001 S. Platte River Drive, Denver 80223-3852, property at 1377 S. Jason St., Denver 80223-3407, Manchester ID 0521119012000, \$6,775,000.

W. Joris Brinkerhoff to Bogi Palsson, 105 Fillmore St. No. 209, Denver 80206-4909, property at 1681 E. Cedar Ave., Denver 80209-2602, Shackelton Place ID 0511604021000/0511604022000, \$5,600,000.

APS E. LLC to Steele Corp. LLC, 36 Steele St. Suite 100, Denver 80206-5709, property at (multiple properties), Burlington Capitol Hill Addition ID 0512508014000, \$4,600,000.

Harley G. Jr. and Lorraine N. Highbie to Sissel B. and Roland B. Eckenhausen, 1 Polo Club Lane, Denver 80209-3311, property at 3 Polo Club Lane, Denver 80209-3311, Polo Club ID 0513300147000, \$3,750,000.

Toni A. Filice 2007 Revocable Trust to GSJ Real Estate LLC, 23110 U.S. 6, Keystone 80435-7725, property at (multiple properties), Highland Park ID 0229301064000, \$2,400,000.

BCP Jackson I LLC to 8 Mach LLC, P.O. Box 40326, Denver 80204-0326, property at 4900 Jackson St., Denver 80216-3018, Dickinson ID 0213401049000, \$2,250,000.

BRCWF 8 Trust to Colorado All Way LLC, property at 1991 E. Alameda Ave. No. 8, Denver, ID 0511610054000, \$2,235,000.

Arthur E. and Art McAlarney to Dri Maple 20th Street Station LLC, 2150 W. 29th Ave. Suite 400, Denver 80211-3890, property at 2014 California St. No. 2058, Denver 80202, Clements Addition ID 0234242028000, \$1,878,800.

Terry P. Koenig to Miguel Benet, property at 1155 S. York St., Denver 80210-1910, Washington Park Addition ID 0523102017000, \$1,750,000.

Gus Katie Williams Family Trust to Jill Mazer, property at 601 S. Monroe Way, Denver 80209-3520, Stokes Place Addition ID 0513204007000, \$1,625,000.

Filross 1328 LLC to 1125 Marion LLC, 789 N. Sherman St. Suite 320, Denver 80203-3531, property at 1328 N. Corona St., Denver 80218-2061, Capitol Hill ID 0502214007000, \$1,575,000.

Alek M. and Laura G. Orloff to David and Danielle Taylor, property at 5400 E. 17th Ave. Parkway, Denver 80220-1435, Downington ID 0131426015000, \$1,458,000.

Michael H. Weisser to BRB Realty LLC, 1500 Paerdegat Ave. N., Brooklyn, N.Y. 11236-4100, property at 4237 Josephine St. Suite 102, Denver

80216-3911, York Street Industrial Condominiums ID 0224309027027, \$1,450,000.

Rufus H. and Maria A. Nagel to Comity Holdings LLC, P.O. Box 3085, Denver 80201-3085, property at 1445 N. High St., Denver 80218-2987, Wymans Addition Denver ID 0502105011000, \$1,400,000.

Gina Yu and Phillip J. Koo to John H. W. and Julie L. Greves, property at 1235 S. Race St., Denver 80210-1817, Washington Park Place ID 0523110021000, \$1,350,000.

Victor F. Vlasic to Garrett Stuart and Lauren Emily Reynolds, property at 1059 S. Milwaukee Way, Denver 80209-5126, Bonnie Brae Blocks ID 0513432011000, \$1,285,000.

H3 LLC to Reed Davidson Lyells, property at 704 Ivanhoe St., Denver 80220-5340, Porter & Raymonds Montclair ID 0605344007000, \$1,175,000.

Robert and Barbara Dambrosia to Rodney Dale Hefford, property at 533 Cook St., Denver 80206-4426, Harmans ID 0501529031000, \$1,150,000.

Chris Djourup to Adrienne Tiat Jin Chew, property at 4161 Shangri Lane Drive, Denver 80246-1064, Shangri La Heights ID 0607326010000, \$1,058,000.

Reid J. and Carleigh L. Elkus to Conor J. and Shyamala Keane, property at 790 S. Vine St., Denver 80209-4617, Bohms ID 0514403013000, \$1,050,000.

KBD Investment LLC to Scott C. Klinger, property at 4145 N. Clay St., Denver 80211-1741, Boulevard Heights ID 0220416027000, \$1,008,000.

Mag Builders Inc. to Seth Baughman and Amanda Brittany Young, property at 4152 Wolff St., Denver 80212-2228, Berkeley Blocks ID 0219313006000, \$1,004,700.

4715 Colorado Boulevard LLC to Sterling Assets Inc., P.O. Box 270551, Littleton 80127-0010, property at 4715 Colorado Blvd., Denver 80216-3218, Dickinson ID 0224125014000, \$1,000,000.

405 Fed Blvd. LLC to BB LLC, 21100 E. 120th Ave., Commerce City 80022-9839, property at 405 Federal Blvd., Denver 80204-4744, PT Barnums ID 0508316021000, \$1,000,000.

Dexter Street Six LLC to 2210 S. Dexter Street LLC, 421 S. Leyden St., Denver 80224-1248, property at 2210 S. Dexter St., Denver 80222-5030, Warrens University Heights ID 0630208015000, \$997,500.

AR Equity LLC to RF Elati 4125 LLC, 65 1/2 N. Eighth St., Saguache 81149, property at 4125 Elati St., Denver 80216-4834, Viaduct Addition ID 0222320022000, \$981,800.

Duane A. Flamand to James Walton Garland, property at 654 Ulster Way, Denver 80230-1719, Lowry ID 0604402012000,

\$965,000.

Spatula LLC to Compendium Development LLC, 5000 Quitman St., Denver 80212-2639, property at 3300 Osage St., Denver 80211-3525, Central Addition Twn of Highlands ID 0228132031000, \$959,600.

Daniel William Fisher to Lila Walker, property at 3506 Osage St., Denver 80211-3060, Central Addition Town of Highlands ID 0228122027000, \$940,000.

Jeffrey Michael and Kristen E. Blomgren to Darren E. Nadel, property at 3379 Uinta St., Denver 80238-2833, Stapleton ID 0128609024000, \$938,000.

Phillip and Amy Hutchins to Benjamin P. and Alicia M. McCown, property at 3219 S. Detroit St., Denver 80210-6726, Southern Hills ID 0536308011000, \$925,000.

Stranahan Living Trust to Race Street Ventures LLC, 1215 Forest St., Denver 80220-2552, property at 1634 Race St., Denver 80206-1112, Wymans Addition Denver ID 0235527046000, \$906,000.

Urban Land Acquisitions LLC to Compendium Development LLC, 5000 Quitman St., Denver 80212-2639, property at 4927 Lowell Blvd., Denver 80221-1027, Berkeley ID 0218417017000, \$900,000.

Lee J. Cush to Stephanie Lynn Jackson, property at 8053 E. Maple Ave., Denver 80230-6802, Lowry ID 0609335014000, \$889,500.

Hugo Quiroz Mercado to Bryan J. Place, property at 1616 14th St. Apt. 2-E, Denver 80202-1340, Acme Lofts Condominiums ID 0233513024024, \$885,000.

Kristen Nolte to EB Peintner Trust, 641 Marion Ave., Palo Alto, Calif. 94301-4201, property at 736 Bellaire St., Denver 80220-4937, Skinner Brothers ID 0606312007000, \$867,000.

Miguel S. Benet to Michael and Kathleen A. Cowan, property at 456 S. Franklin St., Denver 80209-2611, Broadway Heights ID 0514218034000, \$860,000.

Jeffrey S. and Jennifer S. Haas to Tai Mara Lockspeiser, property at 620 Dexter St., Denver 80220-5038, Dugals ID 0606323020000, \$860,000.

Parkwood Homes Stapleton III LLC to Jacob Dawson, property at 5491 Xanthia Court, Denver 80238-3868, Stapleton ID 0116106013000, \$847,900.

Connie Musaeus to Jody T. and Elizabeth T. Wright, property at 1045 S. Ogden St., Denver 80209-4427, JP Farmers Addition ID 0514320025000, \$847,000.

Margaret Debiase to Elisabeth Naiman, property at 460 Cook St., Denver 80206-4425, Harmans ID 0512106021000/0512106022000/0512106023000, \$835,800.

Brian Svoboda to Gus Katie Williams Family Trust, property at 345 S. Franklin St., Denver 80209-2608, Lakeview ID 0514202039000, \$826,200.

5101 E. Cedar Avenue LLC to Debra S. Muhlhauser Trust, property at 5101 E. Cedar Ave., Denver 80246-1118, East Capitol Hill ID 0607428022000/0607428023000, \$825,000.

Ganeviev Faingold to Todd Filsinger, 25 S. Elm St., Denver 80246-1128, property at 20 S. Elm St., Denver 80246-1129, East Capitol Hill ID 0607422002000, \$821,000.

Cardinal Valley LLC to Bryan Olson, property at 869 S. Medea Way, Denver 80209-4823, Bonnie Brae Blocks ID 0513412016000, \$820,000.

Mary Reed Wolff to Daniel P. Inyart, property at 1825 Cherry St., Denver 80220-1145, Hartmans Addition ID 0131309011000, \$805,000.

Ryan T. and Elizabeth I. Kackley to Philippe Tirman, property at 2458 Xavier St., Denver 80212-1343, Sloan Lake Park ID 0231205023000, \$801,000.

Paul A. Kahn to Kimberly E. VanDeraa, property at 155 S. Jersey St., Denver 80224-1036, Eastern Capitol Hill ID 0608317007000, \$800,000.

Cake Crumbs LLC to 5151 E. 28th Ave. LLC, 1312 Larimer St. Suite 210, Denver 80202-1761, property at 5151 E. 28th Ave., Denver 80207-2702, Park Hill Annex ID 01330421006000, \$800,000.

Russell K. Haskell to Gearhart Moore Holdings LLC, 2828 N. Speer Blvd. Unit 220, Denver 80211-4236, property at 486 Jackson St., Denver 80206-4541, Harmans ID 0512102028000, \$797,300.

B One Lowry LLC to Craig J. Peterson, property at 66 Newport St., Denver 80230-6713, Boulevard One ID 0608413001000, \$789,500.

Sydney J. McConathy/Charles P. McConathy/Sydney J. McConathy to Kristy E. Gustafson Trust, property at 2918 Wyandot St., Denver 80211-3821, Union Addition ID 0228320010000, \$789,000.

Gregory Herzog to Reginald Gaylord, property at 824 N. Lafayette St., Denver 80218-3508, Inslaes Addition ID 0502317007000, \$780,000.

Brian J. and Diane E. Conaway to Mary and Todd Thompson, property at 1771 Locust St., Denver 80220-1631, Downington ID 0132315018000, \$779,000.

Nicholas Seglie to Ryan William and Stefanie Jean Fitzgerald, property at 1208 S. Grant St., Denver 80210-1521, Sherman ID 0522112002000, \$770,000.

Armando R. and Silvia G. Torres to Lion Lam, 5451 N. Mesa Drive, Castle Rock 80108-9357, property at (multiple properties),

Boulevard Gardens ID 0220111001000/0532103017000, \$770,000.

Richard A. and Patricia A. Waltz to Matthew R. and Jamie Lee Spivey, property at 744 Cook St., Denver 80206-3953, Capitol Avenue ID 0501513006000, \$761,500.

Jovo Popara to Robin M. Hamel, property at 2901 W. 20th Ave., Denver 80211-4651, Rathbone Heights ID 0232130038000, \$755,000.

Brendan Fisher to Laura A. Brayton, property at 1439 S. Pennsylvania St., Denver 80210-2230, Sherman ID 0522129034000, \$751,000.

Todd J. and Rachael D. Blair to Christopher and Samantha Larkins, property at 2224 N. Raleigh St., Denver 80212-1126, Tuxedo Park Addition ID 0231137005000, \$750,000.

G. Jo Ferguson to Urban Land Acquisitions LLC, 383 N. Corona St. Suite 103, Denver 80218-3948, property at 4927 Lowell Blvd., Denver 80221-1027, Berkeley Blocks ID 0218417017000, \$750,000.

Sustronk LLC to Cornelia Hayes, property at 4519 Vrain St., Denver 80212-2530, Berkeley Blocks ID 0219203032000, \$719,900.

Chad E. Buckley to Darren and Stacy Grissom, property at 1322 N. Downing St., Denver 80218-2108, Brownes Addition ID 0502215007000/0502215008000, \$700,000.

