

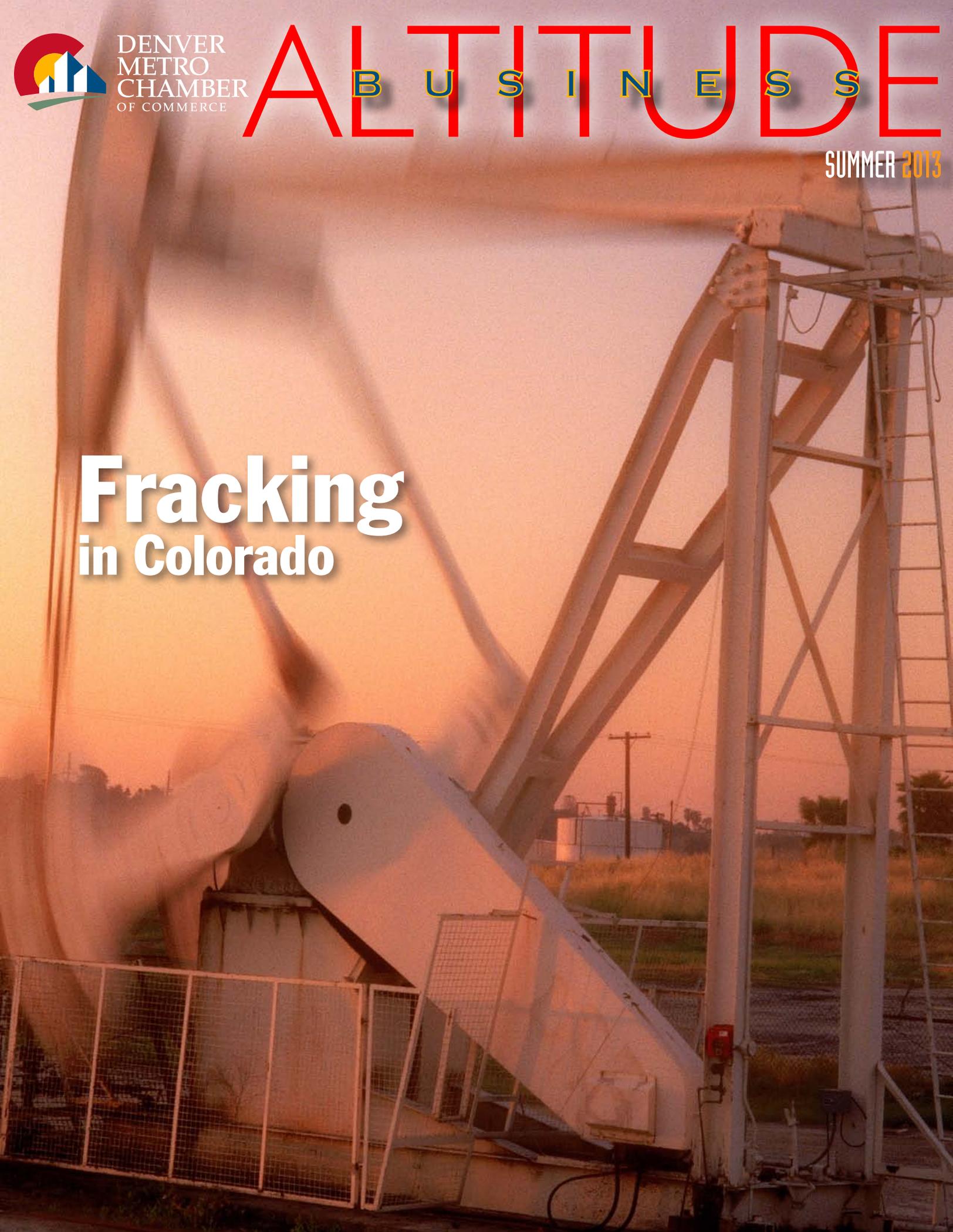


DENVER
METRO
CHAMBER
OF COMMERCE

ALTITUDE BUSINESS

SUMMER 2013

Fracking in Colorado



LETTER FROM THE CHAIRMAN



This quarter's Business Altitude is notably slimmer—in part, due to the departure of our editor-in-chief, Amy Atwell. The Chamber team will carry on without their publications leader and we will miss her prolific writing skills. She has gone on to start her own firm, which makes us all happy—after all, we love to grow small business and if the idea is germinated from within the Chamber's walls, well, all the better.

Speaking of ideas, our cover story this quarter is focused on an old ideas resurgence and the positive impact it is having on Colorado's economy. Hydraulic fracturing has stimulated a lot of controversy, but the long term positive impacts cannot be ignored. Read all about it and learn more about Colorado's oil and gas industry.

This edition also contains a fond farewell to long-time Chamber veteran Robert Blankenship. Robert worked for the Chamber for 12 years before leaving last summer to take his brand of business wizardry to Mile High United Way, another venerable metro Denver institution, to become their COO. Robert passed away on July 21 from a rare mesentery carcinoma just two weeks after he was diagnosed. He was beautifully remembered at a service on July 25 at Trinity UMC by former colleagues Tamra Ward, Joe Blake and Tom Clark. We miss his presence in the world and are gratified by the time he gave us, albeit too short.

