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## DIA SHOPS

Minority- or women-owned businesses sought to fill expiring leases. **A4-A5**



Craig Hospital has a \$90M renovation. HealthSouth is opening a new rehabilitation hospital. And Spalding Rehab Hospital is seeing record patient loads. We examine what's behind this emerging trend. **See A8**

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Sen. Greg Brophy, a Wray Republican.

## CAPITOL WRAP-UP

Business interests won some and lost some during the 2013 Legislature. But they also amended a lot of bills they didn't like to be more palatable. **A3**

### MONEY TALK

Commercial, industrial lending sees growth. Read about this and more in the Finance Quarterly special report. **A19-A26**

### DRAWING INTEREST

Colorado Ballet, NIMBL and Battery 621 become part of the changing Art District on Santa Fe, which is attracting small businesses. **A7**

### THEATERS ADJUST

Movie houses raising money for new projection systems. **A11**

**THE LIST:** Which Denver-area insurance agencies banked the most premium dollars in 2012? **A10**



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Muluye Hailemariam is part owner of El-Roi and owner of a Wetzel's Pretzel's, going in on Concourse B at DIA in January 2014. The new venture is part of the Federal Aviation Administration's Airport Concessionaire Disadvantaged Business Enterprise program.

# Airport support

## DIA seeks women, minorities to open shop

BY CATHY PROCTOR  
DENVER BUSINESS JOURNAL

Muluye Hailemariam spent a year selling jewelry and accessories from a cart on Concourse B at Denver International Airport, all the while aiming to fly higher.

"I want to be an ambassador for DIA and Denver," said Hailemariam, an Ethiopian immigrant who came to the United States in 1996 and is known as "Mulu."

In January, Hailemariam will open Wetzel's Pretzels on Concourse B, in the space currently occupied by a Rocky Mountain Chocolate Factory outlet.

Hailemariam owns El-Roi LLC of Denver, which is a 40 percent owner of the new Wetzel's Pretzels store at DIA. Concessions International LLC, based in Atlanta,

owns the other 60 percent.

The pretzel shop will be one of several new restaurants opening at DIA and owned by small, minority- or woman-owned businesses under the Federal Aviation Administration's Airport Concessionaire Disadvantaged Business Enterprise (ACD-BE) program. Many leases for restaurant or retail operations are expiring in the next few years, and DIA hopes to have a pipeline of small-business owners ready to move in.

"The cart [which closed on April 26] was just my entry into DIA, to learn more about DIA," Hailemariam said. "It's not just about money, it's more. It's about giving value. I

have received a lot of help from the U.S. and I want to give it back, and make it better for my country and for my kids."

**'It's not just about money, it's more. It's about giving value. I have received a lot of help from the U.S. and I want to give it back, and make it better for my country and for my kids.'**

**Muluye Hailemariam**  
owner, El-Roi LLC

## INTRODUCING THE 2013 LIVINGSTON FELLOWS

**P.J. D'Amico**  
RedLine

**Bill Fulton**  
The Civic Canopy

**Heather Lafferty**  
Habitat for Humanity of Metro Denver

**Olivia Mendoza**  
Colorado Latino Leadership,  
Advocacy, & Research Organization

**Sean VanBerschoot**  
Teach for America

The Livingston Fellowship Program invests in Colorado nonprofit executives who are poised to move from success to significance as thought leaders and change agents in their organizations and the communities they serve.



The pretzel shop has a seven-year contract, and is expected to employ up to 12 people and generate first-year sales of \$715,000, according to DIA.

Because it receives federal funds to operate, DIA must meet a federal requirement of having 36 percent of its concession contracts for food, beverage and retail locations at the airport go to companies certified under the ACDBE program.

The rule is aimed at boosting the number of minority and women-owned small businesses at the nation's airports.

Leases for about 100 of the 140 retail locations across DIA's main terminal and concourses will expire in the next three years, according to DIA officials.