Remet LLC to Susannah Y. and Douglas M. Rayburn, property at 4249 Kalamath St., Denver 80211, Viaduct Addition ID 0221413018000, \$700,000.

Sadi Robin Melbouci to Stelios Jose and Jaime Lynne Cabrera, property at 997 Uinta Way, Denver 80230-6885, Lowry ID 0604339001000, \$699,900.

Champion Construction Inc. to Virginia Simmons Fuller, 4455 Vrain St., Denver 80212-2440, property at 4457 Vrain St., Denver 80212-2440, Berkeley Blocks ID 0219215019000, \$690,000.

Benjamin Patrick Grier to Rachel Elizabeth Peele, 1650 Wewatta St. Apt. 1810, Denver 80202-6277, property at 2909 Osceola St., Denver 80212-1438, Wolff Place ID 0230414015000, \$689,000.

Elevated Equity LLC to 1131 S. York LLC, 8400 E. Prentice Ave. Suite 1250, Greenwood Village 80111-2954, property at 1131 S. York St., Denver 80210-1910, Washington Park Addition ID 0523102019000, \$685,000.

Zora S. Daniels to Drew R. Ferner, property at 1611 Steele St., Denver 80206-1717, Colfax Avenue Park ID 0236301017000, \$675,000.

Michael P. Fangman to Lisa and John Wilt, property at 3147 Zuni St., Denver 80211-3830,

Highland Park ID 0229401058000/0229401060000/0229401062000, \$675,000.

Donald J. and Judy K. Leidy to Randy S. and Merry H. Watson, property at 891 14th St. Unit 3010, Denver 80202-3276, Spire Condominiums ID 0234544317317, \$670,000.

TCW Investment I LLC to JD Clarkson Co. LLC, 1011 N. Clarkson St., Denver 80218-2704, property at 1810 S. Gilpin St., Denver 80210-3306, Longs University Park ID 0523418002000, \$670,000.

John R. and Lea L. Craig to Kristy and Patrick Treleani, property at 1201 S. Josephine St., Denver 80210-1920, Electric Heights ID 0524209023000, \$669,900.

Joseph E. III and Julie V. Taylor to Kostá S. and Nancy J. Constantine, property at 1700 Bassett St. Unit 1617, Denver 80202-1935, The Glass House ID 0233221350350, \$667,000.

Edythe Sigman to Cellarius Development LLC, 2122 S. Ogden St., Denver 80210, property at 1635 Osceola St., Denver 80204-1447, Pionsans Addition to Denver ID 0231410012000, \$662,000.

Ryan Sklar to Wall College Fund LLC, 725 Ash St., Denver 80220-4928, property at 441 24th St., Denver 80205-3114, Stiles Addition ID 0234105052000, \$660,600.

John F. VanNeman Revocable Trustee to Steven T. and Paula E. Wilson, P.O. Box 351383, Westminster 80035-1383, property at 847 S. Columbine St., Denver 80209-4710, Bonnie Brae Blocks 5-7 ID 0513409024000, \$660,000.

Sunnyside Builders LLC to Craig and Asya Rudikoff, property at 3231 W. 19th Ave., Denver 80204-1740, Ranks ID 0232303043000, \$659,600.

Ryan Krug to Ashley J. and Jennifer R. Altieri, property at 2608 River Drive, Denver 80211-5152, River Front Town Highlands ID 0232126013000, \$653,900.

JD Real Estate Group LLC Series E to Priam Real Estate Development Inc., 2824 Welton St., Denver 80205-3020, property at (multiple properties), AH Gaspsells ID 0232317011000, \$650,000.

H. Carl Ryberg to Danielle Adams, 26 Martin Ave., Cherry Hills Village 80113, property at 4341 W. Center Ave., Denver 80219-2479, Irving Park ID 0518213025000, \$650,000.

Ford XIV Trust to 919 S. Columbine St. LLC, 3201 Osage St. Suite 100, Denver 80211-3590, property at 919 S. Columbine St., Denver 80209-4726, Bonnie Brae ID 0513423022000, \$650,000.

521 Milwaukee LLC to Mary Marvelli, 9911 E. Ida Place, Greenwood Village 80111-3752, property at 521 Milwaukee St., Denver 80206-4333, Harmans

ID 0501629015000, \$650,000.

Goss Corner Development LLC to Ricki Hadow Living Trust, property at 2028 W. 33rd Ave. Unit 2, Denver 80211-3579, H. Witters North Denver Addition ID 0228233050000, \$646,000.

Standard Pacific Colorado Inc. to Ana Gleisner, property at 5473 N. Xenia St., Denver 80238-3870, Stapleton ID 0116105013000, \$645,900.

William Edward Baldwin III to E. Ann and Steven Lee, property at 134 S. Roslyn St., Denver 80230-6972, Lowry ID 0609320018000, \$643,200.

Holger K. and Shelley A. Eltzschig to Todd Tracy Ignat, property at 8205 E. 28th Ave., Denver 80238-2513, Stapleton ID 0128412018000, \$640,

LEADS

Sedalia 80135-8854, Lambert Ranch Rural Site Plan ID 235316000065, \$1,225,000.

Toll Co. LP to Taylor H. Bartels, property at 11567 Pine Canyon Drive, Parker 80138-8317, Reata North ID 2233-252-10-006, \$1,157,900.

Joseph D. Rothman to Steven L. and Dana L. Giddens, property at 5707 Amber Ridge Place, Castle Pines 80108-9449, Romar West ID 223132205041, \$1,127,000.

Larry Sherman to Dominick and Janice Soldano, property at 6281 Oxford Peak Place, Castle Rock 80108-9478, Castle Pines Village ID 235109406003, \$1,100,000.

Terrill and Dorothy Williams to Erik and Rhobertha Blankmeyer, property at 6241 Lake Gulch Road, Castle Rock 80104-8962, ID 260522000038, \$1,070,000.

Joel Patrick and Cheryl Ann Carmichael Trustees to Michael and Holly Cacheiro, property at 8945 Stonecrest Way, Highlands Ranch 80129-1516, Highlands Ranch ID 222905406042, \$1,062,000.

Jeffrey J. Sanger to David B. and Johanna Voell, property at 10723 Manor Stone Drive, Highlands Ranch 80126-5718, Highlands Ranch ID 2229-222-03-036, \$1,045,000.

Michael T. and Barbara S. Donaldson to Anthony J. and Patricia C. Hildebrand, property at 942 Aztec Drive, Castle Rock 80108-8243, Castle Pines Village ID 235108404007, \$1,035,000.

Olaf C. and Kathleen A. Franks to Richard M. Jr. and Annette M. Briner, property at 5131 Echo Gap Road, Larkspur 80118-8925, ID 260915400010, \$999,900.

Kevin D. and Margaret S. Sharp to Timothy and Carrie Kirby, property at 2923 Castle Butte Drive, Castle Rock 80109-9621, Keene Ranch ID 250530005027, \$945,600.

Christopher M. Petersen Revocable Trust to Robert C. and Carrie L. Zook, property at 941 Aztec Drive, Castle Rock 80108-8243, Castle Pines Village ID 235108404009, \$935,000.

Walter H. Jr. and Kelly G. Melcher to Carla J. Lejeune, property at 10348 Brookhollow Circle, Highlands Ranch 80129-1800, Highlands Ranch ID 222916401025, \$905,000.

Donald Melanie Heller 2001 Trust to David A. and Peggy A. Stevens, property at 10786 Manor Stone Drive, Highlands Ranch 80126-5718, Highlands Ranch ID 2229-222-04-058, \$895,000.

Shea Homes LP to Xinfu Hu, property at 995 Winding Pine Lane, Highlands Ranch 80126-8134, Highlands Ranch ID 2229-232-07-002, \$878,900.

William A. and Jeanne C. Girsch to Michael J. and Kimberly M. Pack, property at 5283 Pinyon Jay Road, Parker 80134-2726, Pinery ID 234913304009, \$875,000.

Kathleen A. Longenecker to Steven R. Knoll, property at 850 Swandyke Drive, Castle Rock 80108-9079, Castle Pines Village ID 235108401018, \$862,000.

Jarman C. Smith III to Christopher B. and Janeen F. Johns, property at 4733 Silver Pine Drive, Castle Rock 80108-7833, Metzler Ranch ID 235125003001, \$850,000.

Thomas H. and Laurie A. Rowley to Michael J. and Renee I. Murphy, property at 8998 Scenic Pine Drive, Parker 80134-2791, Pinery ID 234913401064, \$850,000.

Scott and Dena Falcone to John Guy and Sandra Lynn Farmer, property at 9371 E. Aspen Hill Lane, Lone Tree 80124-5451, Heritage Hills ID 223110202072, \$849,900.

Shea Homes LP to Donald A. and Suzanna K. Fredrickson, property at 1169 Starglow Place, Highlands Ranch 80126-8148, Highlands Ranch ID 2229-143-09-015, \$845,300.

Shea Homes LP to Lars Onsager, property at 10525 Starglow Court, Highlands Ranch 80126-8150, Highlands Ranch ID 2229-143-09-024, \$838,600.

Melissa M. Reynolds Trust to Priscilla Miranda Revocable Trust, 12285 Spring Creek Road, Parker 80138-8271, property at 12285 N. Spring Creek Road, Parker 80138-8271, Ponderosa Hills ID 2233-110-06-016, \$830,000.

Michael and Mary Patton to Rodney W. and Amy C. Shamburg, 7550 S. Blackhawk St. No. 4-104, Englewood 80112-4068, property at 3691 Castle Butte Drive, Castle Rock 80109-9639, Keene Ranch ID 250532003003, \$825,000.

Ernie L. and Rada L. Brown to Michael T. and Amy M. Jagemann Revocable Trust, property at 753 Flintwood Road, Franktown 80116-9111, ID 250909000023, \$807,500.

Richmond American Homes Colorado Inc. to John M. and Lynne M. Boenau, property at 5445 Water Oak Circle, Castle Rock 80108-8002, Brookwood ID 235125207033, \$785,200.

Carla J. Lejeune to Christopher David and Linda M. Hunt, property at 11190 W. Lookout Run, Littleton 80125-9285, Roxborough Park North ID 235503402027, \$780,000.

William J. and Karyl H. Stewart to James Matthew Gardiner and Kris Korth Gardiner, property at 511 Nob Hill Trail, Franktown 80116-8714, Pinewood Knolls ID 250917001033, \$780,000.

Joe Koslosky to Jon W. Caulfield, property at 2424 Terrace Drive, Highlands Ranch 80126-2816, Highlands Ranch ID 222901311001, \$765,000.

Williammark Homes LLC to Jonathan and Julie A. Cadman, property at 7905 Merryvale Trail, Parker 80138, Tallman Gulch ID 234706103012, \$762,100.

Irene and Richard Stanton Living Trust to Jonathan and Katherine Sprick, property at 1924 Terrace Drive, Highlands Ranch 80126-2624, Highlands

Ranch ID 222902107009, \$760,000.

Brent C. and Heidi L. Massey to Scott and Tara Hummel, property at 10120 Summit View Pointe, Highlands Ranch 80126-5516, Highlands Ranch ID 222914101082, \$749,900.

Toll Co. LP to Kurt V. and Jacqueline S. Palisi, property at 22183 Boundstone St., Parker 80138-8321, Reata North ID 2233-252-08-015, \$746,400.

Verona Building Co. LLC to Donald Robert Clark Trust, property at 2033 Primo Road Unit F, Highlands Ranch 80129-6579, Hunting Hill ID 2229-042-01-080, \$745,200.

Douglas R. and Kerry Harris to Kyle A. and Kathryn A. Wille, property at 990 Sapphire Drive, Castle Rock 80108-7807, Diamond Ridge Estates ID 235126103023, \$744,800.

Tafuya Family Trust to Donald H. and Cynthia P. Fetherman, property at 926 Graland Lane, Highlands Ranch 80126-5571, Highlands Ranch ID 222914301026, \$739,000.

Dodson H. and Cynthia A. Reaves to John and Rebecca Sanderson, property at 10324 Brookhollow Circle, Highlands Ranch 80129-1800, Highlands Ranch ID 222916401029, \$735,000.

Legacy Pines LLC to Mary K. and James C. Sutton, property at 7437 Lost Lake Drive, Franktown 80116, Legacy Pines ID 2349-263-01-004, \$730,000.

NEI Global Relocation Co. to Ryan Zikas, 2707 N. 118th St., Omaha, Neb. 68164-9672, property at 14120 Sierra Ridge Circle, Parker 80134-4974, Meridian International Business Center ID 223318322008, \$717,000.

