



**Board of Directors Meeting
Thursday, January 11, 2018
7:00 to 9:00 a.m.**

Prior to our 7:30 a.m. meeting, please join us for breakfast and networking with fellow Board members.

Agenda

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| 7:00 a.m. | Breakfast Buffet |
| 7:30 a.m. | Welcome – Denise Burgess <ul style="list-style-type: none">• Approval of Minutes |
| 7:35 a.m. | Legislative Leadership–
Senate President Grantham and House Minority Leader Neville
Speaker of the House Duran and Senate Minority Leader Guzman |
| 7:55 a.m. | Board Q&A |
| 8:10 a.m. | Partners in Leadership Development –
Dr. Ryan Ross- Urban Leadership Foundation of Colorado
Joelle Martinez- Latino Leadership Institute
Dan Lewis- Denver Metro Chamber Leadership Foundation |
| 8:25 a.m. | Board Q&A |
| 8:35 a.m. | Financials/990- Todd Munson, Steve Corder and Kristin Calder |
| 8:45 a.m. | Chair Updates- Denise Burgess |
| 8:50 a.m. | President Updates- Kelly Brough |
| 9:00 a.m. | Adjourn |

Denver Metro Chamber of Commerce Board of Directors

November 30, 2017

Presiding: Denise Burgess, Chair

Members Present: Bruce Alexander, Kelly Brough, Denise Burgess, Toti Cadavid, Linda Childears, Brent Chrite, Lori Davis, Jerome Davis, Jeff Dolan, Ivette Dominguez, Helen Drexler, Jason Dunn, Jennifer Evans, Mowa Haile, Jena Hausmann, Scott Ingvaldstad, Kevin Kelley, Monica Lang, Ted Leighty, Keith Lobis, Scott Moore, Todd Munson, Chip Rimer, Roberta Robinette, Trey Rogers, Jodi Rolland, Mark Spiecker, Ron Tilton, Ann Trakimas, Mac Tully, Rick Wagner, Chris Woolsey, Sylvia Young

Members Absent: Jandel Allen-Davis, Ray Bellucci, Cedric Buchanon, Luella Chavez D'Angelo, Don Daboub, Kim Day, Tara Dunn, Drew Elder, David Eves, Tony Frank, Beth Ganz, Mike Harms, Phil Kalin, Wy Livingston, James Lochhead, Chuck McDaniel, Karen McNeil-Miller, Matt Most, Javier Rodriguez, Greg Schmidt, Eddie Sim, Beth Soberg, George Sparks, Greg Tarpinian, Sylvia Young

Past Chairs Present: John Beeble, Chuck Ward, Bob Hottman, Bill Lindsay

Call to Order: Chair Denise Burgess called the meeting to order at 7:32 a.m. Burgess welcomed past chairs in attendance. Burgess welcomed the Chamber 101 members attending the meeting.

Approval of Minutes:

Board Action: A motion was made by Helen Drexler and seconded by Rick Wagner to approve the minutes from the October Board meeting. The Board unanimously approved.

Financials

Past Chair Todd Munson presented the October financials. The balance sheet continues to be extremely strong. Munson noted the leadership receivable amount is related to LEX and will be cleared in November. He also noted that in net assets the bonus pool payout was authorized, but the amount has not yet been reflected, but will be reflected in November financials. The PNL is currently exceeding budget, some due to early payments and a great job by the team so far. Total

revenue is currently 6 percent ahead of plan. On the expense side, the EDC special operations have not been spent but will find a use this year with all that is coming. Overall a very strong position and great start to the year.

Board Action: A motion was made by Lori Davis and seconded by Jodi Rolland to approve the financials. The Board unanimously approved.

National Western Stock Show Update

Paul Andrews, President and CEO of the National Western Stock Show, provided stock show background as it heads into its 112th year and the importance of the business community's involvement in the show. He also talked about the upcoming show and event opportunities. Boots 'N Business is the official kick off to the show and raises money for the scholarship trust which now supports 100 students. Andrews let the Board know that the ground breaking officially took place a couple of weeks ago and the process is now moving forward. Andrews introduced Morgan Unks, Director of the Scholarship Trust, to talk about goat roping and raising money for the trust. She encouraged Board members to form teams and get in on the fun.