This is my last letter as board chair of the Chamber. I will pass the gavel to Donna Lynne, executive vice president of Kaiser Permanente at our Annual Meeting on September 12. My time at the Chamber has been filled with exciting work...becoming the first business downtown to use both a small wind turbine and solar power to generate energy, navigating a challenging legislative session, and the opportunity to work closely with CEO Kelly Brough and her incredible staff. We can look proudly at this past year and our work on education reform with the passage of SB213, adding a strong business voice to the immigration reform discussion, significant progress on FasTracks, and of course, welcoming our new connection to Tokyo via United Airlines.

And, I leave the Chamber in great hands. It will be the first time in our history that two women have been at the helm...and I couldn't feel better about the strength they bring for the year ahead. Today, our leadership, our board, our staff, and of course, our strong membership represent a bright future for your Denver Metro Chamber of Commerce.

Best regards,

A handwritten signature in blue ink that reads "John P. Beeble". The signature is written in a cursive, flowing style.

John Beeble
Denver Metro Chamber Board Chair
Chairman and CEO,
Saunders Construction

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FEATURES



4

Fracking in Colorado



6

New Denver - Tokyo
Nonstop



8

Energy Infrastructure
is Making the Grade



10

Denver Rescue Mission



24

Not Static: Dynamic
Economic Modeling Will
Change Policymaking



*by Kate Horle , Director of Communications and Marketing,
and Jennifer Webster, Senior Vice President, Public Affairs and Communications*

The true name, of course is hydraulic fracturing, but even the short version sounds like a curse word. As it turns out, fracking has been key to Colorado's economy turning around. You might never know it based on movies like "Gasland". Yet, fracking may be the key to energy independence for the United States.

Fracking has been going on in the United States since the 1940's, and is a technique employed in many energy development efforts, including oil and gas extraction and geothermal energy development. The technique pumps water, sand, and chemicals under high pressures into

rock formations to unlock oil and natural gas, or in the case of geothermal energy development, to provide improved permeability in underground reservoirs. The technique has been more consistently used by the oil and gas industry in the last several decades due in large part to advancements in technology.

Those recent advancements have allowed hydraulic fracturing to be combined with horizontal drilling, which has brought vast shale rock formations into play. While the domestic oil and gas industry has seen decades-long production declines, valuable shale plays are now leading to significant production increases – including right here in Colorado.

While hydraulic fracturing is but one step of many involved in the oil and gas development process, it has come to represent the entire drilling process and is widely misunderstood in Colorado and elsewhere around the country. Because of the increased activity in our own state, the public commentary around the issue has reached a fever pitch.

Questions about fracking and drilling run the gamut from water quality concerns to water quantity issues. Rest assured, virtually every aspect of drilling activity in Colorado is closely monitored and regulated by the Colorado Oil and Gas Conservation Commission. The Commission is responsible for reviewing everything from permit applications

to drill, to the mechanical integrity of machinery, to monitoring wells to ensure there is no migration of fracking fluid. This oversight is comprehensive and thorough. In fact, Colorado has some of the most stringent regulations for oil and gas development in the country. Many of the regulations exceed federal regulations around drilling for oil and gas and are specific to the kinds of development activities that take place here based on our unique geological characteristics.

In reality, only about one-tenth of one percent of the states' average water is used in fracking on an annual basis.

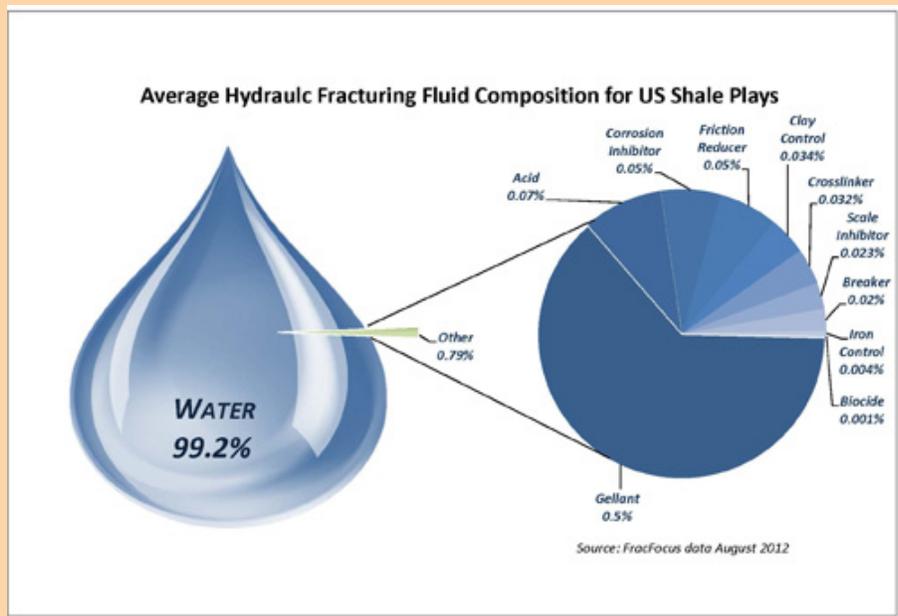
An issue that has received significant attention is the question of what goes into the fracking liquid that is pumped into the ground to release the gas. While fracking fluid is about 99 percent water, the one percent that is left contains chemicals and a special kind of sand that helps to prop open the fissures where natural gas is found. The graphic at right gives a rough idea of the types of chemicals that are in fracking fluid. (Photo courtesy of FracFocus, 2013)

The good news is that in Colorado,

the Oil and Gas Conservation Commission recently adopted regulations around the disclosure of the chemical compounds used in hydraulic fracturing fluid.