Jerold P. and Patricia C. Lehnertz to Desmond and Carol Doris, property at 4918 Chippewa Drive, Larkspur 80118-8923, Perry Park ID 260923305004, \$715,000.

Mark A. Schnurr to Edward B. and Michelle D. Taylor, property at 2397 Greensborough Drive, Highlands Ranch 80129-2229, Highlands Ranch ID 222905401002, \$706,000.

James Philip and Brenda D. Jordan to Amy D. and Jon D. Sutherland, property at 5061 Vermillion Drive, Castle Rock 80108-9032, Castle Pines Village ID 235121310011, \$705,000.

Douglas W. and Gwendolyn Boonstra to Randall I. and Sarah L. Philabaum, property at 12333 N. Fifth St., Parker 80134-9637, Grand View Estates ID 22330722010, \$700,000.

John J. Jr. and Kay E. Cuny to Denise C. and Christopher L. Smith, property at 7272 Timbercrest Lane, Castle Pines 80108-8267, Castle Pines North ID 235104315002, \$700,000.

Cwr Construction LLC to Mark A. Tuck, property at 7001 Weaver Circle, Castle Rock 80104-5501, Castlewood Ranch ID 250709314004, \$700,000.

David L. and Sandra L. Blinnman to David S. and

Karen L. Voit, property at 3125 Starling Court, Castle Rock 80109-7931, Meadows ID 235132304041, \$695,000.

Kurani Family Trust to Chris M. Larson, property at 4515 Valleybrook Drive, Highlands Ranch 80130-6964, Highlands Ranch ID 223119201105, \$690,000.

Toll Co. LP to Jason Ambrose Tracey, property at 11574 Robin Road, Parker 80138, Reata North ID 2233-252-09-014, \$689,100.

Standard Pacific Colorado Inc. to Brenton and Meghan Hoff, property at 14664 Crouch Place, Parker 80134-4585, Parker Homestead ID 2233-301-15-007, \$686,700.

US Bank Trustee to James D. Krodell, property at 7973 E. Robin Road, Parker 80138-7927, Pine Valley ID 223314003014, \$680,000.

Phil Layne and Claudia Kathryn Cook to Timothy J. and Kerri J. Nexon, property at 700 Tiger Lily Way, Highlands Ranch 80126-5710, Highlands Ranch ID 222915319076, \$665,000.

John Patrick and Judith Mary Buckle to Derran A. and Colleen E. Barrows, property at 8954 Green Meadows Drive, Highlands Ranch 80126-2815, Highlands Ranch ID 222901315006, \$665,000.

John S. and Michelle L. Geyer to Larry G. and Carolyn E. Drees, property at 2403 Tenderfoot Drive, Larkspur 80118-8757, Perry Park East ID 260730001004, \$661,000.

Bill R. and Susan E. Gabbard to Susan Boaz, property at 10395 Bluffmont Drive, Lone Tree 80124-5580, Ridgeway ID 223115305018, \$655,000.

Shea Homes LP to Steve and Mary Starliper, property at 14689 Mission Walk Loop, Parker 80134, Meridian International Business Center ID 2233-194-09-010, \$653,000.

Diane M. Hunter Living Trust to Milan Karic, property at 9200 Prairie Sky Lane, Lone Tree 80124-5208, Ridgeway ID 2231-153-13-001, \$645,000.

Stephen D. Hart to Marc A. Cohen, property at 2660 Timberchase Trail, Highlands Ranch 80126-5552, Highlands Ranch ID 222913307040, \$635,000.

NEI Global Relocation Co. to Michelle Brudigan, property at 22390 E. Hidden Trail Drive, Parker 80138-8847, Reata North ID 223325302057, \$635,000.

Melody Homes Inc. to Eldon J. and Cami S. Richards, property at 20801 Prairie Song Drive, Parker 80138-3173, Pine Bluffs ID 2233-263-19-010, \$634,200.

Raymond M. and Christine Avelar to Jeffrey T. and Krista M. Cooley, property at 10668 Singing Hills Road, Parker 80138-6106, Hidden Village ID 234708001008, \$632,000.

Daniael and Aemi Lewallen to Michael S. Burdzinski, property at 1693 Avery Way, Castle Rock 80109-3715, Meadows ID 250505401010, \$625,000.

Philip E. and Kristi R. Scott to Travis J. and

Evelyn Laura Kapusta, property at 5379 Streambed Trail, Parker 80134-5196, Pinery West ID 234916403023, \$625,000.

JEFFERSON COUNTY

FAOF Waterfront Phase I LLC to CH Waterfront Communities I LLC, 444 W. Beach St. Suite 300, San Diego, Calif. 92101-2942, property at 10555 W. Jewell Ave., Lakewood 80232-6237, Lochwood ID 49-214-05-001/49-214-04-001/49-213-11-001, \$55,863,000.

FAOF Waterfront Phase II LLC to CH Waterfront Communities II LLC, 444 W. Beach St. Suite 300, San Diego, Calif. 92101-2942, property at 1763 S. Moore Circle, Lakewood 80215, Lochwood ID 49-213-11-001, \$38,387,000.

Anna Berglund Brick to Lisa and Robert Callahan, property at 2126 Wieler Road, Evergreen 80439-9209, Sabina ID 41-272-02-007, \$3,000,000.

Avenue 59 LLC to Tsutomu Yamaji, 510 E. 51st Ave. Suite 203, Denver 80216-2004, property at 10165 W. 59th Ave., Arvada 80004-6422, Ralston Valley Gardens ID 39-094-04-006, \$2,600,000.

Credit Union Rockies to Golden Investment Property LLC, 201 S. Franklin St., Denver 80209-2606, property at 1901 Jackson St., Golden 80401-2346, Welch's Addition Golden ID 30-342-28-003/30-342-28-001/30-342-28-002, \$1,800,000.

Roth Family Revocable Trust to John Edward and Carol Anne Herczeg, property at 4198 Wild Flower Court, Evergreen 80439-7744, Troutdale in the Pines ID 51-043-01-033, \$1,785,000.

4 Paws 4 Life Rescue to CPI BLFR Littleton LLC, property at 8290 W. Coal Mine Ave., Littleton 80123, ID 59-262-00-002, \$1,735,000.

Solterra LLC to Cardel Homes U.S. LP, 9110 E. Nichols Ave. Suite 120, Centennial 80112-3451, property at (vacant land), Solterra Filing No. 16, \$1,453,200.

Emily E. Hass to Edward and Brenda Kautz, property at 5486 Willow Wood Drive, Morrison 80465-2169, Willow Springs North ID 50-133-01-197, \$1,220,000.

Sheffield Homes Colorado LLC to Alan Lee and Amanda Louise Schultz, property at 14754 W. 56th Place, Golden 80403-2908, Candlelight Crest ID 39-073-03-108, \$1,192,700.

William D. Jr. and Gail D. White to Pamela A. Zachar, property at 4450 Bow Mar Drive, Bow Mar 80123-1430, Bow Mar ID 59-121-03-004, \$1,140,000.

Robert G. and Marcia H. Becker to Joshua A. and Deborah S. Queen, property at 11610 W. 76th Ave., Arvada 80005-3302, ID 29-321-00-029, \$1,065,000.

Carrie L. Urban to Larry G. and Elizabeth A. Wagner, property at 2506 Hiwan Drive, Evergreen 80439-8939, Hiwan ID 41-294-01-008, \$975,000.

John M. and Kristin F.

Norris to Eric William and Tara Thomas Byrnes, property at 7 Mountain High Court, Littleton 80127-2635, Ken Caryl Ranch Valley ID 50-253-01-013, \$910,000.

Robert W. and Janare T. Miller to John J. Jr. and Ashley E. Misiewicz, property at 29482 Camelback Lane, Evergreen 80439-9456, Ridge at Hiwan ID 41-284-06-033, \$895,000.

15077 W. 54th Drive LLC to Richard W. and Suzanne M. Phillips, property at 15077 W. 54th Drive, Golden 80403-2915, Dunafon ID 30-131-01-013, \$880,000.

Michael N. and Teresa Benjamin to Luke T. and Candace J. Sturges, property at 10 Purple Plum, Littleton 80127-2628, Ken Caryl Ranch Valley ID 59-312-07-019, \$849,900.

Presidio Merced LB I LLC to Meritage Homes Colorado Inc., 8800 E. Raintree Drive Suite 300, Scottsdale, Ariz. 85260-3966, property at (multiple properties), Richards Farm ID 29-323-03-055/29-323-07-018/29-323-07-017/29-323-07-016/29-323-06-014/29-323-06-015, \$837,400.

Clare A. and Richard T. Day to Greg Dargonne, property at 15705 Red Deer Drive, Morrison 80465-8500, Lyons Ridge ID 50-132-10-027, \$801,000.

Scott Fernandes to Sherie A. and Reginald W. Flagg, property at 901 Illinois St., Golden 80401-1042, Barbers Addition Golden City ID 30-284-33-008, \$785,000.

Robert A. Seavy and Julie Murphy Seavy to William and Lee Wright, property at 26 W. Ranch Trail, Morrison 80465-9523, Ken Caryl Ranch Highlands ID 50-271-01-002, \$775,000.

Leslie Kinsley to Harlowe G. and Lynne A. Hatle, property at 7135 W. Belmont Drive, Lakewood 80123-0878, Villages at Raccoon Creek-Lakewood F4 ID 59-141-01-061, \$775,000.

David J. and Margaret M. Kastberg to Lauren K. Howard, property at 4817 Isabella Court, Golden 80403-3005, Table Mountain Acres ID 30-134-01-099, \$759,900.

Cardel Homes US LP to Thomas W. Rauh, property at 15219 W. Baker Ave., Lakewood 80228-5501, Solterra ID 40-254-10-018, \$710,800.

William J. and Wanda W. Privratsky to Brian A. and Colleen T. Calandra, property at 2270 S. Norse St., Lakewood 80228-6419, Solterra ID 40-253-07-012, \$700,000.

Nick and Angel Hondrogiannis to Orlando D. and Vivian M. Griego, property at 7182 W. 92nd Place, Westminster 80021-4851, Asbury Park ID 29-231-08-036, \$685,000.

Jim J. Rivas Jr. to Eddie and Sherry Acosta, property at 10602 W. Vassar Place, Lakewood 80227-2765, Ridgepoint at Bear Creek ID 49-284-02-052, \$685,000.

Wojciech T. Wisniewski to Christopher Scott and Marla R. Nelson, property at 11778 Black Hawk Drive, Conifer 80433-

7110, Conifer Meadows Unit 1 ID 61-251-03-005, \$684,000.

Justin E. Atkinson to Fernando and Jessica L. Franco, property at 11053 Mill Hollow Road, Littleton 80127-9527, ID 60-241-00-009, \$655,000.

ER Property Group LLC to Pet Professional Group LLC, property at 5920 Highway 73, Evergreen 80439-6519, Pinecrest Park ID 51-221-99-002, \$650,000.

Credit Union Rockies to 1850 Ford Street LLC, 680 S. Monroe Way, Denver 80209-3521, property at 1850 Ford St., Golden 80401-2465, Kinneys Addition Golden ID 30-342-17-007, \$650,000.

Meritage Homes Colorado Inc. to Andrea Noel and Mark Daniel Litzau, property at 12769 W. 73rd Place, Arvada 80005-3110, Richards Farm ID 29-323-05-004, \$640,300.

Cardel Homes US LP to A. Edward Jr. and Ann Marie O'Donnell, 11411 Luna Road Apt. 23103, Farmers Branch, Texas 75234-9483, property at 15718 Weaver Gulch Drive, Morrison 80465-8511, Lyons Ridge ID 50-132-10-015, \$636,000.

Calatlantic Group Inc. to Jere Lou and Robert Lew Hoerr, property at 15499 W. 50th Drive, Golden 80403-1664, Gardens at Green Acres ID 30-134-04-027, \$633,500.

Richard J. Weinberg to Whitney B. Peyton, property at 3062 Mountain Shadows Drive, Wheat Ridge 80215-6517, Mountain Shadows ID 39-294-07-031, \$630,000.

New Lawsuits Filed

Dustin Keltie vs. Western Equipment & Truck Inc./County Wide Diesel Repair Inc., negligence, case #16CV31235, 08/03/16.

Pearl Sedberry vs. Safeway Inc., personal injury, case #16CV31244, 08/04/16.

Riggi Oil Co. Inc. vs. Integrity Underground Inc./Jason R. Bowen, breach of contract, case #16CV31246, 08/04/16.

Mercedes Morales vs. Karman Inc./dba Roper Apparel & Footwear, personal injury, case #16CV31250, 08/05/16.