Update on Federal Healthcare Policy

Michele Lueck, President and CEO of the Colorado Health Institute, presented on the Federal healthcare policy. (see attached presentation) Lueck gave background on the Health Institute and the current federal situation and provided context on what is happening in Washington. The main issue in Colorado is determining affordability.

Board Q&A

Board member Hausmann asked how likely it is that Colorado will move to a managed Medicaid program. Lueck said that Colorado previously had managed Medicaid and from that came large lawsuits and it fell out of disfavor with a lasting dislike of managed Medicaid. Managed Medicaid is the outsourcing of Medicaid from the state to commercial insurers. For the last decade it has been run by a not for profit organizations, but we have seen the entrance of two larger insurers and this back door entry allows those insurers to think they will have some influence.

Hausmann also asked of the governor candidates, what had Lueck seen as far as health platforms. Lueck said Cary Kennedy has been most public about her ideas

on health reform. Donna Lynne has a strong health history but have not seen as detailed of a plan. On the republican side Lueck has not seen anything yet, but will hear more at the December 8th conference with candidates.

Jerome Davis asked how sign ups are running ahead with all of the items in place to undermine sign ups this year. Lueck said it is hard to reconcile that so much money has been removed. The time has been truncated so there is more of a sense of urgency so may be moving people to sign up sooner than before.

Federal Tax Policy Update

Mike Feeley, Shareholder at Brownstein Hyatt Farber and Schreck presented on the Federal tax policy. The Federal tax bill is on the Senate floor as we speak, Feeley gave background on how it got to where it is. The Senate Republican Caucus is running the show. The Senate Democrats do not have the numbers and the House does not matter. A bill can be passed with a simple majority, which is not the first time this has happened, it has been used many times in previous administrations. The important step is that a bill passed under regulation has to comply with the Bird amendment's 6 part test, otherwise the violation must be stripped out. No provision of the new tax bill can increase the deficit beyond the 10 year standard. The current bill as proposed violates the Bird amendment, so coming out of conference it must comply. Feeley detailed what is in the bill relating to business. It would cut the corporate tax rate to 20 from 35 which would not take effect until 2019. One of the most significant stimulative pieces are the generous expensing rules. The House bill has the same provision. Another provision is the pass through business income. The House goes from 25-31 and the Senate would let most pass throughs deduct 17.4 percent of income but precludes the service industry. Those are the most significant changes that apply to business. Brownstein is deeply involved in other areas: marijuana legislation, changing deductibility for marijuana businesses. For individuals the current brackets could change as well as standard deductions. The Senate bill also repeals the individual mandate to buy health insurance. It would reduce insurance subsidies. The vote count is fairly straight forward but there are some that may waiver from full support.

(went into the deficit discussion but the recorder was hard to hear on this one, is there anything you want noted of this)

Board Q&A

Past Chair Munson asked if the Republican Senators are saying the deficit because the growth rate is not as high as it would be if it passes. Feeley says they say the growth rate would be sufficient.

Announcements

Boots 'N Business has a few spots left. If Interested in a table or some seats make sure to sign up today. It will sell out and there is nothing that can be done at that point.

Hall of Fame is coming up in January, please purchase your tables and help us celebrate the laureates, including past chair Barb Grogan.

Burgess will be reaching out to Board members for industry lunches and dinners, so please take the call and help with these.

Please pick up your individualized 150 Strong beer, brewed for the Denver Metro Chamber by MolsonCoors for our 150th.

President's Comments

Brough let the Board know of the healthcare industry meetings that have been taking place and thanked those involved as it has been a great start to the process.

Brough let the Board know that the pension group is still meeting, it has been tough but is moving forward, she hopes early in the new year they will be able to share some outcomes with the Board.

Brough announced the 9News Leader of the Year finalists: Jodi Rolland, Joshua Hunt and Priya Burkett.

Brough thanked past past chair Hottman for his continued work on the Finance committee following his year as chair and gave him a framed copy of the 150 strong label.

Adjourn: Chair Burgess adjourned the meeting at 8:50 a.m.

JANUARY CALENDAR

What's happening at
the Chamber.