This new rule requires the most disclosure of any other state in the country and was developed collaboratively with the industry and stakeholders. It is considered a model approach by others nationwide.

By comparison, agriculture uses about 1.4 million acre feet of water every year, oil and gas uses between 22,100 and 39,000 acre feet on average. Fracking, like all technology, has its strengths and challenges. The oil and gas industry is well aware of the work that needs to be done to use this technology both to its best use for our national energy security concerns and to protect our natural environment.



The use of water in conjunction with oil and gas development activities also comes up in conversation. Again, there is a great deal of confusion around the possibility that large quantities of Colorado's water resources would be used in order to develop this energy source. In reality, only about one-tenth of one percent of the states' average water is used in fracking on an annual basis.

We are proud of the work that this important industry and other stakeholders have done to seek compromise on the way oil and gas development is regulated in this state, and we have every confidence that all stakeholders will continue this dialogue to ensure we can promote energy development while still balancing the environmental protection of our state.

Economic opportunity to soar with launch of new Denver-Tokyo nonstop



by Janet Fritz, Director, Marketing and Technology,
Metro Denver Economic Development Corporation

Capping off years of work by various organizations in Colorado through the Ascent to Asia initiative, the long-awaited and highly anticipated daily nonstop from Denver International Airport to Tokyo's Narita International Airport made its inaugural flight on June 12.

United Airlines will operate the 12-hour flight from Denver utilizing Boeing's newest aircraft, the revolutionary 787 Dreamliner. The Dreamliner is a super-efficient airplane with a host of new passenger features that brings the economics of large jet transports to the middle of the market, using 20 percent less fuel than any other airplane of its size, and with an average capacity of 210-250 passengers.

Pursuing new direct international flights is one of the Metro Denver Economic Development Corporation's (Metro Denver EDC) six major initiatives due to their potential to expand commerce, trade opportunities, jobs, and overall economic impact to Metro Denver and Colorado. When the Metro Denver EDC launched Break-Through! Denver, a \$12.5 million fundraising campaign that eventually raised \$13.3 million in 2004, companies throughout Metro Denver mentioned pursuing new nonstop international flights as a vital initiative for the Metro Denver EDC.

The flight will stimulate the regional economy to the tune of \$130 million annually, creating 1,500 direct and indirect new jobs.

"Having a daily nonstop to Tokyo will open up numerous opportunities for companies doing business in Metro Denver and Colorado," said Tom Clark, CEO of the Metro Denver EDC. "We will now be on the radar for more company expansions and headquarters locations

and our companies will benefit with more efficient access to not only Tokyo, but other Asian locales such as Beijing, Singapore, and Hong Kong."

International trade statistics for 2012 rank Japan as Colorado's fourth-largest export market. Annual manufactured and agricultural exports from Colorado to Japan totaled more than \$427 million in 2012, with 40 percent shipped by air. Japan's economy continues to pick up steam, posting a 3.5 percent annual pace according to recent data released in May by the country's Cabinet Office.

During June 10-13, Clark joined Denver Mayor Michael B. Hancock and Colorado Tourism Director Al White to lead a business delegation to Japan to inaugurate the new nonstop service, touting strong trade, investment, and tourism opportunities between Colorado and Tokyo. Mayor Hancock and Clark will also lead a smaller delegation to Seoul, South Korea immediately following the visit to Tokyo.

In addition, the Metro Denver EDC's Vice President of Economic Development, Pam Reichert, coordinated a half-day panel discussion during the trip, "Colorado-Japan Innovation and Collaboration in Energy," which took place on June 13. The event featured leading Colorado and Japanese experts in renewable energy and oil-and-gas development.

Denver International Airport is the 13th-busiest airport in the world and the fifth-busiest airport in the United States. With more than 50 million passengers traveling through the airport each year, it is one of the busiest airline hubs in the world's largest aviation market. It is the primary economic engine for the state of Colorado, generating more than \$22 billion for the region annually.



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Energy infrastructure is making the grade

By Jerome Davis
Regional Vice President, Xcel Energy



The American Society of Civil Engineer's 2013 Report Card for America's Infrastructure gave the nation a cumulative grade of D+. Now lest you think that's a poor grade—barely passing if you were in school—it's actually a slight increase from the 2010 grade.

The report said “We know that investing in infrastructure is essential to support healthy, vibrant communities. Infrastructure is also critical for long-term economic growth, increasing GDP, employment, household income, and exports.”

While the 2013 report did not include an updated look at Colorado's infrastructure, we know there are opportunities for improvement in our state. Beyond the more visible components of roads, dams and bridges is the energy infrastructure. At Xcel Energy we think everyday about the

facilities and equipment that make up that infrastructure so we can ensure our state's current and future energy needs are met.