Winston Razon vs. Blue Beacon International Inc./dba Blue Beacon Truck Wash, personal injury, case #16CV31258, 08/07/16.

Linda L. Young vs. LTF Club Operations Co. Inc./dba Lifetime Fitness Cafe & Spa/LTF Real Estate MP I LLC, personal injury, case #16CV31272, 08/09/16.

Court Judgments

ARAPAHOE COUNTY

Bryan Jass/Nicole Jass vs. Denver Plumbing Pros, \$2,560, plaintiff, case #16 C 039357, reception no. D6079889, 07/25/16.

Allied Building Products

Corp. vs. Raymond Boyd Shank/RR Roofing and Gutters, 7446 S. Dexter St., Centennial 80122, \$15,000, plaintiff, case #16 C 040893, reception no. D6079799, 07/25/16.

Titan Machinery Inc. vs. Avalanche Excavation and Grading Solutions/ David Hanson, 10792 E. Exposition Ave. Unit 154, Aurora 80012, \$33,304, plaintiff, case #16 CV 030795, reception no. D6080625, 07/26/16.

Peteet McKown LLC vs. Brian C. Savage/Sokol Holdings Inc., 9800 Mount Pyramid Court No. 400, Centennial 80112, \$976,270, plaintiff, case #14 CV 030236, reception no. D6081604, 07/27/16.

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PROFESSIONAL CAREER SEARCH

COMPUTER / IT

WebMethods / eCommerce Developer

WWF Operating Company f/k/a WhiteWave Foods Co. is looking for a WebMethods/eCommerce Developer in Louisville, CO to define, configure, code, test, and implement EDI/XML/IDOC transactions for various business partners using SAP and webMethods.

To apply, mail resume to:
Gavin Flynn, WhiteWave Foods Co.
Human Resources Manager
12002 Airport Way, Broomfield, CO 80021

Please refer to Job # WMCDLCO.

FOOD SCIENTIST II

WWF Operating Company f/k/a WhiteWave Foods Co. is looking for a Food Scientist II in Louisville, CO to work with multiple teams in the development of new product formulations and/or reformulations of existing dairy food products, including the development of yogurt and/or other cultured dairy/dairy alternative products. Up to 25% travel required.

To apply, mail resume to:
Stephanie Larson, WhiteWave Foods Co.
Human Resources Manager
12002 Airport Way, Broomfield, CO 80021

Please refer to Job # FSILCO.

SR. NETWORK ENGINEER

Sr. Network Engineer, Greenwood Village, CO. Resp for dsngn, impltg, configuring, & troubleshooting complex n/work infrastructure of large scale enterprises. MS Engg, Comp Sci, Telecommunications, 1 yr exp as N/work Operations Engr req'd. Mail resume to SAHR, Virtela Technology Services Inc., 5680 Greenwood Plaza Blvd, Ste.200, Greenwood Village, CO 80111

WEB FUNCTIONAL ANALYST

Web Functional Analyst, Specialist with Arrow Electronics, Inc. (Englewood, CO) Design, configure, enhance & test Oracle Marketing & Online & Oracle APEX/ADF custom applications. Req's Bachelor's or Master's & Exp (5 years with computer focused Bachelor's, 2 years with computer focused Master's & 1 additional year for non-focused). For full details on all reqs & to apply, see online link: <http://bit.ly/2aRb3ZL>

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LEGAL NOTICES

NOTICE OF PUBLIC HEARING

COLORADO HOUSING AND FINANCE AUTHORITY
MULTIFAMILY HOUSING REVENUE NOTES
(THE SUITES SUPPORTIVE HOUSING COMMUNITY PROJECT)
SERIES 2016A AND 2016B

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, September 2, 2016, at 9:00 a.m., at 1981 Blake Street, 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 delivery of the above-referenced Multifamily Housing Revenues Notes (the "Notes") and the Project described below. The Authority has been requested to make available proceeds of the Notes, in a principal amount not exceeding \$8,500,000, to finance a portion of the costs of the acquisition, remodeling, rehabilitation and equipping of a rental housing facility consisting of 82 units (inclusive of one manager's unit) located at 2000 Sunset Way, in Longmont Colorado (the "Project"). The Project will be owned and operated by Suites Apartments LLLP.

THE NOTES SHALL BE SPECIAL, LIMITED OBLIGATIONS OF THE AUTHORITY. THE AUTHORITY WILL NOT BE OBLIGATED TO PAY THE NOTES 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 NOTES, AND THE NOTES 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 Notes and the use of the proceeds thereof to finance the Project.

It is intended that the interest payable on the Notes 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 Notes for approval. Approval by the State through its Treasurer of the Notes is necessary in order for the interest payable on the Notes to qualify for exclusion from the gross income of the owners thereof for federal income tax purposes.

Dated: August 19, 2016

COLORADO HOUSING AND FINANCE AUTHORITY

INVITATION FOR BIDS B1600134

Public Notice is hereby given that Weld County, Colorado, hereinafter referred to as the "County" will receive sealed Bids for the WATTENBERG WATER SYSTEM IMPROVEMENTS PROJECT. This project is a Federal Aid Project with compliance requirements including but not limited to: Certification of EEO Compliance and HUD Federal Labor Standards Provisions (Davis-Bacon) heavy wage and building wage determination number CO160012 dated 6/3/2016 and determination number CO160039 dated 7/29/2016. The project in general consists of constructing water system improvements within the Wattenberg Improvement Association in the County. The project includes coordination with the water storage tank manufacturer for construction of the tank, demolition and disposal of the existing water storage tank, construction of a new water treatment facility building, all site piping and process piping, and distribution system piping improvements. A mandatory pre-bid conference will be held on Wednesday, August 24, 2016 at 10:00 AM, at the Wattenberg Community Building, located at 1958 Grace Avenue, Ft. Lupton, CO 80621. Bidders must participate and record their presence at the pre-bid conference to be allowed to submit bids. Bids will be received up to, but not later than Thursday, September 8, 2016 at 10:00 AM (WELD COUNTY PURCHASING TIME CLOCK). Bids may be mailed to: Weld County Purchasing Department, 1150 "O" Street, P.O. Box 758, Greeley, CO 80632. Such bids will be publicly opened and read aloud at the above stated place and time. E-mailed bids and faxed bids may be sent prior to the bid opening to: mwalters@co.weld.co.us or reverett@co.weld.co.us. An e-mail confirmation will be sent when we receive your bid/proposal. Bids may be faxed to (970)-336-7226 attention Purchasing. The vendor must include the following statement on the facsimile, "I hereby

waive my right to a sealed bid". Please call Purchasing at (970)-336-7225 if you have any questions regarding bid/proposal submission procedures. Each Bid shall be made on the forms included in the Contract Documents and no Bidder may withdraw his Bid for a period of sixty (60) days from and after the date set for opening of Bids. Each Bid must be accompanied by a Bid Bond on an approved form in an amount equal to five percent (5%) of the Bid price, made payable to the Board of County Commissioners, County of Weld, State of Colorado, which shall be considered as liquidated damages and shall be forfeited to the County if said Bid is accepted and the Bidder fails to execute the Contract and file the required Documents within ten (10) days after the acceptance of the Contractor's Bid by the Board of County Commissioners. The successful Bidder will be required to furnish, as part of the Contract Documents, an insurance certificate in the amount specified in the Contract Documents, a Performance Bond and Labor & Materials Payment Bond, each in an amount equal to 100% of its Contract price including Force Account items, said bonds to be issued by a responsible corporate surety approved by the Board of County Commissioners and shall guarantee the faithful performance of the Contract and the terms and conditions therein contained and shall guarantee the prompt payment of all materials and labor and protect and save harmless the County from claims and damages of any kind caused by the operations of the Contractor. The Board of Weld County Commissioners reserves the right to reject any or all bids, to waive any informality in bids, and to accept the bid that, in the opinion of the Board, is in the best interests of the Board and of the County of Weld, State of Colorado. Weld County disseminates all bids and requests for proposals through the Rocky Mountain E-Purchasing System website at: <http://www.RockyMountainBidSystem.com>. Bid and proposal information is also available on the Weld County Purchasing website at <http://www.co.weld.co.us/Departments/Purchasing/index.html> located under Current Requests for Bids. Weld County, Colorado
By: Trevor Jiricek
Director of General Services
Published Date:
August 17, 2016 - Greeley Tribune
August 19, 2016 - Daily Journal

INVITATION TO BID B1600142, B1600143, and B1600144

Public Notice is hereby given that Weld County, Colorado, hereinafter referred to as the "County" will receive sealed Bids for the Weld

County Public Works Department and for the Town of LaSalle for FIVE (5) COMPRESSED NATURAL GAS (CNG) VEHICLES. The "UDBE" goal for this project has been established by CDOT to be 0.0%. The CDOT Form 347, Certification of EEO Compliance, is no longer required to be submitted in the bid package. This form certified the contractor/proposed subcontractors were in compliance with the Joint Reporting Committee EEO-1 form requirements. The EEO-1 Report must still be submitted to the Joint Reporting Committee if the contractors and subcontractors meet the eligibility requirements (29CFR 1602.7); we will, however, no longer require certification. For additional information regarding these federal requirements, please refer to: <http://www.eeoc.gov/stats/jobpat/einstruct.html>. The project in general consists of purchasing natural gas vehicles. The bid award will be dependent upon available funding. Due to EPA certification requirements for CNG vehicle engines, these vehicles must be new (within the last two years) and will be bid in accordance with these federal certification requirements. The Buy America waivers for these vehicles have been approved by FHWA for all vehicles located within Weld County's North Front Range Metropolitan Planning Organization (NFR MPO) 8-hour ozone nonattainment boundary. This project will be referred to as Weld County Project 21514 - 2016 NFR NGV Fleets and is a Federal-Aid Project administered through CDOT Head Quarters. The five (5) CNG vehicles to be purchased include: One (1) turnkey CNG bi-fuel ¾-ton pick-up, extended cab with special utility box, two (2) turnkey CNG bi-fuel ½-ton pick-ups, extended cab, short box, and two (2) turnkey CNG bi-fuel ¾-ton pick-ups, extended cab, long box. A mandatory pre-bid conference will be held on Wednesday, August 24, 2016 at 1:30 PM, at Weld County Public Works Conference Room. It is located at 1111 H Street in Greeley. Bids will be received up to, but not later than Wednesday, September 7, 2016 at 10:00 AM (WELD COUNTY PURCHASING TIME CLOCK). Bids shall be delivered to the Weld County Purchasing Department, located at P.O. Box 758, 1150 O Street, Greeley, Colorado 80632. Such bids will be publicly opened and read aloud at the above stated place and time. Please see Purchasing's website for more details. The Board of Weld County Commissioners reserves the right to reject any or all bids, to waive any informality in bids, and to accept the bid that, in the opinion of the Board, is in the best interests of the Board and of the County of Weld, State of Colorado. Weld County disseminates all bids and requests for proposals through

LEGAL NOTICES

the Rocky Mountain E-Purchasing System website at: <http://www.RockyMountainBidSystem.com>. Bid and proposal information is also available on the Weld County Purchasing website at <http://www.co.weld.co.us/Departments/Purchasing/index.html> located under Current Requests for Bids. Weld County, Colorado
By: Trevor Jiricek
Director of General Services
Published Date:
August 17, 2016 - Greeley Tribune
August 19, 2016 - Denver Journal

Juvenile Court, Denver County, Colorado, 520 West Colfax Avenue, Denver, CO 80204
**In the Matter of the Petition of:
Quinones, Steven
For the Adoption of a Child
Case Number: 16JA26,
Courtroom: 2B**

NOTICE OF HEARING

To: Ernest Serna
Pursuant to §19-5-208, C.R.S., you are hereby notified that the above-named Petitioner(s) has filed in this Court a verified Petition seeking to adopt a child.

You are further notified that an Adoption hearing is set on **September 28, 2016, at 1:30 pm** in the court location identified above. Petitioner ordered to bring required documentation to court hearing, notice of publication. You are further notified that if you fail to appear for said hearing, the Court may terminate your parental rights and grant the adoption as sought by the Petitioner.

The Denver Urban Renewal Authority (DURA) is requesting proposals for an independent feasibility study of the proposed redevelopment of the former Gates Rubber Factory site generally located at Broadway and Interstate 25 in Denver, Colorado. Copies of the Request for Proposals (RFP) may be downloaded from DURA's website at <http://www.renewdenver.org/about-dura/rfp-procurement.html>. The telephone number for the DURA office is 303-534-3872. The deadline for submission is 5:00 PM MST on Monday, August 29, 2016.