4

Business Legislative Preview

Hyatt Regency Denver at the Colorado Convention Center | 7 - 9 a.m.



5

Boots 'n Business

National Western Stock Show Complex | 10:30 a.m. - 1:30 p.m.



9

Chamber Orientation

Denver Metro Chamber of Commerce | 4 - 5:30 p.m.



10

Business Plan Basics

Denver Metro Chamber of Commerce | 5:30 - 8:30 p.m.



12

Business Stages and Bottom Lines

Denver Metro Chamber of Commerce | 11:30 a.m. - 1 p.m.



17

Marketing Basics

Denver Metro Chamber of Commerce | 5:30 - 8:30 p.m.



18

LEADING EDGE for Entrepreneurs Info Session

Denver Metro Chamber of Commerce | 5:30 - 6:30 p.m.



19

Net90 A.M.

Emily Griffith Technical College | 7 - 9 a.m.



23

Webinar: CDOT ESB Orientation

Online | 11 a.m. - noon



24

Cash Flow Basics

Denver Metro Chamber of Commerce | 7 - 9 a.m.

Visit denverchamber.org/calendar for more information and to register.

KEY



NETWORKING EVENTS



SIGNATURE EVENTS



PUBLIC POLICY



TRAINING -
BUSINESS EDUCATION



TRAINING -
LEADERSHIP DEVELOPMENT



JANUARY CALENDAR

What's happening at
the Chamber.



25

Your Conversation With J. J. Ament

Denver Metro Chamber of Commerce | 7 - 9 a.m.



25

LEADING EDGE for Entrepreneurs Kick-off

Denver Metro Chamber of Commerce | 5:30 - 8:30 p.m.



25

Colorado Business Hall of Fame

Hyatt Regency Denver at the Colorado Convention Center | 5 - 10 p.m.



27

Colorado Leadership Alliance

Tivoli Student Union at the Auraria Campus | 7 a.m. - 7 p.m.



30

Gold Networking

Ocean Prime | 5:30 - 7:30 p.m.

UPCOMING IN FEBRUARY



1

GMAP Begins

Denver Metro Chamber of Commerce | 3 - 5 p.m.



2

Business Awards Applications Due

Online | 5 p.m.



7

Chamber Orientation

Denver Metro Chamber of Commerce | 4 - 5:30 p.m.



15

Trout Tank H2O: Pitch Accelerator

Denver Metro Chamber of Commerce | 2 - 5 p.m.

Visit denverchamber.org/calendar for more information and to register.

KEY



NETWORKING EVENTS



SIGNATURE EVENTS



PUBLIC POLICY



TRAINING -
BUSINESS EDUCATION



TRAINING -
LEADERSHIP DEVELOPMENT



GOLD NETWORKING

Exclusive Gold member opportunities for high-level access and networking.

2018


JANUARY 30

OCEAN PRIME
SEAFOOD • STEAKS • COCKTAILS

Ocean Prime
1465 Larimer St.

5:30 - 7:30 p.m.

APRIL 24



Arrupe Jesuit High School
4343 Utica St.

5:30 - 7:30 p.m.

SUMMER 2018

Location Available

Contact Sarah Ryszkowski
for more information

sarah.ryszkowski@denverchamber.org
or 303-620-8090

5:30 - 7:30 p.m.

JOIN US

Register and learn more at
denverchamber.org/goldnetworking

FALL 2018

Location Available

Contact Sarah Ryszkowski
for more information

sarah.ryszkowski@denverchamber.org
or 303-620-8090

5:30 - 7:30 p.m.

Presenting Sponsor:



Photography Sponsor:



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/denvermetrochamber



Colorado Business Bank
COBIZ Financial
presents



**BUSINESS
AWARDS**
DENVER METRO CHAMBER
OF COMMERCE

CALL FOR APPLICATIONS

CATEGORIES

SMALL BUSINESS • START-UP BUSINESS • GREEN BUSINESS • SMALL NONPROFIT
LARGE NONPROFIT • MINORITY OR WOMAN-OWNED BUSINESS

DEADLINE: FEB. 2

APPLY AT DENVERCHAMBER.ORG/2018APP



DENVER
METRO
CHAMBER
OF COMMERCE

2018 COLORADO BUSINESS HALL OF FAME

EVENT DATE: January 25, 2018

LOCATION: Hyatt Regency Denver
at Colorado Convention Center
650 15th St., Denver, CO 80202

TIMES: VIP Reception 5 p.m. | General Reception 5:30 p.m.
Program/Induction Ceremony 6:30 p.m.
Dinner 7:30 p.m. | Dessert Reception 8:30 p.m.