From 2013 to 2017, Xcel Energy will invest approximately \$4.6 billion to modernize our aging natural gas and electricity infrastructure in Colorado, systems that now serve 1.4 million electricity customers and 1.3 million natural gas customers. This work will also help us meet new federal requirements.

In Colorado, Xcel Energy has 25,000 miles of natural gas pipelines, with facilities in more than half the counties in the state. We recently achieved a milestone by completing inspection of all our high-pressure transmission lines near where people work, live and gather. As a result, we have been replacing some pipe due to age or the

material used. You may have seen our crews at work in your neighborhood or community.

In 2012 we submitted to the Colorado Public Utilities Commission (CPUC) a plan to accelerate upgrades to our pipeline system, enabling us to finish in 10 years rather than 20. The work will inject more than \$800 million over the next 10 years into the state's economy while keeping natural gas rates below the national average as we take advantage of low financing costs and wholesale natural gas prices.

Xcel Energy's electric infrastructure in Colorado includes 12,000 miles of overhead and 1,000 miles of underground electric distribution lines plus 17 power plants. Our electric service reliability is among the best in the country, with power available 99.9 percent of the time.

The work will inject more than \$800 million over the next 10 years into the state's economy while keeping natural gas rates below the national average as we take advantage of low financing costs and wholesale natural gas prices.

Coincident with evaluation of our aging power plants, the passage of Colorado's Clean Air-Clean Jobs (CACJ) Act in 2010 offered an opportunity to integrate our plans and environmental commitments with federal air quality requirements.

Xcel Energy worked with state agencies, regulators and public and private entities to proactively address air quality issues and reduce the cost of meeting impending federal environmental regulations.

Xcel Energy developed a plan that includes, among other features: installing modern emission controls on plants to reduce emissions from 951 megawatts of coal-fueled generation; retiring 593 megawatts of coal-fueled generation in the Denver metro area and replacing the energy with 569 megawatts of new, highly

efficient natural gas generation; and switching remaining coal-fueled units at the Cherokee and Arapahoe power plants to natural gas.

Xcel Energy's CACJ work will significantly improve regional air quality with the reduction of nitrogen oxide emissions by 86 percent, sulfur dioxide emissions by 83 percent and mercury emissions by 82 percent from the plants included in the plan. This effort also helps us achieve goals to reduce carbon dioxide. By 2020, we are projecting a system-wide decrease in carbon dioxide of more than 30 percent since 2005.

The University of Colorado Leeds School Of Business forecasts the full CACJ project will have a total economic impact on the state of about \$590 million between 2010

and 2026 and result in an estimated 1,500 jobs at the peak of construction. Approximately 800 of those jobs will be based at the Cherokee power plant mentioned previously. Xcel Energy's goal to provide reliable, safe, clean and affordable power to business and residential customers translates into commitments that support a modern electric grid and natural gas system. These are critical investments that merit an A+ on Colorado's infrastructure report card.

Denver Rescue Mission Sets Path for Recovery and Self-Sufficiency



By Holli Keyser, Public Relations Specialist,
Denver Metro Chamber

Not too far from Denver's thriving central business district, the well-known "Jesus Saves" sign on Lawrence and Park Avenue shines a beacon for many in our community.

For 121 years, the Denver Rescue Mission, the oldest full-service Christian charity in the Rocky Mountain Region, has been doing business of a different kind—helping people get back on their feet.

"Our goal is to help people become productive and self-sufficient," said Alexxa Gagner, director of public relations at the Denver Rescue Mission.

As Gagner explains, this goal goes beyond helping folks with their immediate food and shelter needs.

"One of our challenges as an organization is generating awareness around our programs. We certainly help the homeless with their immediate needs such as shelter, food, clothing and we have a clinic at our Lawrence street shelter," said Gagner. "But, our goal is to really help people become productive and self-sufficient."

The organization's New Life Program is one such program that helps men and women make a transformative and lasting life change through spiritual, emotional and additions counseling. The program uses academics, Bible study and work therapy in a 12-27 month curriculum.

Since the Denver Rescue Mission's most recognized building is located near the central business district, it is that much easier and feasible for companies and business professionals to volunteer a few hours of their time. Companies can sign up to mentor one-on-one or can volunteer to mentor a family. Mentoring a family includes meeting with single moms or dads once a month to help them design a family budget, create a resume and/or organize their home.

Another opportunity is for business professionals or organizations to volunteer to serve meals at the Denver Rescue Mission's main location. Kelly Brough, president and CEO at the Denver Metro Chamber has participated in the Presidents Serving event the past three years.

"It is a powerful reminder to serve and be reminded that sometimes we all need a little support," said Brough. "I thank the Denver Rescue Mission for providing me such an opportunity."

Brough joins the ranks of Colorado Rockies owner Dick Monfort and Bill Farrell, president of community development at Wells Fargo, to volunteer annually on Presidents Day to serve lunch to those in need.

In terms of those in need, the recently released 2013 Point-In-Time annual assessment of homeless found there were 11,167 homeless men, women and children

in Metro Denver. It noted that the proportion of chronically homeless respondents increased over the past three years and that more respondents are homeless for a longer period of time in 2013 than in prior years.

