In Colorado, people over age 65 are the fastest-growing group in the state, up 29 percent in the last five years. For business, older Coloradans represent an unprecedented opportunity.
In this issue, the Denver Business Journal explores the business of aging — from companies that help people find homes for their aging parents to technological advances that make life easier for seniors to transportation challenges faced by an aging population.

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

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

“Business of Aging” is the result of an effort by DBJ staff under the direction of Print Editor Boots Gifford and designer Jim Carr. I hope you enjoy this special presentation of the DBJ in print and watch for our companion video online by photographer Kathleen Lavine, who interviewed many of the sources we talked to for our stories.

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

We received 85 responses.

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

[Re: Parker hotel divides residents, businesses] Building so much in the area, why not push out what “small town” feel all these towns have left, right?
JESS, Colorado @faithfamilytrio

[Re: SendGrid closes on $33 million funding round] Congratulations @SendGrid Excited for you. Equally for Denver, a job magnet for millennials – Our tech (blush blush) Shangri-La.
CHRISTIE, @kvconstant

[Re: New Colorado Senate committee will focus on energy, environment] We’re going to have to keep a close eye on all our federal land.
LISA, Colorado @2lisa4

RTWEETS OF THE WEEK

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BABY BOOMERS — TALK ABOUT a generation.
They’ve been an economic powerhouse almost since the day they were born in those years between 1946 and 1964.

Almost 75 million of them are alive in the United States today, influencing everything from fast food to fancy coffee. Gerber baby food was created just for them. They made Toyota the shoe to wear when they were yuppies. And now they are estimated to have $3 trillion in spending power and the youngest boomers are just 52 years old — at the height of earning power. In Colorado, people over age 65 are the fastest growing group in the state, up 29.4 percent from 2010 to 2015.

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

Cumulatively, each adult turning age 65 and older in metro Denver from 2014 to 2040 contributes about $380,000 of the metro Denver’s gross domestic product (GDP), the value of the good and services produced locally. They will also account for $1.25 million in personal consumption and they create 4.8 jobs through direct and indirect spending, according to Denver Regional Council of Governments.

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

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

But, his research of metro Denver found that the 65 and older residents spend more than any financial stress they added to the state’s budget. "We found, yes, they do have some costs," Gitiaux said. "Some of medical expenses are paid by the state. But the impact remains positive."

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

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

The result, he said, is that each dollar spent by an older adult has a strong multiplier effect that directly impacts local markets and then trickles down to other Coloradans.

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

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

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

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

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

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

STILL VITAL AFTER ALL THESE YEARS

The generation of people born after World War II, from 1946 to 1964, remains an economic powerhouse even as they age and approach retirement.

And business, colleges and universities and government are taking notice.
## Business of Aging

### Total Spending by Age Group

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

<table>
<thead>
<tr>
<th>Age Group</th>
<th>Spending (in millions)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Under 25 years old</td>
<td>$31,771</td>
</tr>
<tr>
<td>25–34 years</td>
<td>$47,738</td>
</tr>
<tr>
<td>35–44 years</td>
<td>$60,045</td>
</tr>
<tr>
<td>45–54 years</td>
<td>$62,627</td>
</tr>
<tr>
<td>55–64 years</td>
<td>$55,758</td>
</tr>
<tr>
<td>65–74 years</td>
<td>$48,006</td>
</tr>
<tr>
<td>75 years and older</td>
<td>$35,342</td>
</tr>
</tbody>
</table>

Source: Consumer Expenditures Survey, Denver Regional Council of Governments

### Spending by Stage of Retirement

<table>
<thead>
<tr>
<th>Stage: Early</th>
<th>Stage: Middle</th>
<th>Stage: Late</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hobbies</td>
<td>Hobbies</td>
<td>Family</td>
</tr>
<tr>
<td>Travel</td>
<td>Medical expenses</td>
<td>Medical expenses</td>
</tr>
<tr>
<td>Grandchildren’s education</td>
<td>Physical accommodations</td>
<td>Long term care costs</td>
</tr>
</tbody>
</table>

Source: Great-West Financial

### Graying Colorado

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

<table>
<thead>
<tr>
<th>Year</th>
<th>Under 18 years old</th>
<th>18–24</th>
<th>25–44</th>
<th>45–64</th>
<th>65+</th>
</tr>
</thead>
<tbody>
<tr>
<td>1970</td>
<td>35%</td>
<td>13%</td>
<td>25%</td>
<td>18%</td>
<td>9%</td>
</tr>
<tr>
<td>2040</td>
<td>23%</td>
<td>9%</td>
<td>26%</td>
<td>23%</td>
<td>19%</td>
</tr>
</tbody>
</table>

Source: Colorado Department of Local Affairs, State Demography Office

### Most Mature Cities

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

1. Atlanta
   - 20.3%
   - 10.8%
2. Raleigh
   - 18.1%
   - 10.6%
3. Las Vegas
4. Portland
5. Jacksonville
6. Denver
7. Austin
8. Phoenix
9. Sacramento
10. Tucson
11. Austin
12. Jacksonville
13. Austin
14. Jacksonville
15. Sacramento
16. Sacramento
17. Sacramento
18. Sacramento
19. Sacramento
20. Sacramento

### Graying Colorado

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

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

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

### Third in the nation

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

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

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

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

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

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

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

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

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

“The final stage of retirement is the hardest thing to talk about – health deteriorates, mobility deteriorates,” he said. One has to think about hiring someone to do simple things, like change the light bulbs, he said.

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

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

“There are plenty of retirees who’s primary income is Social Security,” she said.

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

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

### Education

Colleges adapt to the aging population’s demand for training.

### The Lists

- Retirement communities: 11
- Assisted living: 14
- Home health care agencies: 18
- Nursing homes: 19
- Human services organizations: 24

### More Online

This report continues at DenverBusinessJournal.com.

Online Now

Video: Experts and seniors weigh in on aging issues.
Seeking transportation solutions
Seniors who don’t drive can be cut off from vital services without help

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

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

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

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

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

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

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

“The Prius saved us $65,000 in fuel costs a year, and the passengers love it. They don’t get jostled around like in a shuttle van,” Braaksma said.

The cost per trip can run $8 to $25. Training a new driver — who can help passengers get from the door of their home, to the door of their destination and home again — can run up to $2,500. Passengers also pay what they can via donation, sometimes per trip or per month and sometimes per year, he said.

But if Braaksma could wave a magic wand — “I’d shake a whole bunch of money down and have a variety of vehicles, and I’d create a system of drivers with caring hearts, and appropriate vehicles, who are available just as much as taxis.” Transportation is crucial to a growing population.

In 2010, Colorado had 549,525 residents over the age of 65. Five years later, in 2015, the number had jumped 30 percent to 711,625 people, according to the Colorado State Demography Office. By 2030, Colorado’s population over 65 is expected to more than double 2010 levels, growing to more than 1.2 million people, according to the state’s demography office.

As seniors age, and their ability to drive themselves where they wish to go, access to transportation becomes ever more important.

Nationwide, seniors who don’t drive make 15 percent fewer trips to the doctor, 59 percent fewer trips to stores or restaurants and 65 percent fewer trips to visit friends and family, compared with drivers of the same age, according to an August report from the Colorado Health Institute.

In Colorado, 52 percent of seniors and adults with disabilities depend on family, friends, aides or volunteers for some of their transportation needs. More than 16 percent are completely dependent upon others for all of their trips. Nearly half, 47 percent, have trouble finding transportation when they need it, the report said.

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

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

“Some [companies] only provide transportation for medical appointments, or only for vet-
Braaksma said.

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

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

“First- and last-mile” gap

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

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

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

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

Andrea Suhaka, 68, a former Centennial City Council member who’s active in metro-area senior transportation organizations, uses the program to get a Lyft ride to RTD’s train station when she has meetings downtown.

“It works beautifully,” Suhaka said of the program.

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

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

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

“There are plenty of seniors who drive, because if you don’t then you think that you can’t get anywhere. People don’t know that the systems are out there,” she said.

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

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

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

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

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

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

“What’s the most important trip?” he asked.