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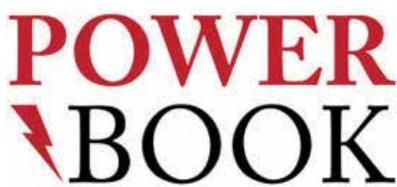


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OPINION

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denvernews@bizjournals.com

VIEWPOINT: MAYA MACGUINEAS

What Clinton and Trump can do to be more fiscally responsible

Many of us watched the Democratic and Republican National Conventions hoping for a robust conversation about how to put our nation on a sustainable fiscal path. But unfortunately we heard very little, if anything, in the way of plans to deal with the national debt.

To be fair, both Hillary Clinton and Donald Trump have acknowledged that our debt is a problem. But after a comprehensive, deep dive into campaign platforms of both candidates, we've concluded that neither candidate would reverse the growth of our national debt, and Trump would make it much worse.

Clinton's policies would add \$250 billion to the debt, increasing the debt to 87 percent of GDP by 2026, while Trump's policies would add \$11.5 trillion to the debt, causing debt to rise to 127 percent of GDP by 2026.

What's driving Trump's significant increase is primarily the large reductions in his proposed tax plan, "A Simpler Tax Code For All Americans," which cuts tax revenue by \$10.5 trillion over a decade – reducing it from 18.1 to 13.6 percent of GDP. Trump's tax plan can be greatly improved by reducing the size of his proposed rate reductions, adding another revenue source to offset his income tax rate cuts, and getting rid of many more of the



Maya MacGuineas is president of the nonpartisan Committee for a Responsible Federal Budget and head of the Campaign to Fix the Debt. She can be reached at info@crfb.org

existing tax breaks that produce annual losses of nearly \$1.4 trillion.

While Clinton deserves credit for mostly paying for her ideas that include \$1.4 trillion in new spending (on infrastructure, paid leave, and education) with \$1.2 trillion in new revenue – mostly from taxes on the wealthy – she also needs to put forward a plan to stop the damaging trajectory of our national debt.

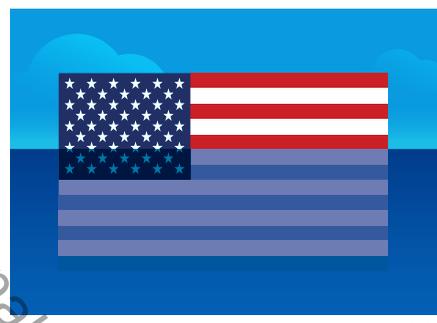
It's easy to look at our analysis and conclude that because Clinton adds less to the debt than Trump, she must be the fiscally responsible candidate. But that misses the point that adding \$250 billion more than what we will already be adding otherwise is not exactly a hallmark of fiscal responsibility. Not to mention that such a conclusion ignores the fact that we have large, structural debt problems that neither candidate is addressing.

According to the nonpartisan Congressional Budget Office, under current law, our debt as a share of the

economy is projected to grow from the current post-war record-high 75 percent of GDP today to 86 percent of GDP in 10 years and will exceed the size of our entire economy by 2033 – six years earlier than last year's projection.

This is clearly unsustainable and both candidates need to put forward a plan to prevent this from happening. The largest driver of the growth in long-term debt is one area that both Clinton and Trump should responsibly address – entitlement spending.

Federal health care spending,



THINKSTOCK

Social Security, and interest on the debt will be responsible for over 80 percent of the spending growth over the next decade and they will grow more than 1.5 times faster than the deficit. By 2038, these three categories will consume every dollar of revenue the federal government receives.

Yet Trump doesn't want to touch Social Security, which essentially guarantees a 21 percent, across-the-board benefit cut for all retirees when the trust funds are depleted in 2034. Meanwhile, Clinton, in her acceptance speech at the convention, once again called for the expansion of Social Security. At a time when the program faces a 75-year shortfall of \$11.4 trillion in today's dollars, the primary focus should be solvency first.

Both candidates should look to thoughtful bipartisan Social Security reform plans like Representative Reid Ribble's (R-WI) Save Our Social Security Act, which makes Social Security solvent for future generations, reduces senior poverty, and enhances retirement security for people who depend most on the program without expanding benefits for individuals with high incomes like Clinton and Trump.

As both candidates continue to campaign throughout the country in the general election, they should pivot in tone and substance by putting forward a plan or set of plans to slow the growth of the debt, restore solvency to entitlement programs, reprioritize spending, reform the tax code, and accelerate economic growth.

Solving these problems will be the real test of presidential leadership.

READER FEEDBACK

Three physicians weigh in on Amendment 69

Soon Colorado citizens will decide whether to support the current health insurance system or muster the courage to change it.

The Colorado Medical Society has been dedicated to advancing the profession of medicine and to caring for the people of Colorado. In 2006, the CMS House of Delegates recognized that: "The health care system in Colorado is broken and the entire system needs to be reformed. Working only on one part will cause problems in other areas."

At the time, the delegates approved the "CMS Guiding Principles of Health System Reform" which stated:

- **Coverage:** Health care coverage for Coloradans should be universal, portable, and mandatory.
- **Benefits:** An essential benefits package should be uniform, with an option to obtain additional benefits.
- **Delivery system:** The system must ensure choice of physician and preserve the patient/physician relationships. The system must focus on

providing care that is safe, timely, efficient, patient-centered, and equitable.

► Administration and governance:

The system must be simple, transparent, accountable, efficient, and effective in order to reduce administrative costs and maximize funding for patient care. The system should be overseen by a governing body that includes regulatory agencies, payers, consumers, and care givers and that is accountable to the citizens.

► **Financing:** Health care coverage should be equitable, affordable, and sustainable. The financing strategy should strive for simplicity, transparency, and efficiency. It should emphasize personal responsibility as well as societal obligations due to the limited nature of resources available for health care.

(Editor's Note: The medical society has not yet taken a position on

Amendment 69)

We believe that ColoradoCare, Amendment 69, can achieve the principles listed above, and will replace the present adversarial relationship between physicians and insurers.

ColoradoCare will improve health care across the state via a working health care system in Colorado that benefits both patients and providers. Please vote yes for ColoradoCare, Amendment 69, on Nov. 8.

– Ben Vernon MD, FACS,
PAST PRESIDENT OF THE
COLORADO MEDICAL SOCIETY

– Laird Cagan MD, FACP,
PAST PRESIDENT OF THE BOULDER
MEDICAL SOCIETY AND PHYSICIANS
FOR COLORADOCARE CO-CHAIR

– Mark Matthews MD FACP,
PHYSICIANS FOR
COLORADOCARE CO-CHAIR

► WHAT DO YOU THINK?

We want to hear your opinion on the issues you read about in the Denver Business Journal. Submit letters to the editor to denvernews@bizjournals.com.

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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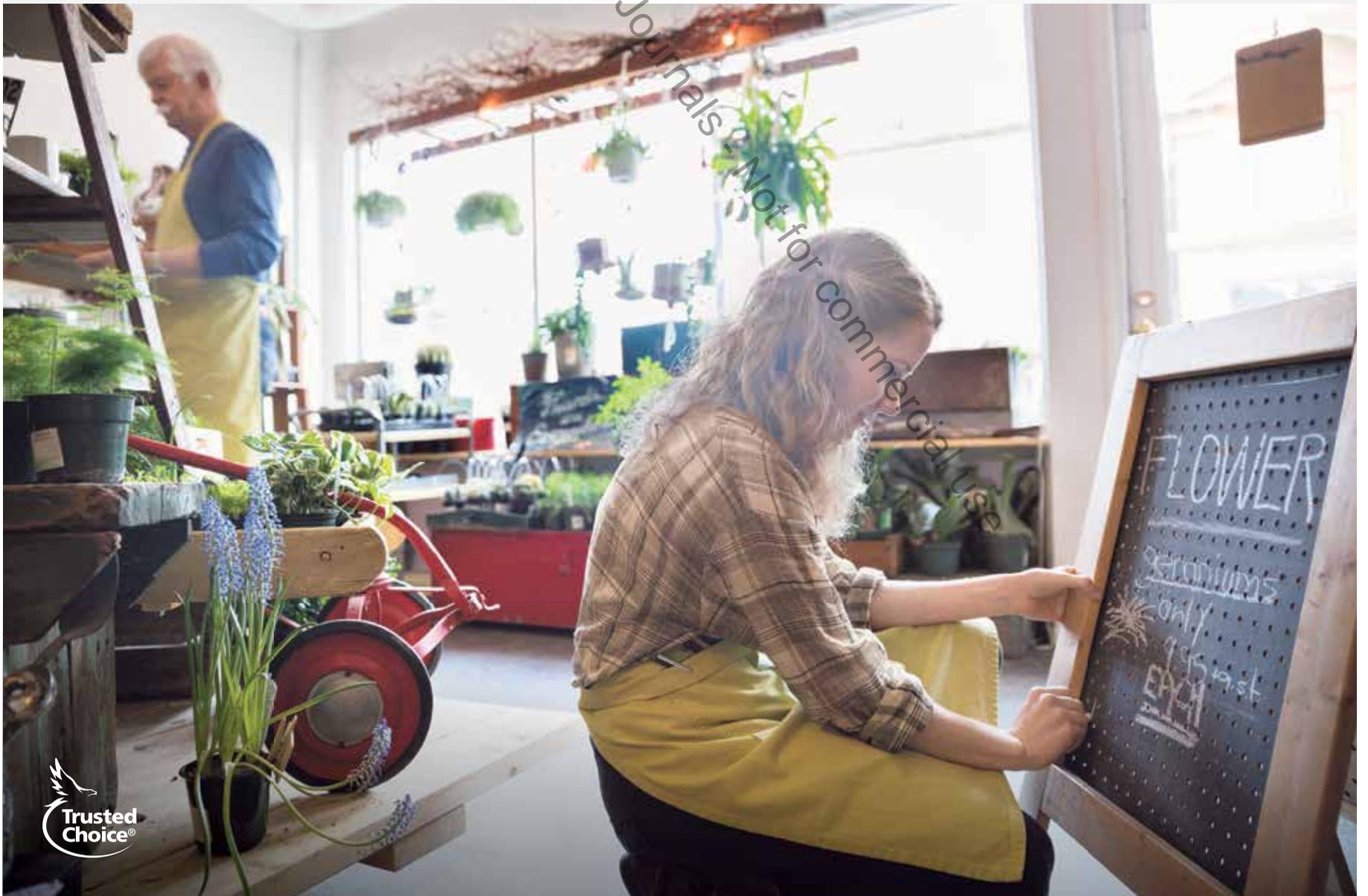


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CSU-Global Campus

Letter from the publisher

One of the pain points I hear from Denver CEOs is that we still have to import much of our talent for highly specialized roles from out of state. More often than not, the demand exceeds the supply. Therefore, our local institutions of higher learning are intrinsically linked to the vitality of our Denver business community. The Denver Business Journal is pleased to partner, once again, with the institutions featured in this section, to showcase their outstanding programming and results that they drive.

Our goal for this Leaders in Higher Education section is to provide our readers with an appreciation for the many opportunities that are available to advance themselves and their colleagues, as we collectively strive to get better professionally. We are fortunate that the Denver Metro area is home to progressive institutions that are adept at leveraging technology to deliver skills and learning that are suited to our evolving 21st century work place. These institutions continue to develop their curriculum and their methods of delivery, such that they not only remain relevant, but they help lead the way in defining the a new paradigm of workforce development for the region. I'd like to extend a special thank you to Colorado State University – Global Campus for their local leadership, and for being the overall sponsor of the section.

So we invite you to spend some quality time engaging and processing the information these great schools have assembled. We hope this section helps your employees, your children, and you, make the best decisions when it comes to advanced learning and the pursuit of the degrees that are associated with it. Let's all get better together.

Letter from the sponsor

Dear Colleagues,

Colorado State University-Global Campus is proud to once again support the Denver Business Journal and its higher education issue as an avenue to promoting business development and success through education. As a leader in modern innovative learning, CSU-Global Campus continues to shift the educational paradigm to meet the changing needs of industry and nontraditional learners.

Employees with high quality and career-relevant knowledge, skills, and abilities derived from respected university degrees are paramount to business competitiveness and growth. As business leaders increasingly invest in employee education, they are seeing positive returns on such investments. Degree and certificate earners are better prepared to make a positive impact at their companies and on the bottom line. With greater investment in higher education, business leaders can also seek out more qualified candidates and move their industries forward.