In addition to the Lawrence Street Shelter, the Denver Rescue Mission has six locations throughout Colorado, each with its own strategic mission:

The Lawrence Street Shelter is the Mission's most recognizable location. This facility shelters over 300 men nightly. Emergency care is provided through meals, shelter, food boxes and clothing distribution. A clinic is also located here and provides medical care mainly for program residents.

Champa House is a long-term New Life rehabilitation program in a residential setting, offering help toward self-sufficiency to single mothers and their dependent children.

Harvest Farm, located in Wellington, Colorado (near Fort Collins), is a rural New Life rehabilitation program for men. Harvest Farm is a fully operating farm and ranch with food and clothing distribution, youth camps, and a fall festival with a corn maze.

The Crossing offers a long-term New Life rehabilitation program for men; a Transitional Program for homeless families, single men and women; temporary shelter for New Life Program graduates, interns and visitors. Many of our offices for our program staff are also located at The Crossing.

Ministry Outreach Center is home to the Denver Rescue Mission's administrative offices and central warehouse to distribute clothing, food boxes, household goods, and furniture.

Family Services provides transitional housing, assistance for permanent housing, and mentoring for homeless working families, single men and women, seniors, and refugee families.

Global Ministry Outreach offers consultation, resources and support to city and rescue missions around the world.

Women Who've Changed the Heart of the City

On September 27, members of the community will gather together at the Brown Palace for the annual Women Who've Changed the Heart of the City event. During this event, the Denver Rescue Mission will honor women whose vision and dedication have helped shape the heart of Denver. The 2013 Women Who've Changed the Heart of the City are Maribelia Avalos, Kelly Brough, Shery McDonald-Galbreath and Shari Shink.

"For more than 120 years, the Denver Rescue Mission has been at the forefront in showing compassion, empathy and heart to our community," said Brough. "I am truly humbled to be named an honoree for the Women Who've Changed the Heart of the City, and applaud the Denver Rescue Mission's efforts to embrace those who need it the most."

For more information on table and corporate sponsorships, please click here
<https://www.denverrescuemission.org/WWCHC2013>

By the numbers:

- **611,574** meals served by the Denver Rescue Mission- 2012
- **251,590** nights of shelter by the Denver Rescue Mission-2012
- **62** percent are people in households with children
- **11.5** percent are veterans, down from 12.9 percent in 2012
- **30** percent of respondents reported that they or someone in their household had worked in the past month
- **13** percent are chronically homeless

To find out more information on volunteer opportunities at the Denver Rescue Mission, please contact Alexxa Gagner at AGagner@denrescue.org or 303-313-2427



CEO Exchange Program

By Jennifer Jones, Programs Specialist and
Rob Rose, Engagement Manager

The Denver Metro Chamber of Commerce CEO Exchange program is the Chamber's flagship program offering executives and directors from non-competing industries an exclusive forum to share ideas, discuss best practices and problem-solve on current business challenges no matter the size of the business – small, medium or large.

In the program, participants develop long-term business relationships with other executives who motivate each other and provide honest feedback. Each CEO Exchange group is focused on both personal and professional growth.

Within the last year, the CEO Exchange program has undergone a few updates and improvements in the areas of marketing, and enhancing the continued partnership with the University of Denver - Daniels College of Business. These improvements are taking the CEO Exchange program to the next level and provide additional value added benefits to the participants. The improvements could not have been possible without CEO Exchange facilitators – Don Hodgkin of Hodgkin Business Coaching, and Ken Greenberg of KLG Consultants,

LLC. Both Don and Ken have collaborated with the Chamber on how to improve the program and bring additional value added benefits to the participants. Elizabeth Mitkish of EAM Creative, Inc. has worked with the Chamber on the rebranding and marketing efforts of the CEO Exchange program. And, the University of Denver, as a partner of the program, brings a great new value by hosting quarterly leadership events exclusively for the CEO Exchange participants. These events take place at the University of Denver and are presented by professors from the Daniels College of Business.

We look forward to the continued growth of the program and we want you to grow with us! If you have interest in learning more about the CEO Exchange program and how to get involved please call or email Rob Rose at (303)620-8045 or Rob.Rose@denverchamber.org.

**We are currently seeking new facilitators. If you are a Business Coach and have interest in facilitating a CEO Exchange group please email Rob Rose with your bio and resume.*

Beware of the Patent Trolls

(or Are They the Champions of the Next Steve Jobs?)

By Lino S. Lipinsky
McKenna Long & Aldridge LLP

The letter arrives in the mail bearing a Delaware postmark. The sender is an unfamiliar company with an unusual name, such as JitNom, LLC. The message is unambiguous – your business is infringing on patents for which the LLC is a “licensing agent” and must therefore pay a “license fee” of \$1,000 per employee. Failure to pay, the letter states, could result in a lawsuit seeking treble damages and attorney fees.

The patents allegedly cover technology used in nearly every office in the United States – document scanners that transform paper documents to PDF files, and then transmit those files via email.

Recipients who ignore the demand letter can anticipate follow-up correspondence from an attorney, warning that the recipient should retain “competent patent counsel.”