“It’s the one that you want to take. It doesn’t matter what it is.”
Most boomers haven’t saved enough

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

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

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

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

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

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

“If you look at two 65-year-olds today, there’s a greater than 70 percent chance that one of those people will need long term care,” Zimmer man said.

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

“If you look at two 65-year-olds today, there’s a greater than 70 percent chance that one of those people will need long term care,” Zimmerman said. Krom said that most of the people he deals with are in fact “good savers.” However, more is required to be able to retire comfortably. Being a good saver is just one piece of the preparation puzzle.

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

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

“The long story short is that an eyebrow-raising percentage of baby boomers are unprepared to retire comfortably,” Zimmerman said. “There are a number of reasons for this, a major one being health-related. “People are living much longer today than they did in the past,” said Royce Zimmerman, a Denver-based wealth management advisor with Northwestern Mutual. “Our grandparents’ experience of leaving the factory and having a fully funded pension, then passing away in your 70s [is a shrinking reality].”

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

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

Implants a sound approach for many

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

Cochlear, other companies help seniors stay engaged with the world

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

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

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

By the time the company located its North American headquarters in Cen-
"There is nothing I don’t do. ‘I hear the television. I go to hockey games ... I forget that I am deaf.’

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

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

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

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

"They’re withdrawing from society. They’re taking meals in their room."

Scheinin said. "So, this is a win for us."

"The brain isn’t processing sound and becomes sluggish, Biever said. Seniors can also go through isolation and severe depression when they can’t understand others."

"They’re withdrawing from society. They’re taking meals in their room."

Scheinin said. "So, this is a win for us."

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Senior housing: Details matter
Arvada complex will offer putting green, cafe, spa and salon

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

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

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

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

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

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

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

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

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

“The demographics from a macro standpoint are compelling – the nation is aging,” he said. “But we can’t use a broad brush. We need to get into micromarkets, which is how we focused on the neighborhood where we’re working. We’re very scientific about site selection.”

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

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

And while many younger baby boomers and retirees are moving into some of Denver’s new apartment complexes as they downsize following the departure of their children, facilities geared specifically toward older populations are necessary for older residents of metro Denver. A 2014 report conducted by the Harvard Joint Center for Housing Studies and funded by the AARP Foundation shows that a large portion of the nation’s housing stock does not include safety and usability features that people might need as a they age, including no-step entries, extra-wide doors and hallways, and lever-style door and faucet handles.

