



Doug Andrews

Vice Chairman, ARA, A Newmark Co.

Years in the industry: 33

Birthplace: Denver

Education: Bachelor of Arts, philosophy, Colorado College

Professional affiliations/charities: National Multifamily Housing Council, Denver Commercial Association of Realtors, Denver Southeast Rotary

What advice would you give someone starting in commercial real estate today? Roll up your sleeves, expect to work hard and expect to work long hours. This business requires making lots of calls and developing relationships over time. Always act in the best interest of your clients and things will turn out the best for you as well.

What professional accomplishment or achievement are you most proud of and why? I am most proud of helping to build ARA into the national apartment brokerage that it is today. The highlights include that we (Denver) were the first office to take the ARA name and built the company into 22 offices to become the largest dedicated provider of multifamily services in the country before selling to BGC Partners in 2014 to launch ARA, A Newmark Co. Additionally, I am very proud of my many meaningful client relationships, which throughout my career led to friendships.

What was the turning point in your career? The turning point of my brokerage career was when I partnered with Jeff Hawks in 1991. We've been partners now for 25 years. This has worked so well because we both have different talents but common values. We each do our best to give as much to the partnership as we can and don't worry about the other guy.

What was your first job? My first job was as an apartment building janitor. I was 10 years old and working for my father, who was an apartment developer in Denver.

What was your first job in your current field? In 1983, I went to work for my father's commercial and multifamily management and development company. I started as an in-house leasing agent and within three years I was running the company. I was president of Andrews & Co. until 1990, when I went into multifamily brokerage.

What are your rules to live by in business? My rules to live by in business and in life are always to be straight with people, whether clients, friends or family. Also, arrive early and leave late and always do the right thing — treat people like you want to be treated.

Who is the person you most admire? I admire Bill Gates for his talent, and more so for deciding to give the bulk of his fortune to charity and encouraging others do the same, such as Warren Buffett.

Family: Wife, Lindsay, of 35 years, and children Mackenzie, Caitlin and Ian

Hobbies/interests: I enjoy skiing, fishing, biking, hiking and golf.

Favorite book: "The First Circle" by Aleksandr Solzhenitsyn. I read this in college and there's a quote from the book that I've remembered my whole life, which has helped me in even the worst of times, "It's not the ocean that drowns, it's the puddle."



John P. Box

Regional Vice Chairman, Newmark Grubb Knight Frank

Years in the industry: 44

Birthplace: Evanston, Illinois

Education: B.S., Regis College

Professional affiliations/charities: Regis University board of trustees (and former board chair); National Crime Prevention Council, board of directors; ONCOR International, former board chair

What advice would you give someone starting in commercial real estate today? Real estate is a complicated industry and much of it has to be learned over time — working on deals, making mistakes, having successes, forging relationships, building a reputation. While technology has simplified some elements, the learning curve in many critical areas cannot be shortened. Be patient and be prepared to work hard. You must pay your dues and it takes time to build solid relationships.

What professional accomplishment or achievement are you most proud of and why? I am most proud of my role as president and CEO for over 24 years, and the accomplishments of my leadership, at the

Frederick Ross Co.; aligning with colleagues who are some of the industry's most talented and respected brokers and our employment of many great staff along the way, to build a company that earned a reputation as a regional industry leader.

What was the turning point in your career? My career has been full of turning points, but I think the most impactful was in 1977, when I partnered with Rich McClintock to represent Canadian investors purchasing large portfolios in Denver. I had been working hard in the business, yet was still struggling for success. Our partnership paved the way to not only my success, but also the company's.

What changes do you foresee for Colorado real estate in the next 10 years? The market will continue to grow throughout Denver and the urban play will definitely continue. Parts of Denver will be virtually unrecognizable within 10 years, especially areas close to downtown like Curtis Park and RiNo.

What was your first job? My first job, back in 1965, was as a broadcaster for Channel 9 and KVTR Radio. Ultimately, it spurred me into real estate because I wanted to make money to purchase my own station someday.

What was your first job in your current field? I began working in real estate in 1972, starting with McNichols & Stopa, the largest apartment developer at that time.

What are your rules to live by in business? I live by the Golden Rule. It is most important to be fair and honest with people in all of your dealings, whether they are clients, fellow brokers or an individual on the street. Additionally, work hard and stay focused. A fundamental cornerstone to my business ethic is "tenacity is omnipotent."

Who is the person you most admire? After traveling to South Africa, the person I admire most is Nelson Mandela. The way he stood up for what he believed, ultimately ending apartheid, and his model of forgiveness is an inspiration.

Family: My wife, Vicki, and I have a big family, including five adult children (four of whom are married) and our 10 grandchildren.

Hobbies/interests: I ski, golf, travel, read and I especially love spending time with my family.