At an organizational level, ongoing support of professional training and lifelong learning has been identified as a major factor for success in the 21st century and beyond. To remain competitive and retain high-performing employees, organizations can benefit from providing educational opportunities that promote personal and professional growth. Importantly, considering the needs of today's modern learners is key as they seek non-traditional avenues toward securing new knowledge while juggling career, family, and community responsibilities.

As a Coloradan invested in the prosperity and growth of our state, I look forward to working with many of you as we continue to make strides toward a more educated and productive Colorado.

Index

CSU-Global Campus.....	5	University of Colorado Systems	11
Johnson & Wales University	7	Washington University	13
Regis University.....	9	Webster University	15

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Dr. Becky Takeda-Tinker

President



What are you most excited to share about your institution?

CSU-Global is a 100% online state university that was born from tradition, and evolved for modern learners for a personalized return on investment, in alignment with CSU-Global's mission of student workplace success in a global marketplace. I am particularly excited about the ROI our students are realizing through their degrees. According to a recent CSU-Global employer survey, 99% of employers who have hired a CSU-Global graduate are satisfied with their performance, and 94% of CSU-Global alumni say their program contributed to their professional goals. In addition, third-party credit reporting data that reflect that CSU-Global Bachelor's degree graduates 2 years post-graduation have seen a 25% increase in median salaries to over \$73,000 while our Master's degree graduates 2 years post-graduation have seen a 28% increase in median salaries to over \$82,600.

What do you see as the biggest misconception people have about your institution?

As the nation's first and only 100% online state, nonprofit institution with independent regional accreditation, we are actively changing the conversation about the quality and outcomes of higher education. While our method of education delivery is through a fully online platform, our academic quality, rigor, and integrity are unsurpassed. Our recent reaccreditation by the Higher Learning Commission (HLC), as well as the accreditation of our business programs by the Accreditation Council for Business Schools and Programs (ACBSP) demonstrate our academic excellence, while our data-driven outcomes help provide students with a favorable return on their investment. And, as part of the world-renowned Colorado State University System, overseen by the Board of Governors, CSU-Global looks forward to continuing to uphold its reputation for high quality, affordable, and career-relevant education.

CSU-Global Campus

100% Online State University Designed for Modern Adults



PROVIDED BY CSU-GLOBAL CAMPUS

Colorado State University-Global Campus is the first independent, regionally accredited, 100% online state university in the United States. CSU-Global is committed to advancing students' professional development with high quality, career-relevant, personalized, affordable education within a student-centered environment. Program offerings include bachelor's degrees, master's degrees, and short term Certificates of Completion. As part of the Colorado State University System, the university is respected and recognized by industry leaders, students, and faculty around the world.

Impact Business Results

Today, more than 65% of all U.S. jobs require post-secondary education and CSU-Global understands why. The correlation between employee education and company success is creating more opportunities for businesses to stand out, move quickly, and reduce employee turnover.

Coursework at CSU-Global is rooted in workplace-ready skills and real world experience.

- Over 85% of our faculty boast recent industry experience in their areas of expertise.
- Every 18 months our programs are evaluated as part of our 20-step curriculum development process.
- Programmatic Advisory Boards and independent experts ensure courses and skills match corporate expectations, needs, and trends.
- 3rd-party assessments and data tracking also verify that students are learning and excelling financially in the workplace.

Affiliate Partnerships

CSU-Global currently partners with over 500 organizations to offer their employees relevant degrees and certifications at a discounted tuition rate.

Affiliate organizations benefit from savvy employees who are prepared to tackle industry-specific demands during and after they complete their coursework. Affiliate organizations can also share current job offerings with CSU-Global students and alumni through our online career center. Some CSU-Global affiliates include Echostar, Boeing, DCP Midstream, ING, and the State of Colorado.

Custom Training Solutions

CSU-Global can create customized learning solutions tailored to your workplace and employees, with little or no program development costs. These solutions can provide college credit for your existing employee training programs, as well as an online platform to enhance your in-person training.

- Increase your company's performance, growth, and competitive edge.
- Bring your training vision to life with flexible, fast, and customized solutions.
- Meet your company's specific needs without taking up in-house resources.
- Avoid the expense of traditional outsourcing companies.

Industry Alignment

CSU-Global coursework is rooted in project-based learning, so employees can apply what they're learning immediately to their workplace. That means that the challenges

your company faces today could become the capstone project of tomorrow, allowing your employees to create successful internal solutions to move your business forward.

Our curricula are also aligned with industry certifications including:

- Information Technology: CompTIA certification
- Project Management: PMI certification
- Human Resources: SHRM certification

You'll see first-hand how these educational business solutions are positively impacting the present and future state of your company and industry. To learn how your company can benefit from affiliate discount tuition rates or custom training solutions, email Outreach@CSUGlobal.edu or visit CSUGlobal.edu/employers for more information.

INTERESTING FACTS

99%

of employers who have hired a CSU-Global graduate are satisfied with their performance according to a recent survey.

84%

of CSU-Global faculty have doctoral/terminal degrees

90%

of CSU-Global faculty have industry experience in their areas of expertise

94%

of CSU-Global alumni say their program contributed to their professional goals.

91%

of CSU-Global alumni report working for pay after graduation.

Major schools

School of Professional Studies:

Dean: Dr. Attila Hertelendy, Ph.D.
Attila.hertelendy@csuglobal.edu

Enrollment: 6,321

The School of Professional Studies (SoPS) provides relevant and practical online learning opportunities in a global context to students in human services, criminal justice, communications, education, and public management.

School of Management and Innovation:

Dean: Dennis J. Lessard, Ph.D.
Dennis.lessard@csuglobal.edu

Enrollment: 8,957

The School of Management and Innovation includes a variety of degrees and Certificates of Completion in the fields of executive management, marketing, accounting, information technology, and human services.

CSU-Global Campus

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Phone: (303) 256-9484



Richard Wiscott, Ph.D.

President



What are you most excited to share about your institution?

“Johnson & Wales University continues to evolve to meet the needs of our students, industry and the region. Innovative new programs, both in an out of the classroom, are preparing the next generation of leaders—from health sciences undergraduate degrees, to graduate programming, along with the expansion of collegiate athletics. It’s an exciting time to be a JWU Wildcat!”

What do you see as the biggest misconception people have about your institution?

“Accessibility and affordability are both critically important for today’s students. As a private non-profit institution, there is a great misconception that a Johnson & Wales education is not affordable or is financially out of reach for most families and students. In reality, our campus awards more than \$18 million every year in financial aid, with more than 96 percent of our students receiving financial awards.”

Johnson & Wales University

Experience Your Future Now at Johnson & Wales University

It’s been 16 years since Johnson & Wales University (JWU) planted its most western anchor in Denver, and since that time, the private, non-profit institution has emerged as a major contributor to the region’s thriving culinary, hospitality and business industries.

Located in the beautiful Park Hill neighborhood, the historic campus has produced a plethora of Colorado culinary trendsetters. This includes James Beard nominee Jorel Pierce of Euclid Hall and Stoic & Genuine, and Denver Five Class of 2015 Aneidra Nichols, formally of Elways, who will be head chef at the hotly anticipated Fish and Beer opening in RiNo.

While its culinary reputation remains large, during the last several years, the university has greatly expanded its academic portfolio to meet the needs of employers. Now, students may major in counseling psychology, marketing, media studies and even entrepreneurship. And, beginning in 2017, the university will offer bachelor’s degrees in sociology and in health sciences, an integrative, multidisciplinary approach to prepare students for careers in health and wellness.

The university’s rapidly expanding MBA program will also offer five concentrations, including Human Resources Management, Nonprofit Management, Hospitality and a Traditional MBA. An MBA in Operations & Supply Chain Management will be offered in 2017.

JWU’s model of experiential education is an integral hallmark of the university and key connector to employers.

“JWU, in my belief, teaches real life skills including work ethic, creativity,



PROVIDED BY JOHNSON & WALES UNIVERSITY

hands on training from passionate, highly qualified, caring faculty who have worked in the industry and helps the student understand the learning path that is needed to be successful,” said Larry DiPasquale, CEO of Epicurean Catering, JWU trustee and 2015 JWU honorary doctorate degree recipient. “As an employer, I am fortunate to have many JWU alumni who are following their passion and helping our company raise the bar in culinary arts, hospitality and complete event orchestration.”

JWU alum and current MBA student Chaelynn Pacheco ‘06 began a rewarding career in hospitality, which all started by attending a JWU career fair that led to an interview with Marriot International. As a sales executive for the company for the last seven years, Pacheco oversees the Denver, Aurora, Colorado Springs and Fort Collins markets.

“JWU paved the way for my success within the hospitality industry.

They provide numerous opportunities for internships throughout school so you can gain real-world experience in your field,” said Pacheco. “These options allow you to demonstrate what you learned in the classroom and make it applicable professionally.”

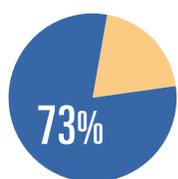
Located just 15 minutes from downtown Denver, the campus is perfectly situated for both career connections and a rich campus culture. The university also houses a Small Business Development Center satellite office, providing a learning laboratory and resource center for students and emerging entrepreneurs. Diverse student programming includes 40+ recreational, cultural and professional clubs and organizations, and 11 collegiate sports teams.

“It’s an exciting time to be a JWU student in one of the nation’s best places to live and work—Denver,” said campus president Richard Wiscott, Ph.D.

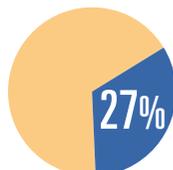
Johnson & Wales University

7150 Montview Blvd.
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800-342-5598
www.jwu.edu/denver

Job placement success



INTERNSHIP TO JOB PLACEMENT
Percentage of seniors offered a job following their internships



INTERNSHIPS
Percentage of JWU students doing internships for credit as part of their academic curriculum

236

Number of employers that visit and recruit at JWU annually*
(* this includes employers who visited the campus multiple times)

NOTABLE ALUMNI



John Van Sant '05

John Van Sant is President and Chief Financial Officer for Cascade Financial Management Inc., an investment advisor and broker dealer based in Denver. John started with the company as an intern through Johnson & Wales University and quickly rose to the top.



Chaelynn Pacheco '06 and current MBA student

As a Sales Executive with Marriott, Chaelynn represents four major Colorado markets. In 2015, she earned the Go the EXTRA Mile award from VISIT DENVER and the PacRock Strong award from Marriot for making the highest impact in the region.



Jorel Pierce '07

Jorel Pierce '07 is Chef de Cuisine of Stoic & Genuine and Euclid Hall. He is a celebrated chef who was a semifinalist for the James Beard Rising Star Chef of the Year in 2013 and competed on BRAVO’s Top Chef competition.

Major schools

College of Management

Chair: Stephen Pyle
Email: Stephen.Pyle@jwu.edu
Phone: 303-256-9351
Enrollment: 499

The College of Management includes bachelor and graduate MBA degree programs within the School of Business and the School of Hospitality.

College of Culinary Arts

Dean: Jorge de la Torre
Email: Jorge.DelaTorre@jwu.edu
Phone: 303-256-9387
Enrollment: 759

The College of Culinary Arts offers associate degrees in baking & pastry arts, culinary arts, and a bachelor’s degree in culinary nutrition.

College of Arts & Sciences

Chair: Greg Lorenz, Ph.D.
Email: Gregory.Lorenz@jwu.edu
Phone: 303-256-9322
Enrollment: 130

The College of Arts & Sciences includes bachelor degree programs in counseling psychology, organizational and applied psychology, criminal justice, liberal studies, media and communication studies.

Regis University College of Business and Economics Launches Three New Centers of Distinction.

Regis University's College of Business and Economics is building a new model for business schools. Their vision is to help business become stewards of society while improving the quality of life on earth. And that vision appears to be gaining momentum. Last year the College of Business and Economics increased enrollment significantly.

Students value the College's commitment to partnering with employers in building experiential learning projects into all their degree offerings. Through real world experiences, graduates from Regis enter the workforce with advanced soft skills like emotional intelligence and ethical decision making. Those are the very skills organizations across the nation are demanding in their employees.

This fall, the College is launching three new centers of distinction to support their vision. Building on the 500 year foundation of Jesuit higher education, the centers will focus on innovation, sustainability and workforce development. The centers will create leading edge academic programs, research causal factors contributing to urgent issues facing society, and partner with communities and organizations to develop long term solutions to those issues.

Meet our center leaders:

Innovation Center

Ken Sagendorf, Ph.D., focuses his research on designing educational environments that foster deep and transformative student learning. He has consulted and presented around the world on identifying and creating innovative, structural, and connected learning solutions for institutions, companies and individuals.