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

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

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

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

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

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

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

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

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

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

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

Aging baby boomers are spurring a reassessment of senior housing stock.
<table>
<thead>
<tr>
<th>Rank</th>
<th>Business name</th>
<th>Website</th>
<th>Address Phone</th>
<th>Number of units designated for independent retirement living</th>
<th>Amenities</th>
<th>Owner (Stock symbol) / Headquarters</th>
<th>Top local executive</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Windsor Gardens Association</td>
<td>windsorgardensassociation.org</td>
<td>591 S. Cherry St. Denver, CO 80204</td>
<td>2,689</td>
<td>golf course, restaurant, exercise facility, community center, library, spa, arts and crafts, commentry center, guest units</td>
<td>Windsor Gardens Association, Denver, CO</td>
<td>Tara Bonner, general manager</td>
</tr>
<tr>
<td>2</td>
<td>Heather Gardens Association</td>
<td>heathergardensassociation.org</td>
<td>2885 S. 7th Ave. Aurora, CO 80014</td>
<td>2,426</td>
<td>community center, 9-hole golf course, religious services, library, pets allowed</td>
<td>Heather Gardens Association, Aurora, CO</td>
<td>Calvin Eddy-White, general manager</td>
</tr>
<tr>
<td>3</td>
<td>Wind Crest</td>
<td>ericksonliving.com</td>
<td>3217 Mill Vista Rd. Highlands Ranch, CO 80032</td>
<td>783</td>
<td>medical center, restaurant, indoor pool, fitness center, woodworking shop, creative arts studio, day spa, bank</td>
<td>Erickson Living / Baltimore, MD</td>
<td>Craig Erickson, executive director; Kathy Blueger, associate executive director</td>
</tr>
<tr>
<td>4</td>
<td>Kavod Senior Life</td>
<td>kavodseniorlife.org</td>
<td>225 S. Adams St. Denver, CO 80206</td>
<td>168</td>
<td>pets allowed, meals, assistance with personal grooming, laundry, housekeeping services, medication management, activities</td>
<td>Kavod Senior Life, Denver, CO</td>
<td>Michael Klein, executive director</td>
</tr>
<tr>
<td>5</td>
<td>Gleneagles Village</td>
<td>gleneaglesvillage.net</td>
<td>2 Clermont Park Highlands Ranch, CO 80031</td>
<td>145</td>
<td>clubhouse, pool, banquet room, exercise classes, polictics, library</td>
<td>NA / NA</td>
<td>Ron Harris, community associate manager</td>
</tr>
<tr>
<td>6</td>
<td>Wolhurst Adult Community</td>
<td>wolhurst.org</td>
<td>8201 S. Santa Fe Dr. Littleton, CO 80127</td>
<td>761</td>
<td>9 acre lake with fishing and boating, heated swimming pool, community garden, woodshoping, exercise room, pool, ping pong, rowing room, and indoor kitchen</td>
<td>Wolhurst Adult Community Inc. / Highlands Ranch, CO</td>
<td>Len Loomis, community manager</td>
</tr>
<tr>
<td>7</td>
<td>The Villas at Sunny Acres</td>
<td>chrislivingcolorado.org</td>
<td>791 E. 140th Ave. Thornton, CO 80602</td>
<td>209</td>
<td>64-are campus, maintenance free living, housekeeping, flat-faces, transportation, dining services, 24-hour security, chapel, fitness center, walking trails, activities, guest apartments, business administrator</td>
<td>Catholic Health Initiatives / Englewood, CO</td>
<td>Colorado regional administrator</td>
</tr>
<tr>
<td>8</td>
<td>Vi at Highlands Ranch</td>
<td>viliaging.com</td>
<td>2851 Cler St. Highlands Ranch, CO 80126</td>
<td>253</td>
<td>maintenance, housekeeping, valet parking, salon, laundry services, community activities, fitness center</td>
<td>CC Denver Inc. / Chicago, IL</td>
<td>Joaquin Anderson, executive director</td>
</tr>
<tr>
<td>9</td>
<td>Christian Living Communities - Holly Creek</td>
<td>hollycreekretirementcommunities.com</td>
<td>550 E. Pearl Ave. Centennial, CO 80121</td>
<td>219</td>
<td>4 bedroom pool, putting green, three restaurant, movie theater, library, fitness center</td>
<td>Christian Living Communities / Denver, CO</td>
<td>Jayne Keller, executive director; Ross Deidre, president/CEO</td>
</tr>
<tr>
<td>10</td>
<td>Concordia On The Lake</td>
<td>concordiaonthelake.com</td>
<td>615 S. Amsere Dr. Lakewood, CO 80226</td>
<td>217</td>
<td>library, outdoor rooms, billiards room, exercise room, high speed internet, maintenance, event center</td>
<td>Concordia on the Lake LLC / Denver, CO</td>
<td>Dutch Wilson, general manager</td>
</tr>
<tr>
<td>11</td>
<td>Springwood Retirement Campus</td>
<td>springwoodretirementcampus.com</td>
<td>6500 S. Bay Avon, Arvada, CO 80004</td>
<td>215</td>
<td>continuum of care, independent living, assisted living and Alzheimer’s Care; lifestyle programs, transportation</td>
<td>Arvada Manor Associates LLC / Arvada, CO</td>
<td>Pat Gallinger, executive director</td>
</tr>
<tr>
<td>12</td>
<td>Fraser Meadows Retirement Community</td>
<td>frasermeadowsretirement.com</td>
<td>350 Powa Place Boulder, CO 80013</td>
<td>193</td>
<td>emergency room, housekeeping, maintenance, fitness/health, spa, private transportation, transportation services, fitness programs, chapel center, library, reading room, chapel, fitness center</td>
<td>responses / Boulder, CO</td>
<td>Tim Johnson, CEO, executive director</td>
</tr>
<tr>
<td>13</td>
<td>Covenant Village of Colorado - Aspen Place</td>
<td>covenancetool.com</td>
<td>9221 Wadsworth Pkwy. Westminster, CO 80021</td>
<td>200</td>
<td>great room with grand fireplace and library, library and computer center, central heating and air conditioning, heating and cooling, private dining room, health club, heated swimming pool, three meals a day, nurse manager, 24/7 staff, week, 24/7 emergency services, on-site therapy</td>
<td>Covenant Retirement Communities - Skokie, IL</td>
<td>Brian Miller, associate executive director</td>
</tr>
<tr>
<td>14</td>
<td>English Meridian</td>
<td>brookdale.com</td>
<td>1435 S. Corona St. Englewood, CO 80113</td>
<td>193</td>
<td>spacious lounges, library, theater, game and recreation rooms, craft room, solar room, garden, parking, guest accommodations, laundry facilities, controlled access</td>
<td>Brookdale Senior Living / Englewood, CO / Denver, CO</td>
<td>NA</td>
</tr>
<tr>
<td>15</td>
<td>Denver Metro Village</td>
<td>denvermetrovillage.com</td>
<td>1521 Quentin St. Denver, CO 80204</td>
<td>192</td>
<td>computer center, off street parking, pet friendly, elevator, close to Sloan Lake</td>
<td>MetroBridge Management, Brookdale Senior Living / Denver, CO</td>
<td>NA</td>
</tr>
<tr>
<td>16</td>
<td>Brookdale Tamarac Place</td>
<td>brookdale.com</td>
<td>8030 E. Girard Ave. Denver, CO 80231</td>
<td>170</td>
<td>dining program, transportation, housekeeping, exercise/fitness programs, beauty/hairstyle shop, courtyard, library, exercise room, beauty/barber shop</td>
<td>Brookdale Senior Living Int. / Boulder, CO / Denver, CO</td>
<td>Mark Stein, executive director</td>
</tr>
<tr>
<td>17</td>
<td>Christian Living Communities - Clermont Park</td>
<td>cchristianliving.com</td>
<td>2479 S. Clermont St. Denver, CO 80222</td>
<td>167</td>
<td>residential living, monthly rentals, long-term care, rehabilitation, assisted and memory support, adult day program for seniors with dementia</td>
<td>Christian Living Communities - Clermont Park, CO</td>
<td>Ross Dan Blevins, executive director</td>
</tr>
<tr>
<td>18</td>
<td>Eaton Senior Communities</td>
<td>cchristianliving.com</td>
<td>331 S. Eaton St. Lakewood, CO 80118</td>
<td>161</td>
<td>restaurant-style dining, health and wellness programs, pastoral services, homemaker services, garden, library/computer room, pet/friendly, hair washing/salon</td>
<td>Eaton Senior Communities / Lakewood, CO</td>
<td>David Smart, president/CEO</td>
</tr>
<tr>
<td>19</td>
<td>Meridian Westland</td>
<td>brookdale.com/communities/meridian-westland</td>
<td>10055 W 17th Ln. Lakewood, CO 80123</td>
<td>153</td>
<td>putting green, library, library, spa, arts and crafts room, fitness center, covered parking, laundry facilities, resident garden</td>
<td>Brookdale Senior Living Inc. / (BKD) / Denver, CO</td>
<td>NA</td>
</tr>
<tr>
<td>20</td>
<td>St. Andrews Village</td>
<td>standrewsvillage.com</td>
<td>13801 E. Yale Ave. Aurora, CO 80045</td>
<td>146</td>
<td>all utilities except telephone, meal-plan options,pool/spa/fitness center, housekeeping, maintenance, security, controlled access</td>
<td>Evergreen Senior Living Partners / Aurora, CO</td>
<td>NA</td>
</tr>
<tr>
<td>21</td>
<td>MorningStar Senior Living at Dayton Place</td>
<td>morningstarliving.com</td>
<td>1950 S. Dayton St. Denver, CO 80210</td>
<td>145</td>
<td>patio homes, clubhouse, putting green, whitefish, strolling paths, fitness center, bistro, fitness center, game room</td>
<td>MorningStar Senior Living / Denver, CO</td>
<td>Steve McC Corinthians, executive director</td>
</tr>
<tr>
<td>22</td>
<td>Lincoln Meadows Senior Living</td>
<td>brookdale.com/meridian-living-lincolnmeadows.com</td>
<td>1001 S. Downey St. Parker, CO 80134</td>
<td>135</td>
<td>coffee bistro, fitness center, physical therapy center, libraries, computers, beauty/salon, spa, library, exercise room, fitness center, chapel, meeting rooms, game room</td>
<td>Spectrum Retirement Communities / Denver, CO</td>
<td>Kristi Oliver, VP of operations</td>
</tr>
<tr>
<td>23</td>
<td>Porter Place Senior Living</td>
<td>porterplacelivingcommunity.com</td>
<td>1001 E. Yale Ave. Denver, CO 80210</td>
<td>134</td>
<td>three meals daily, housekeeping, transportation, chapel, computer lab, garages, courting car, fitness center, library, basketball room, fitness center</td>
<td>Spectrum Retirement Communities / Denver, CO</td>
<td>Beth Bean, senior executive director</td>
</tr>
<tr>
<td>24</td>
<td>Lakeview Senior Living</td>
<td>lakeviewseniorliving.com</td>
<td>7360 W. Eastman PL Denver, CO 80230</td>
<td>129</td>
<td>fitness center, laundry, library with computers, theater, beauty salon, spa, transportation, pets welcome, resident gardens, pet friendly, exercise/fitness center</td>
<td>Spectrum Retirement Communities / Denver, CO</td>
<td>Renee Flaherty, executive director</td>
</tr>
<tr>
<td>25</td>
<td>Meridian Arvada</td>
<td>brookdale.com/meridian-living-arvada.png</td>
<td>9555 W. 59th Ave. Arvada, CO 80004</td>
<td>125</td>
<td>restaurant-style dining, patio, library, hair salon, laundry, community gardens, fitness center, emergency alert system, internet, putting green, game room</td>
<td>Brookdale Senior Living (BKD) / Brentwood, TN</td>
<td>Erica Urban, executive director</td>
</tr>
</tbody>
</table>

NOTES: NA - not available * - not ranked last year
Consumers can go online to get matched with just the right person selling a car, the right hotel needing to offload a room or even private jets that need to fill seats for a return flight to their home base.

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

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

Through it, the partners work with small assisted-living facilities — usually those in the range of 10 or 12 rooms — to find residents with both online services and the ability to set up virtual tours that are easily accessible to...
those sons and daughters who might be coordinating the move from across the country.

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

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

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

Rather than just try to link people who are looking for a product at the right price, however, Mimi.care allows users to look for the types of services and amenities that they seek in a home place such a valuable commodity as their parents’ housing in their hands. Those who fill out a questionnaire can get back a list of viable matches among the roughly 75 small assisted-living homes now working with the company.

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

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

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

Zereting in on customers

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

Up until now, those home searchers generally had two options, explained David Lewis, the owner of Rocky Mountain Assisted Living, a Green-wood Village company that operates eight homes in the Denver area that house between 10 and 16 people. Some companies specifically will work to set up tours and find housing options for seniors, while other websites function almost as advertising sites, listing assisted-living facilities without aiming to provide any matchmaking services.