“Patent trolls,” also known as “patent assertion entities” (PAEs), purchase patents solely to enforce them. PAEs neither use the patents nor engage in any business other than pursuing infringement claims. The PAEs have drawn the attention of regulators, legislatures, and law enforcement officers. For example:

- The Vermont Attorney General filed a consumer protection lawsuit against a PAE for allegedly using misleading language in its demand letters and employing shell companies to limit its liability;
- U.S. Senator Charles Shumer (D-NY) introduced a bill authorizing the U.S. Patent and Trademark Office (PTO) to resolve patent infringement cases, as an alternative to costly litigation; and
- The Federal Trade Commission has announced an investigation into PAEs.

Even President Obama has asserted that PAEs “hijack someone else’s idea and see if they can extort some money”

Yet the law does not prohibit third-parties from buying patents, even for the sole purpose of pursuing lawsuits against infringers. A blanket prohibition against PAEs would hamper innovation by increasing the difficulty individual inventors face in obtaining financial reward for their patents. Many inventors lack the funds to exploit their patents, or to protect their work from well-financed infringers.

The challenge is determining how to distinguish legitimate PAEs from

the “trolls” that abuse the legal system. The Vermont Attorney General has claimed that certain PAEs send demand letters to small businesses and non-profits without any intention of pursuing infringement cases. Such PAEs know that recipients of their demand letters would rather pay a license fee than engage patent counsel.

So what should your business do if it receives a demand for a patent licensing fee?

Until the law surrounding PAEs becomes clearer, recipients of these demand letters should consult with counsel, who can assist with the following:

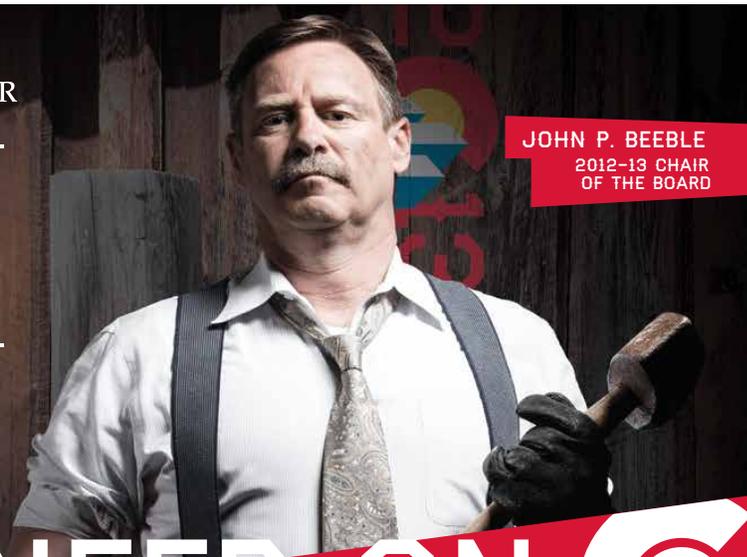
- Investigate whether the PAE is a legitimate business
- Consider whether the PAE will back down upon receipt of a strongly-worded letter on attorney letterhead
- Research whether the PAE’s patent is being challenged in the Patent and Trademark Office.

Ignoring a PAE’s demand letter, while a seemingly attractive option, could result in a patent infringement suit.



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In memory of Robert Blankenship 1956-2013

by Kelly Brough, President and CEO

There's an old saying "there's no one person who's bigger than an organization". And, given the Denver Metro Chamber is this state's oldest operating organization, we've had incredible leaders guide the Chamber and Colorado's business community throughout its nearly 150 year history.

But, every once in a while, we come across a person who makes a tremendous impact—a reminder of the power in each of us to have an impact—create a legacy. For the Chamber, one of those people is Robert Blankenship.

As many of you know, Robert passed away July 21 following a short, albeit valiant, fight against cancer. We are deeply saddened by this loss of a great friend and champion of our Chamber, our community and our state.

Robert was the perfect representative for Colorado's business community. He brought business savvy, he deeply cared about the economic success of our state and he was all about building a strong community.

Robert's last role was as the chief operating officer for the Mile High United Way, the oldest United Way in the country, and an organization that knows more than a little about how to build strong communities. Prior to that, he served as the Chamber's chief operating officer for 12 years.

Robert came to the Chamber in 2000 following a stellar 19 year career with Fruit of the Loom.

As the Chamber's chief operating officer, Robert's first task was to create a financially viable organization. Let's just say that the income statement had a little more red than black in those days. While it wasn't easy and it took many years to accomplish, Robert not only accomplished his goal but he grew the Chamber beyond all expectations. As Tom Clark says, Robert Blankenship saved the Chamber we all love.

In our mourning, it's been quite apparent through talking with staff, board members, Chamber members and community leaders that while Robert might be best known for his professional accomplishments here at the Chamber, his true legacy was the gift of his heart.

Simply put—Robert lived his life doing for others. Each of you have a story about how Robert did something for you—thank you for sharing so many of your stories with us—it helps as we mourn this loss. The Denver Metro Chamber would not be where it is today without Robert Blankenship.

Thank you Robert—for teaching all of us how to live with our HEARTS.



Chamber Scrapbook

State of the State 2013



Chamber Golf Classic 2013



A Better Way to Navigate the Cloud

Comcast's online marketplace helps businesses choose, manage and get support for their cloud-based applications

By Shawn Adamson, Vice President of Business Services for Comcast Mile High Region

If the technology world had its version of the perfect couple, cloud computing and small businesses would likely win the title. And it's no wonder. Smaller enterprises in Denver and beyond typically don't have the IT budgets or staff of their larger brethren, and they don't often have time to work out the technical nitty-gritty.