Favorite book or TV show: "Team of Rivals" by Doris Kearns Goodwin (book); "Vikings" and "Game of Thrones" (TV)



Dan Grooters

Executive Managing Director, Newmark Grubb Knight Frank

Years in the industry: 21

Birthplace: Seattle

Education: B.A., University of Washington, Foster School of Business

Professional affiliations/charities: NAIOP, Denver Metro Commercial Association of Realtors, International Council of Shopping Centers, Metro Denver Partners, Breakthrough Partners, Habitat for Humanity

What advice would you give someone starting in commercial real estate today? Take the long-term view to this business. Transactions do not happen overnight and may come together over a period of many years, not months. Have a focused area of specialization and become the expert. View your first three to five years of business as your education and do not expect solid financial rewards until the end of this time. As much as you will want to run from the challenges of the first few years, do not give up on the goal of establishing yourself in this rewarding industry.

What professional accomplishment or achievement are you most proud of and why? That I have carved out a niche in commercial real estate that I enjoy and continue to learn from every day and interact with interesting people.

What was the turning point in your career? In my second year of business, I sold two Kroger-anchored shopping centers in Lansing, Michigan, for \$20 million. I still do business with those individuals today.

What changes do you foresee for Colorado real estate in the next 10 years? We will continue to see the "densification" of the real estate landscape as underperforming and underutilized real estate will be demolished in favor of new, higher-density developments. This will present itself most obviously around the central core of Denver, where single-story buildings are replaced with multi-story mixed-use developments. However, this will be evident in the suburban locations, as well, where low-density B- and C-quality office buildings or sprawling retail centers may be demolished and replaced with new, higher-density uses.

What was your first job? I worked odd jobs doing lawn mowing, weeding, house painting, etc.

What was your first job in your current field? A runner for Garrette Matlock at Marcus & Millichap. He gave me great exposure to the investment marketplace and how to get deals done.

What are your rules to live by in business? Your integrity is the key to success both professionally and personally. A solid reputation in the community will go a long way toward a successful career and life. Don't make decisions that provide short-term gain that you will not be proud of later. Your reputation always precedes you, whether positive or negative; make sure you leave a positive impression.

Who is the person you most admire? I really admire Jeff Hawks and Doug Andrews, who built a stellar business at Apartment Realty Advisors. (ARA was acquired by BGC Partners Inc. in 2014, and is now ARA, A Newmark Co.)

Family: Wife, Jen, and children Ella and Brady

Hobbies/interests: Fly-fishing, basketball, tennis, backpacking and traveling

Favorite TV show: "House Hunters International"



Jeff Hawks Vice Chairman — ARA, A Newmark Co.

Years in the industry: 42

Birthplace: Dubuque, Iowa

Education: Bachelor of Arts, Loras College, Dubuque

Professional affiliations/charities: Apartment Association of Metro Denver, National Multifamily Housing Council, Urban Land Institute, Arapahoe House, Salvation Army

What advice would you give someone starting in commercial real estate today? It's important to investigate — enter situations with your eyes wide open. Brokerage has changed in recent years and there are new avenues into the business. I still think the strongest unit is a team of strong brokers — joining a team is a good way to break into the business.

What professional accomplishment or achievement are you most proud of and why? My greatest professional accomplishment is teaming up with Doug Andrews to be the top apartment brokerage team in Colorado for 20 straight years.

What was the turning point in your career? Teaming up with Doug Andrews and creating my first apartment team was the true turning point in my career — everything has followed from that moment.

What changes do you foresee for Colorado real estate in the next 10 years? I foresee Denver looking more like a first-tier city. Denver will be by far one of the most strategic noncoastal cities for local, national and international investment in commercial real estate and in apartment projects.

What was your first job? At 14, I worked as a pin setter in a bowling alley for the Knights of Columbus in Dubuque. I earned enough money to buy my first 45 record — "Ringo" by Lorne Greene and to this day I can still tell you every word on it.

What was your first job in your current field? In 1971, I was a part owner of a four-unit apartment building in Dubuque, with my grandfather. I worked at his printing shop and the building across the street went up for sale. The asking price was \$18,000. My grandfather offered \$10,000. I wanted in with my \$1,250 savings so we worked on it together.

What are your rules to live by in business? Always, always do the right thing — it works out in the end if you do. Don't put other priorities — money, wins — first. I also think it is important to choose your business partners wisely. As Doug's dad used to say, "If you sleep with skunks you'll smell like one."

Who is the person you most admire? I admire my father, Vince Hawks — strong influence, good guy and good salesperson. He sold specialty advertising.

Family: Wife of 41 years, Cinnamon Hawks; sons Ryan, Aryn and Clint (deceased)

Hobbies/interests: I enjoy playing with my grandkids, nature, and smoking cigars with friends.