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

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

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

“With the demand that’s coming and the need for these services, something had to change,” Ahlering said. “We are dedicated to helping families find appropriate care.”
<table>
<thead>
<tr>
<th>Business name</th>
<th>Website</th>
<th>Address</th>
<th>Number of units designated for assisted living</th>
<th>Amenities</th>
<th>Owner (stock symbol) / Headquarters</th>
<th>Top local executive</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Atria Inn At Lakewood</td>
<td><a href="https://atria.com">https://atria.com</a></td>
<td>555 S. Pierce St. Lakewood, CO 80226; 303-341-4980</td>
<td>137</td>
<td>fine dining, events/activities, transportation, housekeeping, safe rooms, fire alarm system, personal emergency response system</td>
<td>Atria Senior Living / Lakewood, CO</td>
<td>Megan McGinnis, executive director</td>
</tr>
<tr>
<td>3. MorningStar Senior Living</td>
<td><a href="https://morningstar.com">https://morningstar.com</a></td>
<td>2050 E. 10th Ave. Denver, CO 80210; 303-433-0282</td>
<td>113</td>
<td>fine dining, housekeeping, health care, on-site clinic, library, fire alarm system</td>
<td>MorningStar Senior Living Inc. (BKD) / Brentwood, TN</td>
<td>Jeffrey Stockbridge, president</td>
</tr>
<tr>
<td>5. HighPointe Assisted Living Center</td>
<td><a href="https://highpointe.com">https://highpointe.com</a></td>
<td>2040 E. 10th Ave. Denver, CO 80210; 303-365-0055</td>
<td>113</td>
<td>housekeeping, health care, on-site clinic, library, fire alarm system</td>
<td>HighPointe Assisted Living Center / Lakewood, CO</td>
<td>Michael Halvorsen, administrator</td>
</tr>
<tr>
<td>6. Canterbury Gardens</td>
<td><a href="https://canterburycorp.com">https://canterburycorp.com</a></td>
<td>2030 S. Sherman St. Denver, CO 80224; 303-433-0282</td>
<td>111</td>
<td>housekeeping, transportation, fitness center, library, 24-hour staff, fire alarm system</td>
<td>Canterbury Gardens Retirement Communities / Greenwood Village, CO</td>
<td>Michael Halvorsen, administrator</td>
</tr>
<tr>
<td>7. Atria Senior Living</td>
<td><a href="https://atria.com">https://atria.com</a></td>
<td>2020 E. 10th Ave. Denver, CO 80210; 303-365-0055</td>
<td>111</td>
<td>housekeeping, transportation, fitness center, library, 24-hour staff, fire alarm system</td>
<td>Atria Senior Living / Lakewood, CO</td>
<td>Michael Halvorsen, administrator</td>
</tr>
<tr>
<td>8. MorningStar Senior Living</td>
<td><a href="https://morningstar.com">https://morningstar.com</a></td>
<td>2050 E. 10th Ave. Denver, CO 80210; 303-433-0282</td>
<td>111</td>
<td>housekeeping, transportation, fitness center, library, 24-hour staff, fire alarm system</td>
<td>MorningStar Senior Living Inc. (BKD) / Brentwood, TN</td>
<td>Jeffrey Stockbridge, president</td>
</tr>
<tr>
<td>9. MorningStar Senior Living</td>
<td><a href="https://morningstar.com">https://morningstar.com</a></td>
<td>2050 E. 10th Ave. Denver, CO 80210; 303-433-0282</td>
<td>111</td>
<td>housekeeping, transportation, fitness center, library, 24-hour staff, fire alarm system</td>
<td>MorningStar Senior Living Inc. (BKD) / Brentwood, TN</td>
<td>Jeffrey Stockbridge, president</td>
</tr>
<tr>
<td>10. MorningStar Senior Living</td>
<td><a href="https://morningstar.com">https://morningstar.com</a></td>
<td>2050 E. 10th Ave. Denver, CO 80210; 303-433-0282</td>
<td>111</td>
<td>housekeeping, transportation, fitness center, library, 24-hour staff, fire alarm system</td>
<td>MorningStar Senior Living Inc. (BKD) / Brentwood, TN</td>
<td>Jeffrey Stockbridge, president</td>
</tr>
<tr>
<td>11. MorningStar Senior Living</td>
<td><a href="https://morningstar.com">https://morningstar.com</a></td>
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<td>housekeeping, transportation, fitness center, library, 24-hour staff, fire alarm system</td>
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<td>12. MorningStar Senior Living</td>
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<td>housekeeping, transportation, fitness center, library, 24-hour staff, fire alarm system</td>
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<td>111</td>
<td>housekeeping, transportation, fitness center, library, 24-hour staff, fire alarm system</td>
<td>MorningStar Senior Living Inc. (BKD) / Brentwood, TN</td>
<td>Jeffrey Stockbridge, president</td>
</tr>
</tbody>
</table>

**Notes:** NA = not available  * = not ranked last year
Fighting Fraud
How Denver companies can take action

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

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

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

Scott Vanderpool, Market Executive
Bank of America Merrill Lynch

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

A growing threat

33% of companies have been targeted by fraud attacks1

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

Adding up

$150bn
Estimated annual losses from data and identity theft2

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

Don’t be fooled
A “phishing” scam can lure employees to click malicious links or attachments.

For more local insights, email us at scott.m.vanderpool@baml.com or jodi_rolland@baml.com.

Source: 2015 AFP Risk Survey, McAfee, 2013

1 ‘Bank of America Merrill Lynch’ is the marketing name for the global banking and global markets businesses of Bank of America Corporation. Lending, derivatives, and other commercial banking activities are performed globally by banking affiliates of Bank of America Corporation, including Bank of America, N.A. Member FDIC. Securities, strategic advisory and other investment banking activities are performed globally by investment banking affiliates of Bank of America Corporation (‘Investment Banking Affiliates’), including, in the United States, Merrill Lynch, Pierce, Fenner & SMith Incorporated and Merrill Lynch Professional Clearing Corp, both of which are registered broker-dealers and Members of SIPC and, in other jurisdictions, by locally registered entities. Merrill Lynch, Pierce, Fenner & Smith Incorporated and Merrill Lynch Professional Clearing Corp are registered as futures commission merchants with the CFTC and are members of the NFA. Investment products offered by Investment Banking Affiliates: Are Not FDIC Insured • May Lose Value • Are Not Bank Guaranteed. ©2016 Bank of America Corporation. ARNX3YHB 09-16-0629.G
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comcastbusiness.com | 800-501-6000
When it comes time for seniors to move

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

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

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

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

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

“We go in and we figure out ‘what are you going to keep?,’ ‘what are you going to send to the kids,?’ ‘what are you going to try to sell,?’ and then we give them proposals and manage the entire process,” McMahon said. “We do all of their packaging, sourcing and walk them through estimates with moving companies.”

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

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

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

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

The market for relocation management firms can fluctuate.

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

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

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

WE’RE ALL ABOUT COLORADO.
## DENVER-AREA HOME HEALTH CARE AGENCIES
RANKED BY NUMBER OF PATIENT VISITS IN 2015

<table>
<thead>
<tr>
<th>Business name</th>
<th>Address</th>
<th>No. of patient visits 2015</th>
<th>Specialties and services</th>
<th>Owner / Headquarters</th>
<th>Top local executive</th>
</tr>
</thead>
<tbody>
<tr>
<td>AMI-Wellness Home Health Services</td>
<td>1385 S. Colorado Blvd. #306 Denver, CO 80222 303-712-1208</td>
<td>62,614</td>
<td>brain and spinal cord injury, neurological rehab and support services, C.P, MS, ALS, stroke MOBI</td>
<td>NA / Denver, CO</td>
<td>Kris Bode, administrator</td>
</tr>
<tr>
<td>Elderlink Home Care Inc.</td>
<td>11757 W. Ken-Caryl Ave. F-314 Littleton, CO 80127 703-714-0611</td>
<td>41,800</td>
<td>non-medical home care placement agency; provides clients with assistance with the activities of daily living</td>
<td>Karen Moorehead / Littleton, CO</td>
<td>Karen Moorehead, CEO</td>
</tr>
<tr>
<td>InnovAge Home Care</td>
<td>8950 E. Lowry Blvd. Denver, CO 80237 855-487-6449</td>
<td>37,160</td>
<td>skilled/non-medical services, nursing, CNA, personal care assisting with ADLS, medication reminders/IVs, transportation and companionship</td>
<td>InnovAge Home Care / Denver, CO</td>
<td>Maureen Hewitt, president/CEO</td>
</tr>
<tr>
<td>Boulder Community Homecare</td>
<td>1155 Alpine Ave. #220 Boulder, CO 80304 303-444-4155</td>
<td>11,663</td>
<td>wound care, Parkinson’s disease, orthopedic, complex patients, neurologic patients</td>
<td>Boulder Community Health / Boulder, CO</td>
<td>Colleen Yuskewich, director</td>
</tr>
<tr>
<td>Dominican Home Health Agency Inc.</td>
<td>2501 Gaylord St. Denver, CO 80205 303-322-1413</td>
<td>8,406</td>
<td>in-home nursing care, wellness clinic, durable medical equipment loan program</td>
<td>Dominican Home Health Agency Inc. / Denver, CO</td>
<td>Mary Morrisey, chair of the board</td>
</tr>
<tr>
<td>Shared Touch Inc.</td>
<td>1421 E. 48th Ave. #101 Aurora, CO 80011 303-281-1130</td>
<td>3,100</td>
<td>non-medical care services, companionship, personal care, homemakers, live-in’s, medical reminders, light housekeeping, and daily assistance with ADLS</td>
<td>Carolyn Shacklely / Aurora, CO</td>
<td>Carolyn Shacklely, president</td>
</tr>
</tbody>
</table>