The Innovation Center will focus on a world-class business education plus a curriculum that builds grit, will, resilience, empathy, humility, perseverance and a desire for social change.

Sustainable Economic and Enterprise Development (SEED) Institute

Beth Caniglia, Ph.D., focuses her research on the intersection of social movements, organizations and policymaking, especially related to the environmental movement. For more than a decade, she has collected extensive data on the multi-stakeholder dialogues at the United Nations Commission on Sustainable Development, where she also served as a consultant to the steering committee on Non-Governmental Organizations.

The SEED Institute will focus on exploring and engaging economic and enterprise development to steward human and natural resources through research, teaching and community partnerships.

Center for Workforce Employment and Lifelong Learning (WELL)

Eugene Wilkerson, Ph.D., SPHR, SHRM-SCP, spent 15 years in the private sector working for a Fortune Top 50 organization and continues to pursue an interdisciplinary research agenda that focuses on business education and human capital development.

The WELL Center promotes the development of a workforce that honors the human dignity of all individuals and will work with students to enhance their personal brand and employment readiness.



Left to right, Ken Sagendorf, Ph.D., Director of the Innovation Center; Beth Caniglia, Ph.D., Director of the SEED Institute; and Eugene Wilkerson, Ph.D., Director of the WELL Center.



Learn more at regis.edu/cbe | 303.458.1844

ALL FOUR: COLORADO

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FOUR CAMPUSES UNITED

The University of Colorado has had a profound impact on the exceptional state whose name we're proud to share. Our 424,000 alumni lead the way in business, science, the arts, health care and their communities—here in Colorado and around the world—and they're joined by 15,000 more each year.

Learn more at cu.edu

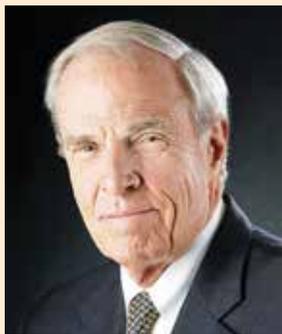


University of Colorado

Boulder | Colorado Springs | Denver | Anschutz Medical Campus

Bruce D. Benson

President



What are you most excited to share about your institution?

We've created a culture where collaboration is an overarching guiding principle in much of what we do. We work together, whether it's faculty, students, departments, different University of Colorado (CU) campuses or other universities. We also collaborate with government, businesses, hospitals, K-12 schools and communities. We're stronger when we work together, and our students and state are the beneficiaries.

What do you see as the biggest misconception people have about your institution?

That it costs too much to get an education. A college degree is the best investment most people will make, one that pays lifelong dividends. While a college education can be costly, tuition at the University of Colorado is at or below national peer averages. In addition, we generate more than \$165 million annually in financial aid to offset costs for needy students, and our students graduate with debt loads and default rates way below state and national averages. Importantly, we recently conducted an alumni survey that shows our graduates get jobs and earn salaries higher than the median of college graduates in Colorado and nationally. People should view a college education as an investment more than a cost.

University of Colorado

1800 Grant Street, Suite 800,
Denver, CO 80203
303-860-5600
www.CU.edu

University of Colorado

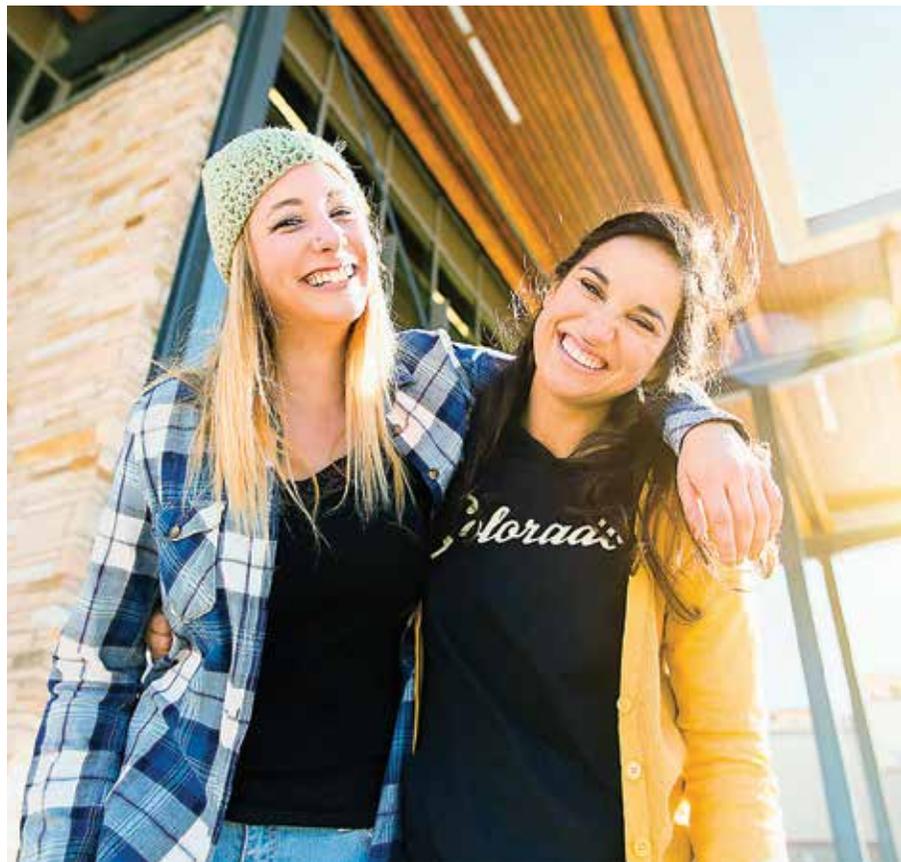
Bruce D. Benson on CU and Higher Education

On the University of Colorado controlling the cost of higher education.

We've taken a three-pronged approach over the past eight years that has served us well: creating internal efficiencies, instituting better business practices and bolstering revenue streams. We have secured legislation in each of the past nine legislative sessions that allows us to operate more efficiently. For example, we opted out of state fiscal rules, greatly reducing the administrative burden while maintaining accountability. We also contracted for our own procurement and travel, which saves millions. Our focus on efficiencies saved \$40 million last year alone. Legislation allows us to operate more like a business and less like a bureaucracy. It also enhances our revenue streams, most notably by allowing us to increase the number of international students attending CU campuses, which not only is a money maker, but also diversifies the university. If you're going to be an international university, you need international students. We also introduced a guaranteed tuition program at CU Boulder, whereby tuition for Colorado students is fixed for four years.

On new educational delivery methods the University of Colorado is employing.

CU has a national reputation for educational innovation. We use everything from classroom clickers, which allow faculty to quickly gauge how well students are getting concepts, to flipped classrooms, which let students view a video lecture before class to allow for better classroom discussions. We also have a learning assistant program, where undergraduate students who have previously taken a class serve as in-class tutors. The program improves learning and retention.



PROVIDED BY THE UNIVERSITY OF COLORADO

In terms of online delivery, CU is the leader in the state, with 41 degree programs and 52 certificate programs completely online. We have 48,665 online enrollments. We launched a new hub, University of Colorado Connect, so students would have a single point of entry to our offerings. Additionally, we are a leader in massive open online courses (MOOCs), which allow people to take CU courses for free. We have about 760,000 people worldwide in the 22 MOOCs we offer. We are working on an initiative that will allow us to use them in degree programs.

On the value of a research university like the University of Colorado.

Our research mission helps us attract

the best faculty and students. Faculty researchers not only improve lives and society through discovery and innovation, but research is a critical part of the learning environment and a huge economic driver in our state. We have some undergraduate students guiding satellites throughout our solar system, others working alongside researchers seeking to cure Alzheimer's disease, others working with government and industry on cybersecurity initiatives. The connections to student learning are substantial. CU attracted some \$878 million in research funding last year, which has a significant ripple effect on Colorado's economy. Many companies also are formed because of our research.

University of Colorado at a Glance

- ▶ CU awarded more than 15,000 degrees this year, the most among Colorado public universities.
- ▶ CU faculty members have won five Nobel Prizes, two Pulitzer Prizes, nine MacArthur "Genius" Awards and two Carnegie Foundation's Professor of the Year awards.
- ▶ CU students include 19 Rhodes Scholars and have earned five Marshall Scholarships, eight Truman Scholarships, seven Goldwater Scholarships and three Udall Scholarships.
- ▶ In the past year, CU faculty have registered 205 invention disclosures, 113 patent filings and \$6.3 million in license revenue. Thirteen new companies were formed based on CU technology.
- ▶ CU has 61,000 degree-seeking students, with another 8,000 taking courses for credit.
- ▶ More than 200,000 CU alumni live and work in Colorado.
- ▶ CU has had 19 alumni-astronauts and one teaching astronaut.
- ▶ CU has 280 community-based outreach programs across Colorado.

FOUR CAMPUSES UNITED

University of Colorado Boulder (1876)

CU Boulder is Colorado's flagship campus, with some 31,300 undergraduate and graduate students. The campus is a member of the prestigious Association of American Universities and has had five Nobel Prize winners on its faculty. CU Boulder attracts more NASA research funding than any other public university. It has particular strengths in physics, engineering and the liberal arts.

University of Colorado Colorado Springs (1965)

CU Colorado Springs is among the fastest-growing campuses in the region. It is an academic and research mainstay in southern Colorado, partnering with major corporations and federal agencies to provide leading-edge, high-tech education and research. It has strengths in business, nursing, theater and cybersecurity. The campus celebrated its 50th anniversary in 2015.

University of Colorado Denver (1973)

CU Denver is a premier urban research institution that awards the most master's degrees in Colorado. Its areas of strength include public affairs, business, architecture, and arts and digital media. Located in the heart of Denver, the campus has many partnerships with area businesses, non-profits and governmental entities. It is a vital community asset where experiential learning and community collaborations enhance students' academic experiences.

University of Colorado Anschutz Medical Campus (2006)

CU Anschutz is a state-of-the-art medical center globally recognized for its research, teaching and clinical programs in medicine, pharmacy, dentistry, public health, physical therapy and nursing. The CU Anschutz Medical Campus is also home to the University of Colorado Hospital and Children's Hospital Colorado. The CU School of Medicine's roots reach back more than a century, when it opened in Boulder.

BUSINESS WITHOUT BLIND SPOTS



The WashU Executive MBA

SEE BEYOND WHAT HAS ALWAYS BEEN.

Our Top-Tier Executive MBA prepares you for business without blind spots. You'll become a systems thinker—the connective tissue of any enterprise—with the courage to tear down organizational silos. Someone who pushes to change the global competition game, not simply win it. Go online to learn more or register for an Executive MBA program preview at our Denver location.

olin.wustl.edu/EMBA



“What the program has taught me about leadership has been eye-opening. Now, I’m less sledgehammer and more scalpel.”

Julie Thiessen, MBA '15

Vice President, Strategic Initiatives
Prologis

Q: What was your blind spot?

A: Before WashU's Executive MBA program, I tended to embrace my impatience. I expected everyone to get out of my way or get on board. The program's focus on teamwork and leadership taught me that shifts in my approach can make dramatic transformations to successfully manage teams and accomplish objectives.



Washington
University in St. Louis
OLIN BUSINESS SCHOOL

Stuart Bunderson

Associate Dean and Director
Executive Programs



What makes you most proud about Olin's Executive MBA program?

Our EMBA program transforms participants' lives. For decades, professionals have come to Olin to write their own success story—as leaders, entrepreneurs, and stewards of their community. I also take pride in our engagement with stakeholders. Ongoing conversations with students, faculty, and corporate friends resulted in curriculum changes that are making a great program even better.

What differentiates the program?

We take a holistic approach to management that integrates business disciplines and prioritizes leadership. Our program serves as a springboard for entrepreneurs looking to commercialize a business idea or to launch a new company. No other executive MBA program has a partnership with the Brookings Institution—one of the world's most-respected think tanks—in Washington, DC. Most important, we attract great people. Just look at our students in Denver.

Washington University

St. Louis Campus
Box 1158, One Brookings Drive
St. Louis, MO 63130-4899
Phone: 314-935-EMBA
emba@wustl.edu

Denver Campus

RubinBrown
1900 16th St., Suite 300
Denver, CO 80202
303-820-EMBA

Washington University Website:
wustl.edu

EMBA Website:
olin.wustl.edu/emba

Washington University

WashU's Executive MBA

Break out of your functional area, learn big-picture business practices, and become an authentic leader.

Professional – and personal – transformations are courtesy of Washington University's Olin Business School and its 20-month Executive MBA program.