The holders of the top one-third of those expiring contracts, based on financial and customer service performance, will be offered a chance to renegotiate their leases. The remaining leases will be opened up to new businesses via requests for proposals, said Leah Older, director of business innovation at DIA.

"About 147,000 people come through the airport a day, and we're looking for a way to get local, small businesses into the airport," she said.

Hailemariam said the help she received from staff members at Denver's Department of Small Business Opportunity, which has an office at the airport, was key to her gaining the ACDBE certification, networking with larger companies to find a partner and learning how to do business at DIA.

Running a DIA business is different from operating one outside the airport, said Rod Tafoya, president and owner of Denver's Mission Yogurt Inc. Tafoya, who also is certified as an ACDBE, has operated restaurants at DIA since his company opened the Sara Lee Sandwich Shop on Concourse B in 1995, when the airport opened.

"It's not for the people or operators who feel like this is a 9-to-5 job," he said. "It's a 24-hour job because airport really never closes, and the only time you have to do a number of tasks that need to be done is at night, when no one is around."

Tafoya remembers working 26 hours straight during a blizzard in October 1997, when 4,000 travelers were stranded at a shut-down DIA.

"There were four of us running the store, we had a line 2 1/2 hours long — that's how I learned how to make cinnamon rolls in my sleep," Tafoya said. "And during that time we met some of the nicest people. You get to meet all kinds of fascinating people who are visiting Denver."

And DIA has been good for his business, Tafoya said.

Mission Yogurt runs 12 restaurants at DIA, including the recently opened Udi's Café & Bar and a new airport offshoot of the Highlands' Root Down restaurant, expected to open in June.



### Taking flight

Rod Tafoya, president and owner of Denver's Mission Yogurt Inc., opened his first restaurant at Denver International Airport when the airport opened in 1995. From that first store, the Sara Lee Sandwich Shop on Concourse B, the company has grown to run 12 restaurants at the airport.

#### At the Main Terminal

KFC  
Taco Bell  
Haagen Dazs

#### On Concourse B

Itza Wrap! Itza Bowl!  
Sara Lee Sandwich Shop  
Udi's Café & Bar (recently opened, grand opening was May 8)  
Pizza Hut  
Que Bueno

#### On Concourse C

Timberline Steaks & Grille  
Smokin' Bear  
Einstein Bagels  
Root Down (Opening in June)

Source: Mission Yogurt Inc.

The company also operates restaurants at the San Jose and San Diego airports in California.

The company employs more than 400 people and generated nearly \$31 million in revenue in 2012, Tafoya said.

The ACDBE program is open to companies with under \$56 million a year in revenue.

"We're in the aviation industry," Tafoya said. "We don't build airplanes. We can't compete with Boeing or United. But we're really the gateway to Colorado, and we provide an open door and just a glimpse of what is available locally."

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## United moves up Dreamliner's Denver arrival

BY MARK HARDEN  
DENVER BUSINESS JOURNAL

United Airlines now plans to bring its Boeing 787 Dreamliners to Denver earlier than planned.

The first 787 flight involving Denver International Airport since the Dreamliner fleet was grounded was to have been a Houston-DIA flight May 31.

But USA Today reports that the start of 787 service between Denver and Houston has been moved up to May 21.

United's first post-grounding flight of the new jetliner is now set for May 20, from Houston to Chicago.

Chicago-based United, DIA's largest carrier, is the only U.S. airline to fly the Dreamliner so far, with six in its fleet. Several overseas carriers do, and there were about 50 in service when the fleet was grounded.

The worldwide 787 fleet was taken out of service in January worldwide in the wake of overheating malfunctions involving its lithium-ion batteries.

But Boeing devised a fix for the problem that passed muster with the Federal Aviation Administration.

United plans to launch nonstop 787 service from Denver to Tokyo on June 10.

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*Forbes*, December 20, 2010, America's Best Banks;  
*Bank Director Magazine* 2005–2011, Top 150 Performers

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