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

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

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## DENVER AREA NURSING HOMES

**RANKED BY NUMBER OF LICENSED BEDS AS OF MAY 1, 2016**

<table>
<thead>
<tr>
<th>Business Name</th>
<th>Website</th>
<th>Address Phone</th>
<th>Number of licensed beds</th>
<th>Services</th>
<th>Owner or management company / Headquarters</th>
<th>Top local executive</th>
</tr>
</thead>
<tbody>
<tr>
<td>Elms Haven Center</td>
<td>genesiscn.com</td>
<td>12080 Belleview Way, Thornton, CO 80241 303-450-2700</td>
<td>242</td>
<td>rehab unit, Alzheimer’s unit, activity center, fitness room, beauties salon, barber services, laundry facility</td>
<td>Genesis Healthcare / Thornton, CO</td>
<td>Lynn Stockwood, center executive director</td>
</tr>
<tr>
<td>Cherry Creek Nursing Center - Nexion Healthcare Inc.</td>
<td>nexion-healthcare.com</td>
<td>1469 E. Hampden Ave, Aurora, CO 80014 303-653-0111</td>
<td>218</td>
<td>rehabilitation, rapid recovery, skilled nursing, physical therapy, speech therapy, occupational therapy, wound care</td>
<td>Nexion HealthCare Inc. / Sylvanville, NY</td>
<td>Betsy Reid, administrator</td>
</tr>
<tr>
<td>Centura Health</td>
<td>centuraseniors.org</td>
<td>1297 Sheridan Blvd, Boulder, CO 80302 303-785-5800</td>
<td>210</td>
<td>short-term rehab, 24-hour care, hospice care, physical and occupational therapists, speech-language pathologist</td>
<td>Broomfield Skilled Nursing &amp; Rehabilitation Center / Broomfield, CO</td>
<td>Brenda Hancock, administrator</td>
</tr>
<tr>
<td>Briarwood Health Care Center</td>
<td>briarwoodhealthcare.com</td>
<td>5444 S. Parker Rd, Aurora, CO 80014 303-970-3560</td>
<td>201</td>
<td>24-hour skilled nursing care, wound care, IV therapy, library, beauty/barber shop, Internet, private dining room, transportation</td>
<td>Life Care Centers of America / Cleveland, TN</td>
<td>Hollie Hoyd, director</td>
</tr>
<tr>
<td>Cherryllyn Health Care &amp; Rehabilitation Center</td>
<td>cherryllyn.com</td>
<td>555 S. Colfax, Littleton, CO 80121 303-786-4348</td>
<td>190</td>
<td>occupational, physical and speech therapy, sub-acute care, hospice care, housekeeping, pet-friendly, exercise classes</td>
<td>Five Star Quality Care Inc. / Newton, MA</td>
<td>Dana Robinson, administrator</td>
</tr>
<tr>
<td>Life Center of Longmont</td>
<td>lifecarecenter.com</td>
<td>2451 Pratt St, Longmont, CO 80501 303-776-5300</td>
<td>187</td>
<td>skilled nursing care, rehabilitation therapies, respite, hospice, wound care, beauty/barber services, courts, laundry</td>
<td>Life Care Centers of America / Newton, MA</td>
<td>Stephanie Dellolio, director</td>
</tr>
<tr>
<td>Bear Creek Nursing &amp; Rehabilitation Center</td>
<td>bearcreeknursingcenter.com</td>
<td>150 Spring St, Morrison, CO 80465 303-987-5183</td>
<td>180</td>
<td>Alzheimer’s care, therapy, rehabilitation services, respite, hospice, wound care, beauty/barber services, courts, library</td>
<td>Genesis Health Care / Kenton Square, PA</td>
<td>Robin McNab, administrator</td>
</tr>
<tr>
<td>Bethany Rehabilitation Center</td>
<td>bethanyrehab.com</td>
<td>1501 S. Main Ave, Lakewood, CO 80226 303-238-8333</td>
<td>170</td>
<td>physical, occupational, speech and respiratory therapy, hospice care, chapel, library, restaurant-style dining, adult recreation programs</td>
<td>NA / NA</td>
<td>Jeff Gartrell, administrator</td>
</tr>
<tr>
<td>Mountain Vista Senior Living Community</td>
<td>mountainvistaseniors.com</td>
<td>4800 Tabor St, Wheat Ridge, CO 80033 303-412-4161</td>
<td>168</td>
<td>full continuum of care, independent, assisted living, skilled nursing and secured Alzheimer’s care</td>
<td>American Baptist Homes of the Midwest / Eden Prairie, MN</td>
<td>Mary Speyer-Winter, administrator</td>
</tr>
<tr>
<td>Life Care Center of Aurora</td>
<td>thelifecenter.com</td>
<td>1401 E. Evans Ave, Aurora, CO 80014 720-904-9778</td>
<td>166</td>
<td>long-term care, sub-acute and rehabilitation care, IV, suction and oxygen, wound therapy, wound care, respite care, toileting, beauty/barber, laundry, courts, dining, transportation</td>
<td>Life Care Centers of America / Cleveland, TN</td>
<td>Dani Andrade, executive director</td>
</tr>
<tr>
<td>Boulder Manor</td>
<td>boulder Manor.com</td>
<td>4801 S. Bower Rd, Boulder, CO 80303 303-495-3030</td>
<td>165</td>
<td>Alzheimer’s, sub-acute care, rehabilitation services</td>
<td>Savo Senior Care / Atlanta, GA</td>
<td>Andy Buchschatz, administrator</td>
</tr>
<tr>
<td>Avanue Transitive Care and Rehabilitation Center - Malley</td>
<td>avanuehealthcare.com</td>
<td>401 Malley Dr, Northglenn, CO 80233 303-652-4700</td>
<td>162</td>
<td>cardiac care, wound care, respite care, hospice care, WiFi, patio, courtyard, dining, cable TV</td>
<td>Avanue Family of Cos. / Willowdale, OR</td>
<td>Michael Schnabl, executive director</td>
</tr>
<tr>
<td>Mesa Vista of Boulder</td>
<td>mesavistaofboulder.com</td>
<td>2111 S. Monaco St, Denver, CO 80210 303-442-0037</td>
<td>162</td>
<td>Alzheimer’s unit, secured behavior units, rehab services, recreational programs, spiritual programs, restaurant-style dining</td>
<td>Health Care Management Inc / Jackson, MS</td>
<td>Christine Brown, administrator</td>
</tr>
<tr>
<td>ManorCare Health Services-Denver</td>
<td>manorcare-healthservices.com/denver</td>
<td>290 S. Monaco Pl, Denver, CO 80224 303-555-2525</td>
<td>160</td>
<td>post-acute rehab, Alzheimer’s care, long-term care</td>
<td>HCO-Manors / Toledo OH</td>
<td>Carly Bader, administrator</td>
</tr>
<tr>
<td>The Villas at Sunny Acres</td>
<td>thevillasatwheatridge.com</td>
<td>2551 E. 104th Ave, Thornton, CO 80633 303-251-4500</td>
<td>160</td>
<td>private and semi-private rooms, secured memory care, respite care, independent living, assisted living, 24-hour care</td>
<td>Choice Health/Catholic HealthCare Services / Denver, CO</td>
<td>Chadwick Perkey, administrator</td>
</tr>
<tr>
<td>St. Paul Health Center</td>
<td>stpaulhealthcenter.com</td>
<td>1667 St. Paul Dr, Denver, CO 80216 303-399-2040</td>
<td>155</td>
<td>nursing services, physical rehabilitation, garden areas, library, spa, laundry and housekeeping services</td>
<td>Colabra / Denver, CO</td>
<td>Mark Bedrock, president, Colabra Healthcare / David Adams, administrator</td>
</tr>
<tr>
<td>Crown Crest of Parker</td>
<td>crowncrestofparker.com</td>
<td>9180 Crown Crest Blvd, Parker, CO 80134 720-851-3300</td>
<td>154</td>
<td>scheduled outings, beauty/barber services, religious services, physical and occupational therapy, speech therapy</td>
<td>Crown Crest of Parker / Parker, CO</td>
<td>Sonya McDonald, administrator</td>
</tr>
<tr>
<td>ManorCare Health Services-Boulder</td>
<td>manorcare-healthservices.com/boulder</td>
<td>2800 Polo Plwy, Boulder, CO 80301 303-495-8100</td>
<td>150</td>
<td>Alzheimer’s care, physical, occupational, speech and language therapy, activity areas, beauty/barber services</td>
<td>HCO-Manors / Toledo OH</td>
<td>Julie Naeh, administrator</td>
</tr>
<tr>
<td>Hallmark Nursing Center</td>
<td>hallmarknursingcenter.com</td>
<td>1710 W. Radcliff Ave, Denver, CO 80204 303-794-1448</td>
<td>143</td>
<td>IV therapy, rehabilitation, physical, occupational, speech and language therapy, wound care, respite care, beauty/barber services, courts, library</td>
<td>Life Care Centers of America / Cleveland, TN</td>
<td>Lucas Carroll, executive director</td>
</tr>
<tr>
<td>Western Hills Health Care Center</td>
<td>westernhilshealthcarecenter.com</td>
<td>1625 S. Lakeview, Lakewood, CO 80215 303-246-7700</td>
<td>140</td>
<td>sub-acute care unit, rehabilitation, IV, suction and oxygen therapy, wound care, beauty/barber services, private dining room</td>
<td>Life Care Centers of America / Cleveland, TN</td>
<td>Amy Gayda, executive director</td>
</tr>
<tr>
<td>Beth Israel at Shalom Park</td>
<td>bethisraelshalompark.com</td>
<td>1400 E. Belleview Dr, Aurora, CO 80014 303-680-6000</td>
<td>135</td>
<td>beauty services/barber shop, restaurant-style dining, activity areas, residential dining services</td>
<td>nonprofit / Aurora, CO</td>
<td>Dan Stevens, president/CEO Blackbird Int OZ, administrator</td>
</tr>
<tr>
<td>Highline Rehabilitation and Care Community</td>
<td>suego.com/highline</td>
<td>6000 E. 88th Ave, Denver, CO 80222 303-759-4221</td>
<td>135</td>
<td>transportation to medical appointments, pet friendly, memory care, therapy, memory care gym</td>
<td>Vivega Senior Living / Lakewood, CO</td>
<td>Jeffrey Richardson, administrator</td>
</tr>
<tr>
<td>Jupiter Village - The Senior Center</td>
<td>jupitervillage.com</td>
<td>2015 S. Antelope St, Lakewood, CO 80221 303-456-1112</td>
<td>135</td>
<td>physical, occupational, speech, mental health and respiratory therapy, rehabilitation, computer lab, spa, gym, bank, outdoor patio</td>
<td>Jewett Communities / Blossfield, NJ</td>
<td>Susan Pappas, administrator</td>
</tr>
<tr>
<td>Holly Heights Care Center</td>
<td>hollyheightsco.com</td>
<td>6000 E. 88th Ave, Denver, CO 80222 303-757-5441</td>
<td>133</td>
<td>dietary services, physical, occupational and speech therapy, activity areas, nutrition services, beauty shop, outings, gardening</td>
<td>privately owned / Denver, CO</td>
<td>Janet Sipes, administrator</td>
</tr>
<tr>
<td>Orchard Park Health Care Center</td>
<td>orchardparkhealthcare.com</td>
<td>216 S. Holly St, Longmont, CO 80501 303-773-1000</td>
<td>133</td>
<td>physical, speech and occupational therapy, gym, courtyard</td>
<td>NA / NA</td>
<td>Chris Tanner, administrator</td>
</tr>
</tbody>
</table>