ATTIRE: Black tie

CONTACT INFO: Liz Johnson at Junior Achievement
(303) 260-6286 | LJohnson@JAColorado.org

BUILDING

opportunities

REACHING NEW

heights

Sponsorship Opportunities

EXCELLENCE IN ENTERPRISE | Company Investment - \$20,000

Benefits:

- 20 guest invitations to the VIP laureate pre-gala reception
- Two tables of 10 with premier dinner seating
- Full-page advertisement in the evening program
- Recognition in printed event materials
- Sponsorship of nearly 1,000 Junior Achievement students and support of various Denver Metro Chamber of Commerce education programs

LEGACY OF LEADERSHIP | Company Investment - \$10,000

Benefits:

- 10 guest invitations to the VIP laureate pre-gala reception
- Table of 10 with premier dinner seating
- One-half page advertisement in the evening program
- Recognition in printed event materials
- Sponsorship of nearly 500 Junior Achievement students and support of various Denver Metro Chamber of Commerce education programs

SPIRIT OF ACHIEVEMENT | Company Investment - \$6,000

Benefits:

- Four guest invitations to the VIP laureate pre-gala reception
- Table of 10 with select dinner seating
- One-third page advertisement in the evening program
- Recognition in printed event materials
- Sponsorship of nearly 200 Junior Achievement students and support of various Denver Metro Chamber of Commerce education programs

CORPORATE TABLE | Company Investment - \$3,250

Benefits:

- Two guest invitations to the VIP laureate pre-gala reception
- Table of 10
- Company name listed in the evening program
- Sponsorship of nearly 100 Junior Achievement students and support of various Denver Metro Chamber of Commerce education programs

Please see reverse for information about the laureates.

UNDERWRITTEN BY

UMB

2018 LAUREATE BIOS

BARBARA BARNES GROGAN

In 1982, Barbara Grogan founded Western Industrial Contractors with a very inauspicious beginning. Through the years, Western became a nationally recognized industrial construction company. They worked throughout the nation for major national companies and on security systems and baggage handling systems at more than 300 airports. Grogan has served on several corporate boards. She was the first female chairman of the board of the Federal Reserve Bank of Kansas City, Denver Branch, and was the first female chairman of the Greater Denver Chamber of Commerce. In addition to business development initiatives, Grogan is deeply involved in the nonprofit community. Since her retirement, Grogan has focused her time and energy primarily on children and family issues, with an emphasis on education.

GIL E. (1933-2000) AND JAMES M. JOHNSON

As chief executive officer of G.E. Johnson, Jim Johnson is building on his father's legacy, not just following it. The company is Colorado Springs' largest locally owned and operated commercial builder, and one of the biggest in the state and the Rocky Mountain region. Through the years, G.E. Johnson has either built, expanded or renovated all or portions of some of the highest profile structures in Colorado Springs. Outside of Colorado, G.E. Johnson has worked on schools, hospitals, prisons, high-end resort housing and advanced technology buildings. The company culture founded by Gil carries on no matter the project or location: caring and commitment to family and community. Jim's passion for community service and client satisfaction drives him as he continues to lead the company in its 50th year of operation.

WILLIAM B. PAULS

William B. Pauls established William B. Pauls & Co. Chartered Accountants in 1971. Five years later, Pauls merged the company with Deloitte Haskins and Sells where he served as a national partner in the firm. In 1979, Pauls led an investment group that acquired the Denver Technological Center (DTC) from First National City Corp. Home to several major businesses and corporations, DTC is a hub for business in the southeastern corridor of the metro area that has grown steadily during the past 40 years. Pauls is the chairman of PAULS, an investment and real estate development company organized in 1989. For more than 25 years, the company has developed and owned land, office and industrial buildings and residential buildings in Denver, Detroit, St. Louis, Kansas City, Phoenix, Houston, Dallas, San Antonio, San Diego, San Francisco, Las Vegas, Toronto and Calgary.