They want to focus on — and grow — their business. What can make it easier for them? None other than the tech-savvy spouse of that perfect couple: cloud computing.

However, the first step to using the cloud for your business is understanding it: The cloud eliminates the effort, the hassle and the costs of running servers and software. The technology needed to do a job — anything from backing up data to storing email — is owned and maintained by a provider. Businesses simply pay for the services they need at any given moment, easily scaling up and down, as circumstances require.

For small businesses, cloud computing means efficiency, flexibility and fewer headaches. So it's no surprise, either, that the number of cloud providers is booming. Among these are some first-rate services from vendors who understand what small businesses need and how to deliver it. But not every provider fits this profile, and as the roster of cloud services grows, honing in on the right one can be a difficult, time-consuming task. So, too, can managing — and when necessary, troubleshooting — different services for different functions. The result: Too many enterprises are, once again, focusing on the technology when they could be focusing on their business.

That's a scenario that Comcast Business, a leading provider of high-speed Internet in Colorado, decided to do something about through a new service called Upware, which launched in February. Upware addresses the three main challenges small businesses have when it comes to the cloud: 1) selecting the right service, 2) managing it and 3) getting quick and effective support.

Upware is a marketplace for cloud-based services and the services it offers have been carefully curated by Comcast Business. Only best-of-breed applications — in categories, or 'aisles,' that include data backup, data security and collaboration — will be found there. These include Carbonite®, DigitalSafe® and MozyPro® for data backup; Norton™ and Websense® for data security; and Box, Soonr Workplace® YouSendIt™ and Microsoft® (in the form of hosted Microsoft tools like Outlook and SharePoint) for collaboration.

But Upware provides more than one-stop shopping for carefully selected cloud services. It also features customer reviews, detailed product descriptions and free trials. All of which aid small businesses with the selection process.

Managing cloud services is simplified via Upware as well. In the past, even a modest deployment of cloud applications could quickly become an administrative burden: 10 employees on five different services meant 50 user accounts to manage. Each time a new employee joined the company, or left, numerous phone calls — and a lot of time — would be required to update everything, everywhere. With Upware, employees have a single login for all of their applications (accessed quickly through the "My Apps" tray on their screen). And administrators manage all accounts and can change permissions as needed through their Upware dashboard — a single, comprehensive view of all services and the users assigned to them.

Finally and most importantly, Upware enhances support. For starters, Comcast Business becomes the first point of contact for any Upware-related issue. So instead of fishing out the rolodex and hunting for the right customer support number for the right cloud service, users simply call Comcast Business, which can do a top-level diagnosis, assessing if the problem is network-related or resides deeper in the application.

They can be assured, too, that this is only the beginning. As new top-tier applications come to market, they, too, could earn a place on Upware's aisles.

Chamber Champion Sara van Rensburg

by Jennifer Jones, Program Specialist,
Denver Metro Chamber

Sara van Rensburg, co-owner of Quickland Technology Group, was honored at this quarter's Chamber Champion at the July 11, 2013 Board of Directors meeting. The Chamber Champion award is given quarterly to a member who has shown an outstanding commitment and contribution to the Denver Metro Chamber of Commerce.

Sara began her involvement at the Chamber as an employee of the Denver Metro Chamber of Commerce and then again continuing under Quickland Technology group when Quickland joined the Chamber in 2002.

Quickland Technology Group has been serving the Denver metro area since 1996, providing a full array of cloud and on-premise managed services and solutions to the SMB market. As a trusted advisor, they equip owners and decision-makers with an understanding of what they have and what they need – now and in the future – so that they can make the right technology decisions for their business.

Prior to joining her husband as a co-owner of Quickland Technology group, Sara held positions as the executive director at the Colorado Association of Commerce and Industry Educational Foundation and director of membership and revenue development at Denver Metro Chamber of Commerce. At the Chamber she worked with a team to launch the annual fundraising campaign and grow memberships and sponsorships leading to several million dollars in



new revenue for the organization. Sara has been very involved with the Denver Metro Chamber of Commerce and the Denver Metro Chamber Leadership Foundation. Quickland serves as the Chamber's IT provider and was the Large Non-profit Organization of the Year Award Sponsor at the 2013 Business Awards Luncheon.

Over the past year, Sara has been very instrumental to the Denver Metro Chamber Leadership Foundation. Sara, a Leadership Denver alumni of 2004, worked with the Leadership Foundation as a 2013 sponsor of the Celebrating Civic Leadership Annual luncheon as well as served on an alumni committee for the annual luncheon. On this committee, Sara helped to recruit attendees to the luncheon and used this opportunity as well as the luncheon to expose new people to the Leadership Foundation and the scope of work of the Foundation. Sara brought 50 new attendees to the luncheon, individuals who had previously no affiliation or past engagement with the Leadership Foundation. The luncheon attracted more than 700 attendees and Sara's efforts brought seven percent of the attendees. Sara is an enthusiastic leader who communicates her passion for the organization and is able to successfully and effectively draw in others.