Favorite book: "Atlas Shrugged" by Ayn Rand



Tim Harrington Executive Managing Director, Newmark Grubb Knight Frank

Years in the industry: 30

Birthplace: Denver

Education: University of Colorado

Professional affiliations/charities: NAIOP, Metro Denver Executive Club, Denver Justice Council, CU Real Estate Council, Food for Thought, Samaritan House

What advice would you give someone starting in commercial real estate today? Make sure this is something you want to do and you are 100 percent committed to doing it. If you are not 100 percent, don't do it! Be prepared to deal with failure; if and when you are successful, be humble.

What professional accomplishment or achievement are you most proud of and why? I am most proud of winning the 2011 Hal Ellis Award during my tenure at Grubb & Ellis. It felt very good to be selected out of thousands of brokers nationwide and recognized for my professional excellence, leadership and high ethical standards.

What was the turning point in your career? My first deal, a 397-square-foot lease to Farmers Insurance, provided the momentum for the rest of my career. I was fortunate to work with Mike Simms and Charlie Belton on that transaction; they trusted me even though I was new to the business.

What changes do you foresee for Colorado real estate in the next 10 years? I see the market fluctuating, yet staying on par at where we are today. Any dip our economy experiences will not be consistent with what transpires around the country as Denver is so well diversified.

What was your first job? My first job was at an engineering firm. I was the general manager in charge of marketing, revenue, logistics and office operations.

What was your first job in your current field? My first commercial real estate job was at Grubb & Ellis, in a runner position for the first six months, then I was promoted to associated broker and have never looked back.

What are your rules to live by in business? Be honest and don't be afraid to disagree with your client if you are right. I value all of the relationships that I have made in my career and do my best to treat everyone with integrity and honesty.

Who is the person you most admire? My family, namely my mother, father and stepfather. They always made sure that I was honest in whatever I did. They engrained that principle in my being and it has proven to have a tremendous impact in my life. They taught me how to treat people and when confronted with a difficult situation, I always reflect about how my parents would have handled it. I also admire Michael Collins, who was one of the main reasons Ireland is a sovereign nation today.

Family: Wife, Melinda, children Hilary and Emma, and my sons-in-law Zach Dunsmoor and Eddie Kane

Hobbies/interests: History, reading, golf, skiing, sailing and traveling (favorite place: Ireland).

Favorite book: "The Killer Angels" by Michael Shaara



Riki Hashimoto Executive Managing Director, Nemark Grubb Knight Frank

Years in the industry: 21

Birthplace: Ithaca, New York

Education: B.S.B.A., Drake University

Professional affiliations/charities: International Council of Shopping Centers, Denver Metro Commercial Association of Realtors, NAIOP, Families First

What advice would you give someone starting in commercial real estate today? If you're trying to create a career in this business, don't just show up to work, but show up to work. Nothing is handed to you in this business, but if you work smart and work hard, good things will happen. Also, some of the most difficult hurdles to overcome in this business aren't even related to real estate. The emotional highs and lows that come with this line of work can derail even the most promising career. It is normal to have self-doubt seep into your psyche, so surround yourself with good people and they'll help you through these times.

What professional accomplishment or achievement are you most proud of and why? I was once told that your reputation is what others think of you, character is who you really are. I'm humbled and extremely grateful for the accolades and achievements that I've received in this business, but I'm most proud of the fact that I've never compromised my personal character for the business.

What was the turning point in your career? One of the first deals I ever worked on was for a gentleman named Hal Krause. That was nearly 20 years ago. Hal and I have remained friends and we have worked on several opportunities since that time.

What changes do you foresee for Colorado real estate in the next 10 years? The intrinsic value of our real estate, the developing and diversified economic base associated with our local economy and the overall quality of life is no longer a secret in the global economy. As access to information and technology in real estate continues to become increasingly efficient, an even greater focus on Colorado real estate will take place. I'm extremely excited to see how our local market develops into one of the most dynamic marketplaces in the country over the next decade.

What was your first job? I detasseled corn stalks in Nebraska at 13.

What was your first job in your current field? I was a runner at the Grubb & Ellis Co.

What are your rules to live by in business? Never compromise who you are and what you believe in. Hard work, persistence and consistency are often the differentiator between success and failure. Surround yourself and work with good people.

Who is the person you most admire? My father. He taught by example how to be a good father, husband and son.

Family: Wife, Ashley, and daughters Caroline and Sophia

Hobbies/interests: Spending time with all my girls and playing sports: golf, soccer, platform tennis, skiing, fly-fishing

Favorite book or TV show: This month I've read "Beautiful Ruins" by Jess Walters and "The Snowball, Warren Buffett and the Business of Life" by Alice Schroeder. I watch reruns of "Seinfeld" and enjoy "Fixer Upper" on HGTV.