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

**CLOSED LIST**

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

**RANKED BY HIGHEST OCCUPANCY RATE IN JUNE 2016**

- Beth Israel at Shalom Park / Orchard Park Health Care Center / St. Paul Health Center - 91%
- Juniper Village - The Sperry Center / Holly Heights Care Center / Colorado State Veterans Home at Fitzsimons / ManorCare Health Services-Boulder - 90%
- Mesa Vista of Boulder - 89.9%
- Cherry Creek Nursing Center - Nexion Healthcare Inc. - 87.6%
- Highline Rehabilitation and Care Community / Mountain Vista Senior Living Community / Bethany Rehabilitation Center / Elms Haven Center - 86.3%

**ABOUT THE LIST**

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

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IT help for older Americans

GroovyTek offers tech support for baby boomers

BY GREG AVERY
gavery@bizjournals.com
303-803-9222, @GregAveryDenBiz

Constance Artigues needed help with technology when her company, KiO Storage, started forging relationships with national retail stores. KiO Storage designs and sells high-end but affordable polycarbonate closet organizers, meant for younger consumers unlikely to spring for fully custom organizers.

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

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

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

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Artigues is in her sixties and has experience in business, but the terminology and processes of online services like CommerceHub and setting IT
up online sales support was unfamiliar.

She needed help.

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

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

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

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

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

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

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

“It’s a problem faced by a growing population of older solo professionals wanting its services, Munro said. It’s planning to open in Florida next year to learn the dynamics of a new market and prepare for a possible broader expansion.

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

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

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

“Folks over 40 have been mistreated and forgotten by Silicon Valley,” he said. “There’s a real pent-up demand to be treated with respect and learn about these technologies.”

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

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

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

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

Colleges adapt to the aging population's demand for training

Mary Cima, 53, was at a point in life when she wanted a change.
Her job working in a preschool just wasn’t doing it for her anymore — she wanted something more.

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

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

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

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

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

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

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

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

Grants jump start initiative

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

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

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

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

The Denver Regional Council for Governments, for example, leveraged ACC staffers’ expertise for assistance with its “Boomer Bond” initiative, a “tool kit local communities could use to make sure they are helping older adults age well,” Larson-Cooney said.

