



Mr. Randell Smith
Mr. Heath Freeman
Alden Global Capital
855 Third Avenue
New York, N.Y.10022

An Open Letter about the Future Ownership of the Denver Post

Dear Mr. Smith and Mr. Freeman:

Many of us here in Colorado have been Denver Post readers for years and are concerned about the paper's future. We are dismayed by reports that the owner, Alden Global Capital, is uninterested in selling the paper. Instead, it seems intent on running the Post into the ground. Alden, as we have learned, is a US hedge fund that caters to foreign investors and domiciled in the Cayman Islands. That is unfortunate, as this extractive business strategy is not in the best interest of the City of Denver nor the Post's employees'. Most Americans do not believe that press, the fourth pillar of Democracy, should be owned by non-Americans.

We believe in the value of an independent, local newspaper focused on quality journalism that serves the three million people who live in the Front Range. Local papers add tremendous value to the lifeblood of a city; providing an essential check on elected officials, corporations and other powerful interests. The Denver Post has distinguished itself with award-winning reporting on the Veterans Administration and coverage of the Columbine School Shooting.

We have a solution: Work with the [Rocky Mountain Employee Ownership Center \(RMEOC\)](#) to transition the Denver Post into an employee owned company. RMEOC is a Denver-based nonprofit dedicated to supporting the transition of privately held companies into employee stock owned or cooperatively-owned worker enterprises. In a time when locally owned media is essential to preserving our democracy, and when many middle-class families are struggling to achieve economic security, making the Denver Post an employee owned business is a win-win.

Why an ESOP?

- **ESOP's (Employee Stock Ownership Plan) are well-established employee ownership structures that have an impressive track record.** Federal tax statues provide significant fiscal advantages. Most selling owners can defer the federal and state capital gains taxes indefinitely. In Colorado alone, there are over 100 ESOP's, including Alpine Bank, New Belgium Brewing and Henzel Phelps Construction. Employee ownership improves America's and Colorado's competitiveness and strengthens our free enterprise economy.

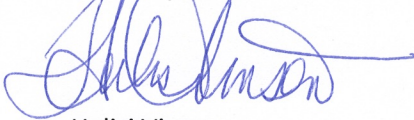
Benefits of Employee Ownership

- **Transitioning to employee ownership has consistently resulted in increased productivity and higher sales per employee compared to their counterparts.** ESOP's remain in business longer, grow faster, pay higher wages and benefits. Employee-owners are 4 times less likely to be laid off during a recession. ESOP companies have 25% higher job growth with lower employee turnover.

- **ESOPs provide significant wealth creation for retirement through the employer funded retirement plan.** ESOP employees have 2½ times larger retirement accounts than non-ESOP employees, allowing ESOP employees to retire comfortably without having to rely on the government to support them in years to come.
- **ESOP companies teach employees business literacy and offer them the opportunity to directly benefit from their work efforts.** This results in a greater sense of purpose, commitment, and higher job satisfaction. Employees who understand how the company works become great spokespersons, planners and sales managers. They also have a greater sense of purpose and commitment.
- **ESOPs provide the opportunity for all employees to participate meaningfully in the wealth that they help create.** This reduces the chasm between the ‘haves’ and the ‘have-nots.’ ESOPs provide a more democratic vision of capitalism, not as a system *for* capital, but as a system *of* capital, a system in which wealth can belong to the people who create it; employees have a stake in the outcome.
- **ESOPs strengthen communities, benefitting those outside the company.** The community gains by having a stable, engaged and supportive business in its midst. We all benefit when employee ownership confers a greater sense of belonging and participation among people. Because ESOP companies do better in economic downturns, it is estimated that ESOPs saved the Federal Government \$37 billion in unemployment benefits during the Great Recession.

Employee ownership is a winning strategy for building more sustainable communities in Denver and across the nation. Alden Global Capital would gain tremendous respect for ‘saving’ the Denver Post. We look forward to discussing with you how an ESOP can work.

Sincerely,



Halisi Vinson
Executive Director
[Rocky Mountain Ownership Center](http://www.rmeoc.org)