In this top-ranked program, you'll be challenged to see beyond what has always been to deliver innovative, collaborative solutions. You'll master core business competencies and dive deeper into management themes, gaining an enterprise-wide view that will prepare you for any business challenge.

EMBA professors teach accomplished individuals how to lead people and organizations," says Stuart Bunderson, associate dean and director of Executive Programs. "Professionals with specialized backgrounds – engineers, doctors, and IT experts, for example – usually don't have the breadth of business knowledge that enables them to add value at a strategic level. A WashU EMBA helps them put all the management pieces together. Consequently, they develop a broader corporate vision that drives positive results."

Olin Business School brought its top-tier EMBA program to Denver in 2013.

The inaugural Denver class attracted 14 professionals from companies such as Samsung, UMB, Keller Williams Realty, and Bessemer Trust, and included Nick Lane, senior vice president of Colorado Business Bank. "There was a pioneering aspect to being part of the class that fits the atmosphere of Denver," says Lane. "Students felt they were part



PROVIDED BY WASHINGTON UNIVERSITY

of an exciting venture – a startup of sorts – that they helped to shape. Now, as Olin alumni, they feel compelled to tell their stories and to share how phenomenal their EMBA experiences were."

WashU's EMBA program kicks off with Go! Week. The foundation of your Olin experience, the residency highlights value creation, team development and assessment, and analytical problem solving. In addition, the residency lays the groundwork for a second-year innovation project.

Core courses provide a comprehensive, cohesive overview of business disciplines. During your first year in the program, you'll also participate in a team-development workshop and in the Business of Policy: DC Immersion.

Year-two classes are taught in St. Louis, beginning with a weeklong Leadership Residency. Growth,

Global Markets, and Innovation and Entrepreneurship themes address universal business challenges. You'll fly to China for the International Management Residency and visit the country's two largest cities: Shanghai and Beijing. During the final theme, you'll turn a new-venture concept into a business plan.

Electives add flexibility to the curriculum, allowing you to pursue topics such as customer analytics, reputation management, business law, diversity and inclusion, and coaching and talent management.

You'll complete the program by participating in a capstone pitch competition judged by company executives, potential investors, and Olin faculty members. By the end of the EMBA experience, you will have developed the knowledge, experience, and skills to build a model of leadership you can take anywhere.

“Our EMBA program transforms participants' lives. For decades, professionals have come to Olin to write their own success story—as leaders, entrepreneurs, and stewards of their community.”

—Stuart Bunderson

NOTABLE ALUMNI



Shelley Lavender

President, Boeing Military Aircraft, Boeing Defense, Space & Security. An aerospace giant, Boeing manufactures commercial jetliners and defense, space, and security systems



Nick Lane

Senior Vice President, Colorado Business Bank, CoBiz Financial Inc. CoBiz Financial is a multi-billion dollar financial services company that serves the financial needs of businesses, business owners and professionals in Colorado and Arizona.



Ken Yamaguchi, MD

Executive Vice President and Chief Medical Officer, Centene Corp. Yamaguchi founded Washington University's internationally recognized Shoulder and Elbow Service. Centene Corp. is a US leader in health care services.

Partnership Institution and Schools

The Brookings Institution

Website:
www.brookings.edu/about/execed

Email:
master@brookings.edu

Phone: 1-800-925-5730

The university partners with the Brookings Institution in Washington, DC, to provide executive education courses and programs on leadership, public policy, governance, and economic and social development.

Washington University School of Medicine

Dean:
David H. Perlmutter, MD

Website:
www.medicine.wustl.edu

The School of Medicine's clinical practice, Washington University Physicians, includes more than 1,000 clinical faculty members who serve as the medical staff of Barnes-Jewish Hospital and St. Louis Children's Hospital.

George Warren Brown School of Social Work

Dean:
Mary M. McKay, PhD

Website:
www.brownschool.wustl.edu

The internationally recognized school offers master's and doctoral degrees in social work and public health.

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Custom PUBLISHING



ADVERTISING SUPPLEMENT TO THE DENVER BUSINESS JOURNAL

Is your company celebrating an anniversary?

Does your trade association want to get the word out to the leaders in the business community?

Are you celebrating a grand opening?

The Denver Business Journal will publish a supplement exclusively on your company or organization. It will appear in one of our weekly editions. It can also be published online.

As publisher of your custom publication, the Denver Business Journal will:

- Design, print and insert the supplement in the Denver Business Journal
- Provide up to 500 additional copies
- Work alongside you in creating a piece you'll be proud of.

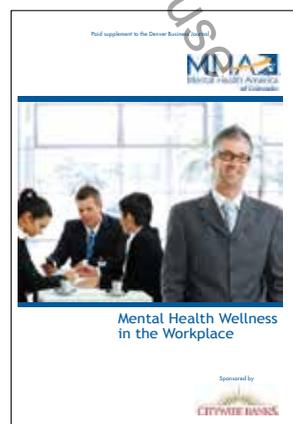
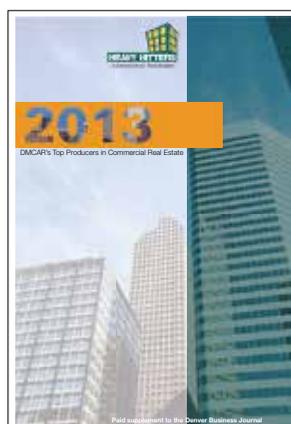
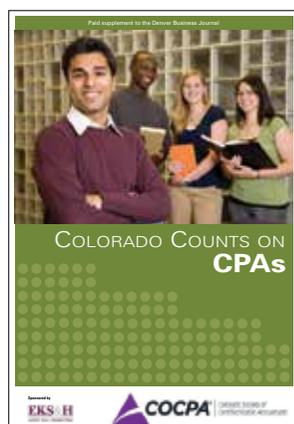
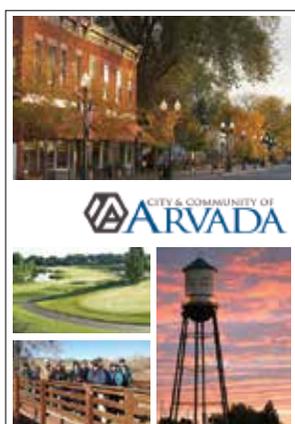
You provide:

- Stories, photos, and any other design element

The Details:

- Eight page minimum
- Must increase in increments of four pages
- Color throughout the section

Custom advertising supplements have minimum revenue requirements that may be paid in full and in advance by YOUR COMPANY or the revenue may come from vendors, partners or clients. In the event advertising revenue for the supplement is 100% vendor based and does not meet the minimum revenue requirements by the agreed deadline, Denver Business Journal reserves the right to cancel the supplement unless YOUR COMPANY agrees to pay the difference.



For more information, contact your DBJ account exec, or call 303-803-9200.

Elizabeth (Beth) J. Stroble, PhD

President



What are you most excited to share about your institution?

Webster University is a truly unique global institution. While we have made our home in St. Louis for over a century, our university community is comprised of a network of campuses – both traditional residential and sites tailored for working adults – in communities around the world.

The Denver Metro campus has been a pillar of graduate studies in Denver for 42 years. At the Denver campus, we are committed to offering graduate students an education that incorporates the latest academic theory with real-world practice. We affirm that it is our core business to respond quickly to the changing dynamics of the marketplace with academic programs that are relevant, substantive, and distinctive. Our robust academic programs provide students with a well-rounded education that prepares them to be dynamic thinkers and influential leaders.

I invite you to join us – learn more about us from the website and make time to visit. Discover what it means to be a Gorlok and to prepare yourself to be excellent in your career and to live as a global citizen.

I hope to see you on Facebook ([facebook.com/WebsterDenver/](https://www.facebook.com/WebsterDenver/)), Tumblr (bethstroble.tumblr.com/), or when you visit us in person.

What do you see as the biggest misconception people have about your institution?

A common misconception about getting a masters degree is that a person will need to put their life on hold. The Webster University Denver campus's staff and faculty understand that your life is busy and your time is important. The Webster University Denver Metro Campus was established in 1974 and it is accredited by the Higher Learning Commission as well as numerous other accrediting agencies. The campus has tailored it's course schedule to the needs of working professionals and individuals with family demands.

Webster University

Denver Campus has Roots in St. Louis and a Global Reach

Our mission is bold, and appropriate for these times: "Webster University is a worldwide institution, ensures high-quality learning experiences that transform students for global citizenship and individual excellence." Founded in 1915, Webster University's home campus is located in St. Louis, Missouri. We have grown to have locations in 60 Cities worldwide and serve students from over 140 countries. Webster University is more than a typical institution of higher learning, it comprises an action-oriented global network of faculty, staff, students, and alumni who forge powerful bonds with each other and with their communities around the globe

Webster University is a private non-profit university with more than 17,000 students studying at campuses around the world. All working towards a better tomorrow and cheering on our team, the Gorloks. The Gorlok is a mythical creature with paws of a speeding cheetah, the horns of a fierce buffalo and the face of a dependable Saint Bernard. The myth of the Gorlok "embodies the highest standards of speed, agility, and stamina in an atmosphere of fairness and good conduct."



PROVIDED BY UNIVERSITY

The name was derived from two avenues that intersect in the heart of "Old Webster", Gore and Lockwood. The Webster University Gorloks compete in several sports in the St. Louis intercollegiate Athletic Conference (SLIAC) as a NCAA Division III school. In 2014 Webster won its tenth consecutive SLIAC All-Sports Trophy of the last 16 years. The Webster baseball team won the NCAA Division-III Regional Championship in 2012 and 2013 to advance to the Division III Baseball National Championship,

also known as the College World Series.

The Denver campus offers career relevant courses for busy adults. Classes are four hours, once a week, and start five times a year to help assist those with busy schedules. All of the evening classes are taught by academically qualified faculty who are practitioners in their field. Classes are sized for optimal professor interaction learning and the perfect place for networking. Furthermore, no GRE/GMAT tests are required for admission.

Interesting Facts:

- *Military Times* named Webster University to its "2013 Best for Vets: Colleges" list, based on a survey of more than 650 schools.
- In 2015, Webster was recognized among America's Top Colleges as ranked by Forbes magazine for the sixth consecutive year.
- Webster University and the U.S. Department of Defense have worked together for 40 years to provide high-quality and cost-effective graduate programs at military installations and other locations throughout the country. Our distinguished alumni include more than 200 active duty and retired generals and admirals, including several at the Pentagon and Joint Chiefs of Staff and thousands of military personnel as well as retired military.
- Webster University ranks first among U.S. nonprofit, private institutions in graduating master's-level African-American and minority students.

NOTABLE ALUMNI



Eileen Collins (Colonel, USAF, RET.)

Eileen Collins (Colonel, USAF, RET.) was assigned to the U.S. Air Force Academy in Colorado Springs, Co., where she was an assistant professor in mathematics and a T-41 instructor pilot from 1986 to 1989. The astronaut received a master of arts degree in space systems management from Webster University in 1989. Collins became the first woman to pilot a space shuttle on Feb. 3, 1995 and became the first woman to command a space shuttle mission on July 23, 1999.



Antonio "Tony" Richardson

Antonio "Tony" Richardson is a former American football fullback who played in the National Football League for sixteen seasons. He played college football for Auburn University. He was signed by the Dallas Cowboys as an undrafted free agent in 1994. A three-time Pro Bowl selection, Richardson played for the NFL's Minnesota Vikings, Kansas City Chiefs and New York Jets. He is considered one of the best fullbacks in NFL history having blocked for 1,000 yards rushers in nine consecutive NFL seasons in addition to leading the Kansas City Chiefs in rushing yards in 2000.



Robert Allen "Rob" Riggle, Jr.

Robert Allen "Rob" Riggle, Jr. an American actor, comedian and retired United States Marine Corps Reserve officer and more recently earned Master of Public Administration degree from Webster University in 1997. He is best known for his work as a correspondent on Comedy Central's *The Daily Show* from 2006 to 2008, as a cast member on *Saturday Night Live* from 2004 to 2005, and for his comedic roles in films such as *The Hangover*, *The Other Guys*, *Let's Be Cops*, *Dumb & Dumber To*, *21 Jump Street*, *22 Jump Street*, *The Goods: Live Hard, Sell Hard*, and *Step Brothers*.

Major schools

Master of Management and Leadership

Master of Health Administration

Master of Business Administration

Chair: Jaimie D. Wright, MPA, Director

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Phone: 303-708-8305

Webster University provides accredited graduate programs to students in Denver, and worldwide. With academic programs focused on student success and taught by faculty with professional experience in their fields.

Webster University Denver Metro Campus

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