RICHARD C. SAUNDERS

In 1972, Saunders founded Saunders Construction, Inc. His foundation for the business was honesty, performance and accountability – defining characteristics of the company to this day. As chairman and primary stockholder of Saunders Construction, Saunders has overall decision-making authority with regard to company strategies and fiscal policy. He provides strong leadership to the board of directors and remains active and up-to-date in all aspects of the company's significant activities. Saunders lends much of his time and money to better the communities in which we live and work. He has served on as many as 14 boards at a time for most of the past 40 years, generally promoting children, education and civic causes.

JOSEPH KERNAN WECKBAUGH (1908-1988)

Joseph Kernan Weckbaugh, a Colorado native, was a tireless promoter for the state of Colorado and the city of Englewood. He is best known for his lifelong commitment to the Colorado banking industry. He bought the beleaguered First National Bank of Englewood in the late 1940s and founded the University Hills Bank, Lakeside National Bank and Security National Bank using these four banks to form the bank holding company of First Colorado Bankshares Inc., the first bank holding company in the 10th Federal Reserve District. Nothing was more important to Weckbaugh than helping people. He was instrumental in founding Junior Achievement in Colorado and served as a member of the organization's first board of directors.

PHILIP (1826-1898) AND ADOLPH J. (1856-1916) ZANG

In 1853, Philip and his brother Alexander left Germany to seek opportunity in America. Working as a railroad hand during his first months in the United States, Philip married Elizabeth Hurlbaus, who passed away young, leaving Philip with only one child, Adolph J. Zang. Philip moved to Kentucky and started the Phoenix Brewery, which he owned and operated until 1869. At that time, Philip moved to Denver and bought the Rocky Mountain Brewing Company and the name was changed to Philip Zang & Co. In 1889, Philip sold his brewery to a European syndicate and the name changed to Philip Zang Brewing Company. Philip appointed his son, Adolph, as general manager of the company, a duty he served until 1912, when he resigned to head the Zang Investment Company.

Adolph Zang was a businessman, entrepreneur and philanthropist. The Zangs' mining prospects represented some of the most successful operations of the time, centering their mines in San Juan and Gilpin counties. In addition to these, the Zangs started one of the most famous mines in Colorado: the Vindicator mine in Cripple Creek.



GET UP TO SPEED

For the busy senior-level executive, we've packed an overview of the issues facing the Denver metro area and opportunities to make valuable connections through exclusive networking events into this two-day program.

How You'll Grow

Our goal in every Leadership Foundation program is for you to gain the knowledge, network, skills and experience to enhance your impact in the community. *How* you work matters as much as *what* you do, which is why our community values—Colorado's Civic DNA™—are part of every program.

Your Impact

- › Learn about the most critical issues facing our community
- › Make connections to activate your personal network
- › Raise your organization's profile in the leadership community
- › Become part of an influential network of diverse leaders as a Leadership Foundation alum

Is This for Me?

Access Denver is ideal for senior-level executives new to the Denver metro area, recently promoted or looking to find opportunities to engage in the community in a two-day format.

» Start your journey today at denverleadership.org/accessdenver

KEY DATES

Access Denver

Aug. 2-3, 2018

Site visits and experiences throughout metro Denver

Program fee: \$1,750 nonmembers;
\$1,650 for Chamber members



DENVER METRO CHAMBER
**LEADERSHIP
FOUNDATION**

The Denver Metro Chamber Leadership Foundation educates and inspires people who want to make a difference as leaders in their community. For more than 40 years we've worked as an affiliate of the Denver Metro Chamber of Commerce to build strong, diverse community leaders. No matter where you are in your leadership journey, from college to senior executives, we offer a program that will give you the tools you need to make an impact.

Save the Dates

14th Annual Meeting and Awards Luncheon

March 22, 2018

11:30 a.m.- 1 p.m.