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

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

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

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

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

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

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

“This is like a movement, especially among community colleges...because of our mission and vision to work with the local communities,” she said. “It’s not going away.
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<table>
<thead>
<tr>
<th>Business Name</th>
<th>Address</th>
<th>2016 Operating Budget (Million)</th>
<th>Foci of Service</th>
<th>Top Local Executive</th>
</tr>
</thead>
<tbody>
<tr>
<td>Food Bank of the Rockies</td>
<td>10700 E. 46th Ave. Denver, CO 80239</td>
<td>$39.21 million</td>
<td>Affordable housing, aging and retirement services, Meals on Wheels, health care, homeless prevention and intervention, early childhood education, volunteer opportunities and veterans services</td>
<td>Kevin Seggiolin, president/CEO</td>
</tr>
<tr>
<td>Volunteers of America</td>
<td>2660 Larimer St. Denver, CO 80205</td>
<td>$89.61 million</td>
<td>Recovery-focused mental health and substance abuse treatment and services to people in the City and County of Denver</td>
<td>Carla Clark, president/CEO; Cheryl Clark, VP/medical/clinical director</td>
</tr>
<tr>
<td>Mental Health Center of Denver</td>
<td>414 E. Dickinson Pl. Denver, CO 80218</td>
<td>$85.73 million</td>
<td>Reverses the cycle of poverty in metro Denver and northern Colorado by providing education, career development and employment opportunities to at-risk students, struggling adults, and individuals with disabilities</td>
<td>Stuart Davis, president/CEO</td>
</tr>
<tr>
<td>Goodwill Industries of Denver</td>
<td>6800 Federal Blvd. Denver, CO 80231</td>
<td>$68 million</td>
<td>Assist homeless and at-risk families, children and individuals throughout Colorado with housing, health care and supportive services</td>
<td>John Parvensky, president/CEO</td>
</tr>
<tr>
<td>Colorado Coalition for the Homeless</td>
<td>3171Blake St. Denver, CO 80205</td>
<td>$60 million</td>
<td>Behavioral health, integrated care and wellness programs in over 26 locations, community-based services in primary care offices, schools and senior centers</td>
<td>Marrett Hall, president/CEO</td>
</tr>
<tr>
<td>Aurora Mental Health Center</td>
<td>4851 Independence St. Wheat Ridge, CO 80033</td>
<td>$55 million</td>
<td>Comprehensive community mental health services for Aurora</td>
<td>Randy Smith, executive director</td>
</tr>
<tr>
<td>Rocky Mountain Human Services</td>
<td>9900 E. I-25 Exit 138 Denver, CO 80251-5609</td>
<td>$44 million</td>
<td>Medical care, direct services to children and adults with intellectual and developmental disabilities and disabilities who are struggling with homelessness and/or unemployment</td>
<td>Richard Douthit, CEO</td>
</tr>
<tr>
<td>The Denver Hospice</td>
<td>501 S Cherry St. #700 Denver, CO 80206</td>
<td>$42 million</td>
<td>Hospital care, palliative care, pain and symptom management, transitions care, chronic illness care, family and psychiatric consultation, grief counseling, bereavement services, pediatrian services, inpatient care, integrative therapies, grief support groups</td>
<td>Janice McCormac, chief operating officer</td>
</tr>
<tr>
<td>Community Reach Center</td>
<td>6391 Huron St. Thornton, CO 80241</td>
<td>$39 million</td>
<td>Mental health provider, serving all ages; services include individual, group and family counseling, and substance abuse treatment</td>
<td>Richard Detwiler, CEO</td>
</tr>
<tr>
<td>Developmental Disabilities Resource Center</td>
<td>11177 W. 69th Ave. Lakewood, CO 80227</td>
<td>$36.04 million</td>
<td>Provides autism services, adult and in-home adult residential habilitation, mental health, case management, adult mental health, various mental health services, adult and youth housing programs</td>
<td>Beverly Wettstein, executive director</td>
</tr>
<tr>
<td>The Salvation Army</td>
<td>1370 Pennsylvania St. Denver, CO 80203</td>
<td>$36.48 million</td>
<td>Provides assistance, counseling and advocacy for troubled youth, family, personal financial, women’s sheltering, after-school programs, disaster services, youth sports, youth and child care, food boxes, utility assistance, rental assistance, and day care</td>
<td>Capt. Daniel Starrrett, Lt. Col. divisional commander</td>
</tr>
<tr>
<td>Mile High United Way</td>
<td>711 Park Ave. W. Denver, CO 80218</td>
<td>$32 million</td>
<td>Provides opportunities for youth that improve academic success, build character and leadership skills, and encourage healthy lifestyles</td>
<td>Jodie McInnis, president/CEO</td>
</tr>
<tr>
<td>Denver Rescue Mission</td>
<td>6100 Smith Rd Denver, CO 80216</td>
<td>$30.03 million</td>
<td>Service programs for women and children through emergency services, rehabilitation, transitional programs, permanent housing, and assisted living community outreach</td>
<td>Breda Medley, president/CEO</td>
</tr>
<tr>
<td>Dental Lifeline Network</td>
<td>1800 15th St. #400 Denver, CO 80202</td>
<td>$26.81 million</td>
<td>Dental care for disabled or age people.</td>
<td>Larry Coffman, founder</td>
</tr>
<tr>
<td>YMCA of Metropolitan Denver</td>
<td>2625 S. Colorado Blvd. Denver, CO 80222</td>
<td>$22.77 million</td>
<td>Youth development, healthy living and social responsibility</td>
<td>Jim Hiner, president/CEO</td>
</tr>
<tr>
<td>Habitat for Humanity of Metro Denver</td>
<td>3245 E 17th St. Denver, CO 80211</td>
<td>$18.23 million</td>
<td>Building and preserving affordable housing in partnership with hardworking, low-income families</td>
<td>Heather LaFetra, CEO/ executive director</td>
</tr>
<tr>
<td>Lutheran Family Services Rocky Mountains</td>
<td>363 S. Harlan St. #200 Denver, CO 80226</td>
<td>$17.4 million</td>
<td>Adoption, pregnancy counseling, foster care, unaccompanied refugee minor foster care, refugee resettlement, older adult and caregiver services, prevention services, disaster response, child welfare trauma assessments, immigration legal services</td>
<td>Amanda Bagby, president/CEO</td>
</tr>
<tr>
<td>Boys and Girls Clubs of Metro Denver</td>
<td>10700 E. 46th Ave. Denver, CO 80239</td>
<td>$16 million</td>
<td>Provide opportunities for youth that improve academic success, build character and leadership skills, and encourage healthy lifestyles</td>
<td>John Barry, CEO</td>
</tr>
<tr>
<td>Excelsior</td>
<td>1500 E. Oxford Ave. Aurora, CO 80014</td>
<td>$12.6 million</td>
<td>Provides therapeutic and educational services for youth and their families who struggle with social, emotional, behavioral and mental health challenges</td>
<td>Susan Hobert, CEO</td>
</tr>
<tr>
<td>Jewish Family Service of Colorado</td>
<td>5201 S. Tamarron Dr. Denver, CO 80231</td>
<td>$11.98 million</td>
<td>Focus on family safety net services, senior services, mental health counseling, people with disabilities and employment services</td>
<td>Yana Viditishina, CEO</td>
</tr>
<tr>
<td>Tennyson Center for Children</td>
<td>8999 S. York St. Denver, CO 80239</td>
<td>$10.7 million</td>
<td>Provides residential, therapeutic and educational services to Colorado children ages five to 18 that are survivors of severe abuse or neglect, or have significant mental health or developmental issues</td>
<td>Rod White, CEO</td>
</tr>
<tr>
<td>Bayaud Enterprises Inc.</td>
<td>313 W. Bayaud Ave. Denver, CO 80210-3254</td>
<td>$8.24 million</td>
<td>Employment services for individuals with mental illness, homelessness, and/or other disabilities</td>
<td>David Hentzinger, executive director</td>
</tr>
<tr>
<td>Griffith Centers for Children</td>
<td>1742 Gilpin St. Denver, CO 80218</td>
<td>$7.55 million</td>
<td>Strengthening Colorado communities one family at a time</td>
<td>Barb Ritchie, president/CEO</td>
</tr>
<tr>
<td>Easter Seals Colorado</td>
<td>575 S. Alameda Ave. Denver, CO 80206</td>
<td>$7.39 million</td>
<td>Partners with individuals, families and the community to reduce the impact of disability or health challenges on their lives; enhance our clients quality of life and create opportunities for them to achieve greater independence through wellness, employment, support and recreation</td>
<td>Lynn Robinson, president/CEO</td>
</tr>
</tbody>
</table>
Zayo Group Holdings Inc. is spending $1.42 billion to acquire the fiber-optic network and data services division that split off from Integra Telecom this summer.

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

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

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

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

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

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

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

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

$33 million
Amount invested in Denver-based SendGrid Inc., an email technology company, in a series D round led by Bain Capital Ventures with Foundry Group, Bessemer Ventures and SofTech Ventures also investing.

$12.2 million
Invested in Boulder-based VictorOps, which helps cloud-based software companies maintain their services, in a B round led by Shea Ventures plus existing investors Foundry Group and Costanoa Venture Capital.