Mike Wafer, SIOR

Executive Managing Director, Newmark Grubb Knight Frank

Years in the

industry: 30

Birthplace: Denver

Education: B.S., business administration - finance/real estate, Colorado State University

Professional affiliations/charities: Society of Industrial and Office Realtors, NAIOP, Denver Metro Commercial Association of Realtors, Young Life sponsor/host

What advice would you give someone starting in commercial real estate today? Anyone starting his career in commercial real estate needs to understand that it takes time to get established, and almost consider the first couple years as if he is getting an MBA in the industry. It is a great industry and can provide a very rewarding career, but it certainly doesn't happen overnight!

What professional accomplishment or achievement are you most proud of and why? I am most proud of winning this past year's NAIOP Industrial Broker of the Year Award in Colorado, as it is very competitive given the exceptional brokerage talent in our market. Winning was very gratifying, proving that good things happen when you set goals and continue to work very hard toward achieving them.

What was the turning point in your career? The turning point was selling the former Michelin Tire warehouse in Aurora in 1995, as it was my first significant sized listing (278,000 square feet), which gave me instant credibility. Shortly thereafter, we sold the former 850-acre Aurora Business Center to Majestic Realty, and these two deals helped launch my career.

What changes do you foresee for Colorado real estate in the next 10 years? After 10 years of minimal homebuilding in the region, I believe that segment of the market will return due to many current market conditions. Homeownership will become popular again, shifting some population back to the suburbs. This population shift will then drive demand for commercial development in these areas.

What was your first job? I always had jobs at our family ranch, where we raised thoroughbred racehorses.

What was your first job in your current field? My father owned a brokerage office and developed and owned real estate investment property. I began collecting rent, painting and cleaning apartments in college and then worked full time for my father after graduation, primarily learning the land market and helping identify and purchase speculative land sites in the E-470 corridor.

What are your rules to live by in business? Always work hard but, more importantly, work smart. Also, do what's best for the client and treat him like you would want to be treated!

Who is the person you most admire? I'd have to say my wife, Laura, as she truly is an amazing woman! While I get the notoriety for my work accomplishments, she's had the most important job and often gets very little credit. Raising our five kids was challenging enough, but when combined with the stresses of me being a 100 percent commissioned broker with no salary, we've certainly had our challenges!

Family: Wife, Laura, and children Katie, Michael (works with me!), Dayna, Taylor and Ryan

Hobbies/interests: I enjoy skiing, fly-fishing, mountain biking and golfing.

Favorite TV show: "Game of Thrones." I'm completely hooked and it takes my mind off of work.



Kenton R. Mau

Executive Managing Director, Newmark Grubb Knight Frank

Years in the industry: 35

Birthplace: Iowa City, Iowa

Education: B.S., economics, University of Minnesota; M.B.A., finance and marketing, Fordham University

Professional affiliations/charities: NAIOP; Colorado Springs Board of Realtors; board of advisers, Legacy Bank; member, Broadmoor

What advice would you give someone starting in commercial real estate today? Landlord and tenant representation require two different skill sets, and it helps greatly to understand both sides. Develop a niche within the business, whether it is product type, location or client industry. Know more than anyone else

about this specialty and use it as your calling card.

What professional accomplishment or achievement are you most proud of and why? I am most proud of my 35-year real estate career and the relationships I've formed.

What was the turning point in your career? I've had two major turning points throughout my real estate career. The first was in 1987, when I was considering returning to Colorado. I spoke with Bob Caldwell (then with Grubb & Ellis), who convinced me to spend the day with him in the Springs. It resulted in my decision to move here. Two years later, the second turning point happened. When the Grubb & Ellis office closed, our office formed Palmer McAllister from the spin off - which started me down the trajectory I've been on ever since.

What changes do you foresee for Colorado real estate in the next 10 years? I predict slow yet steady growth in Colorado Springs and El Paso County, with much of the expansion found in the high-tech, aerospace and defense industries. Growth in the area will be stymied until the Springs has a viable airport with direct flights and needed infrastructure improvements are completed.

What was your first job? A roofer in Philadelphia

What was your first job in your current field? In 1982, I was hired by Townie Real Estate to do office brokerage in St. Paul, Minnesota. My first assignment was the testing of the Amhorst Tower, and I became hooked!

What are your rules to live by in business? Never put your own self-interest before the client. Know that what is important is how you take care of your clients, and all else follows from there. People sometimes distrust commission-based professionals; compose yourself as if you are a salaried individual, so that there is no question as to your integrity.

Who is the person you most admire? I most admire individuals who have experienced adversity - challenging life issues and health conditions - yet remain positive, balanced and constructive.

Family: Three siblings

Hobbies/interests: Running (I'm an ultra-runner with the 14X Pikes Peak, Leadville 100 - pacer only - and many other events), skiing, golfing, mountain biking, playing bongos and reading (especially mysteries)

Favorite book or TV show: "The Poet" (book); "Breaking Bad" (TV)