Metro Denver
Economic Development Corporation



COLORADO'S
CIVIC DNA
FELLOWS

SHARPEN YOUR SKILLS TO BE A CHANGE-MAKER

It takes leadership to rally a community, solve tough challenges and create change. **Colorado's Civic DNA Fellows**, the Denver Metro Chamber Leadership Foundation's newest offering helps leaders with a deep commitment to our community to further develop their leadership skills so they can increase their business and civic impact.

During Your Fellowship You'll:

- › Build on your leadership strengths using the values of Colorado's Civic DNA™ and gain insight into your individual leadership challenges through one-on-one professional coaching, peer feedback and tools for self-reflection over nine months
- › Deepen your network by connecting with your peers and established community leaders who have shaped Colorado's Civic DNA
- › Broaden your understanding of the distinctive challenges of civic leadership and the skills required to address our state's most pressing challenges while building your capacity for risk and resilience in the process
- › Carry Colorado's Civic DNA forward as you put your skills into action in the community

Is This for Me?

Colorado's Civic DNA Fellows should be committed to personal growth and have a strong understanding of current community challenges as part of this inaugural class.

Our goal in every Leadership Foundation program is for you to gain the knowledge, network, skills and experience to enhance your impact in the community. How you work matters as much as what you do, which is why our community values—Colorado's Civic DNA—are at the core of this program.

» Start your journey today at denverleadership.org/fellows

KEY DATES

Colorado's Civic DNA Fellows

April to December 2018

Applications for the 2018 class are due at 5 p.m. on Tuesday, Jan. 23, 2018

Interviews for the 2018 class will be held Feb. 13-14, 2018

Application fee: \$60

Program fee: \$4,800 nonmembers;
\$4,500 for Chamber members

With gratitude to our sponsor



DENVER METRO CHAMBER
**LEADERSHIP
FOUNDATION**

The Denver Metro Chamber Leadership Foundation educates and inspires people who want to make a difference as leaders in their community. For more than 40 years we've worked as an affiliate of the Denver Metro Chamber of Commerce to build strong, diverse community leaders. No matter where you are in your leadership journey, from college to senior executives, we offer a program that will give you the tools you need to make an impact.



LEADERSHIP FOUNDATION

COLORADO EXPERIENCE

HIT THE ROAD

Business and civic leaders hit the road for a two-day, one-night exploration unlike any other, connecting them to Leadership Foundation alumni, big ideas and communities in every corner of the state.

How You'll Grow

Our goal in every Leadership Foundation program is for you to gain the knowledge, network, skills and experience to enhance your impact in the community. *How* you work matters as much as *what* you do, which is why our community values—Colorado's Civic DNA™—are part of every program.

Your Impact

- › Grow your personal network and reconnect with Leadership Foundation alumni
- › Refresh your knowledge on key issues facing our state
- › Lead the way to bring new ideas and innovations into the Denver metro area to move our region and state forward
- › Become part of an influential network of diverse leaders as a Leadership Foundation alum

Is This for Me?

Colorado Experience is ideal for emerging leaders and executives, as well as alumni of all Leadership Foundation programs, who want to travel the state over two days and get up to speed on issues facing not just the Denver metro area but all of Colorado.

» Start your journey today at denverleadership.org/coloradoexperience

KEY DATES

Colorado Experience: Boulder

May 22-23, 2018

Accommodations at the St. Julien
Hotel & Spa

Program fee: \$1,000 for nonmembers;
\$900 for Chamber members; \$600
without accommodations



DENVER METRO CHAMBER
**LEADERSHIP
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Voices of Rural Colorado

Action22
Giving voice to Southern Colorado



invite you to...

a Legislative Reception on

Thursday, Feb. 1

at **5 p.m.**

at the

**Denver Metro Chamber
of Commerce**

1445 Market St.

Denver 80202



We hope you'll be able to join us for this informal and unique opportunity to visit with business leaders and legislators from both the metro area and the Western Slope.

**RSVP to Jordyn Kallsen at (970) 242-3264 or
admin@club20.org by Jan. 26.**

This reception coincides with the Voices of Rural Colorado annual legislative visit on Feb. 1 and 2. Please contact us if you would like to attend any of these sessions or visit our website, club20.org, to register online.