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> **BIG NUMBER**

$154 million  Purchase price of Dominion Towers, a 613,000-square-foot office complex at 600 17th St. in downtown Denver. The property was purchased by Franklin Street Properties Corp., a Massachusetts-based company, from Beacon Capital Partners, which acquired the property for $106.5 million in 2012.

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

PROVIDED BY DOMINION TOWERS

> **BY THE NUMBERS**

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

297  Units in Harvest Station.

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

200  Units in Arista Uptown.

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

252  Units in Solaire.

> **BRIEFLY NOTED**

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

**NW METRO AREA TO GET NEW SPEC BUILDINGS**

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

Koelbel & Co. started work on a 57,700-square-foot building that will be located at 168 Centennial Parkway in the Centennial Valley Business Park in Louisville. The building is expected to be complete in the second quarter of 2017. “We think this is the perfect time to deliver a new, quality office building in Centennial Valley. The demand we are seeing from companies in the market looking for creative and unique office space, but who also want an economic advantage when compared to Boulder or the other limited options along the Highway 36 corridor, is at an all-time high,” said Buz Koelbel, president and CEO of Koelbel & Co.

Meanwhile, Etkin Johnson Real Estate Partners broke ground on a $40 million project in Broomfield called Atria. Atria will encompass 173,380 square feet on 15.46 acres at 13689 and 13601 Via Varra Road. Completion is expected in the first quarter of 2018. The project includes two identical buildings at 86,690 square feet each with flexible floor plans, natural light and roll-up garage doors. The project was designed by Ware Malcomb Architects.

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

**SPORTS BUSINESS**

Growing interest in stadium investments

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

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

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

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

“I think that the district, once upon a time, received a fairly significant amount of interest income based on the funds they had available because of the interest rates,” said stadium district board member Jim Harrington. “But then the interest rates declined. I think everyone was hoping they would turn around and we could continue to do business like we always had. That hasn’t happened.”

The board of directors is considering investing in a pooled investment trust with ColoTrust, which was set up in 1985 specifically for local governments. The fund has assets of more than $4 billion.

“We are very interested,” said Matt Sugar, director of stadium affairs for the district. “It’s a possibility, a chance, an opportunity to essentially put our money in this kind of trust that we could actually earn more on our dollars than 0.08 percent, which has been the average over [the last] few years.”

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

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

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

“The good part is, we would be liquid,” said Ray Baker, chairman of the board.
A tasty lure to hotels
Sage Hospitality grows its secret weapon, a restaurant group

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

Sage Restaurant Group, an 11-year-old subsidiary that operates 12 restaurants encomposing nine different concepts, is set to double its locations by 2019. SRG co-founder and chief operating officer Peter Karpinski said. And as it does, it will be reproducing some of its most successful concepts at hotels – a move that it’s set in motion already with the August opening of Departure Denver, a pan-Asian eatery that originated in Portland before Sage operators decided its second location should go into the Halcyon Cherry Creek hotel.

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

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

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

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

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

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

CLOSER LOOK
AIR POLLUTION CONTROL CHIEF TO RETIRE
Will Allison, director of the Air Pollution Control Division for the Colorado Department of Public Health and Environment since 2011, will retire from state service on Dec. 16.

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

“I just felt like it’s the right time,” Allison said, adding that he has no plans now — other than doing some traveling.

During his tenure at the air quality division, Allison was involved in implementing the state’s Clean Air-Clean Jobs Act of 2010, which was a key component of a larger, federally mandated effort to cut regional haze.

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

MOVING ON
COGA REP MOVES TO MEDICAL TRANSPORT COMPANY
Doug Flanders, director of policy and external affairs and general spokesman for the Colorado Oil & Gas Association, has moved on after more than six years at the Denver-based trade group.

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

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

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

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

Sgamma previously was the WEA’s vice president of government and public affairs. She takes the place of Tim Wigley, president of the alliance since 2012, who started Dec. 1 as executive vice president of government affairs for the Oklahoma Independent Petroleum Association. Wigley is expected to be named president of the Oklahoma group in June, according to The Oklahoman newspaper.

Sgamma, a U.S. Army veteran and graduate of the Massachusetts Institute of Technology and Virginia Tech, said she is “honored that the board has put its trust in me to lead the organization at this crucial time for the industry.”

The WEA, founded in 1974, represents more than 450 companies. It has been involved in lawsuits against federal agencies over rules regulating industry operations on federal lands.
Come hear a candid conversation with some of metro Denver’s mayors about their plans for their respective cities in 2017. DBJ Editor-in-Chief Neil Westergaard will moderate this unscripted panel discussion exploring plans, projects and economic development for 2017. The audience will have a chance to pose questions to the mayors as well.

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STEVE HOGAN
Aurora

MARC WILLIAMS
Arvada

MICHAEL B. HANCOCK
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Student athletes at Colorado universities are hoping to bring home wins from their upcoming bowl games. But even if they don’t, they’ll still bring home plenty of schwag. As in gift cards, watches, ruck sacks and sunglasses. Even inflatable couches.

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

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

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

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

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

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

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

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

Those goodies pale in comparison to the bounty awaiting the team that wins the College Football Playoff championship this season. Players on the team that wins it all will have “secured a total gift haul of up to $5,620 should they run the table across their conference title game, the semifinal bowl game and the Jan. 9 national championship,” says David Broughton of the SportsBusiness Journal.
Teaching life’s lessons through dance
CLEO PARKER ROBINSON AND A LIFETIME GIVEN TO DENVER

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

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

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

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

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

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

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

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

“I think the fact that he discouraged it in such [a reason] I chose it,” Robinson said. “It was sort of that defiance part of me that said ‘I can make it work.’”

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Robinson’s latest project, an anniversary performance of “Granny Dances to a Holiday Drum,” will be performed at her studio from Dec. 3 through the 18th. See her website for details.
In its 44th year, an estimated 5,000 people participated in the 2016 Candlelight Walk through downtown Golden on Saturday night, Dec. 3. Christmas carols, Santa Claus and lighting of the “Chamber Tree” rounded out the brisk night.
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Wendy Davis
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Sy Alli
Sy Alli joined Alli & Associates LLC as lead business development executive.

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

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

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

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

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

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

Wendy Davis
Teresa Gregg
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Deaths in foreclosures in the state have decreased from 2016.

For example, the number of foreclosures in Colorado decreased by nearly 50% from 2016 to 2017. This trend is expected to continue as the economy improves and home prices rise.

In addition to decreases in foreclosures, there has been an increase in home prices. The average home price in Colorado was $300,000 in 2016, but it increased to $350,000 in 2017.

This information is available on the Colorado Real Estate Board's website at www.creeb.com. The website provides detailed information on all properties in the state, including the number of foreclosures, the average home price, and other relevant information.

To view the full report, go to the Colorado Real Estate Board's website and search for the foreclosures report for 2017. This report is available for free and can be downloaded in PDF format.
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Solving energy and environmental issues with rational energy policy

Susan Sarandon outside the U.S. District Court in Washington. Shailene Woodley and Rosario Dawson at Union Square in New York.
Karenna Gore in Boston. All have used their celebrity names recently to protest pipeline projects and back a “Keep It in the Ground” movement that forbid fossil fuel production and infrastructure on public and private lands, regardless of any safety or regulatory stringency or its adverse impact on Americans who can’t afford higher energy bills.

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

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

You know the microchips that store vital patient data? The plastic used in life-saving equipment and modern prosthetics? All made in Colorado. And beer? Of course.

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

Recent reports have reiterated the economic benefits. One study, by IHS Global Insight, revealed that U.S. shale gas production contributed $356 billion to real disposable income in 2015, meaning the average American family kept an extra $1,337 each year. Another analysis, from the U.S. Energy Information Administration, showed that oil and gas development has improved the average cost of living for Americans by nearly $750 a year since 2008.

That may not be real money to Susan Sarandon, but it is a game-changer for most families.

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

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

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

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

What do you think?

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 to the point. We reserve the right to edit letters for content and clarity. Submissions may be edited and may be published or otherwise used in any medium.
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