Sara's commitment not only to the success of her business, but that of the business community and the Chamber's success is the type of leadership that continues to build upon Colorado's economic strength.

Congratulations on this well-deserved award, Sara!



MAJOR CHAMBER INVESTORS

Trustees



Patrons

Chase
Comcast
MillerCoors

United Airlines
U.S. Bank
Western Union

Sustainers

Anadarko Petroleum
Anthem Blue Cross & Blue
Shield
BBVA Compass
BP America
Bryan Cave HRO
Centura Health

Children's Hospital Colorado
Cigna Healthcare of Colorado
DaVita
Delta Dental
EideBailly
EKS&H LLLP
EnCana Oil & Gas
Exempla Healthcare

Greenberg Traurig
IHS
Intermountain Electric (IME)
KeyBank
OfficeScapes
Pinnacol Assurance
RK Mechanical
Rothgerber Johnson & Lyons

Snell & Wilmer
Suncor Energy
United Healthcare
UMB Bank
Western Dairy Assoc.
White Wave Foods

New Members

The Chamber would like to welcome the following new members. To search for members, visit our online business directory at www.denverchamber.org/directory or access our interactive membership directory at <http://www.denverchambermembershipdirectory-digital.com/denverchambermembershipdirectory/winter2013#pg1>

Accounting Services

Mary Gallagher CPA, LLC
<http://www.marygallaghercpa.com>

Joseph D. Lutz, CPA LLC

Venturity Financial Partners
<http://www.venturity.net>

Aerospace

Solidyn Solutions
<http://www.solidyn.com>

Apartments & Condominiums

Broadway Denver LLC
<http://www.1000SBroadway.com>

Element 47
<http://www.agspanos.com>

Associations Business/Professional

NETA - International Electrical Testing Association
<http://www.NetaWorld.org>

Attorneys - Lawyers - see also Legal Services

Hackstaff Law Group, LLC
<http://www.hackstafflaw.com>

Automobile Renting & Leasing

Car2Go
<http://www.car2go.com>

Aviation Services

MaxFlight Denver
<http://www.maxflight.com>

Banking Services

Zions Bank Corporate Trust & Escrow Services – Denver
<http://www.corporatetrust.zionsbank.com>

Banks

Peoples Bank
<http://www.epeoples.com>

Bars & Lounges

Fluff Bar
<http://www.fluffbar.com>

Business Consultants

M III Leadership Enterprises

Business Services

Avalanche Business Consultants, LLC
<http://www.avalancheconsultants.com>

Council of Supply Chain Management Professionals (CSCMP)
<http://www.cscmp.org>

Innovation Factory, Inc.
<http://www.innovationfactory.us>

Flonomics
<http://www.flonomics.com>

Conrad Business Results Corp.
<http://www.conradbusinessresults.com>

Cleaning Services & Supplies

KG Clean Inc.
<http://www.kgclean.com>

Communications Services

Artemis Consulting Group
<http://www.artemisconsultinggroup.com>

Construction & Contractors

Colorado Superior Roofing & Construction

L&D Enterprises, LLC

ServiceMaster Cleaning & Restoration Services
<http://www.SMCleanRestore.com>

Consultants

Mission Minded
<http://www.mission-minded.com>

Acuity Advisors

Counseling Services

Insight Integration, LLC
<http://www.noelsimmons.com>

Delivery Service

PowerForce of Colorado, Inc.
<http://www.powerforceinc.com>

Educational Programs

Think Impact Company
<http://www.thinkimpact.com>

Education Commission of the States
<http://www.ecs.org>

Electrical Contractors

Weifield Group Contracting, LLC
<http://www.weifieldcontracting.com>

Employee Screening

Conspire of North Denver
<http://www.conspire2hire.com>

5280 Drug Testing Company
<http://www.5280DTC.com>

Employment Agencies & Contractors

Excel Personnel
<http://www.excelpersonnel.com>

Nectir-Denver
<http://www.nectir.com/denver>

Engineering Services

Eagleton Engineering, LLC
<http://www.eagletoninc.com/node/1>

MKK Consulting Engineers Inc.
<http://www.mkkeng.com>

Entertainment

Hipster Mama Productions
<http://www.hipstermamaproductions.com>
Environmental Consultants
Family Environmental Compliance Services, Inc.
<http://www.familyenvironmental.com>

Event Facilities

Venue 221
<http://www.venue221.com>

Denver Merchandise Mart
<http://www.denvermart.com>

Exterminating

Mr. Ecopest Control
<http://www.mrecopestcontrol.com>

Financial Consultants

1st Consumer Financial Solutions, Inc.
<http://www.firstcfs.com>

Financial Services

TransAmerica Financial Advisors
<http://www.tfaconnect.com>

Ironware Business Intelligence
<http://www.ironware.com>

Resurgence Group LLC
<http://www.resurgencegroup.net>

Fine Art

Reed Art & Imaging
<http://www.reedphoto.com>

First Aid/CPR Training

Rocky Mountain Life Savers
<http://www.rockymountainlifesavers.com>

Food Products & Services

Trav'Irs Bistro LLC

General Contractors

Servpro of North Central Colorado Springs
<http://www.servpronorthcentralcoloradosprings.com>

Grocers

Whole Foods - Cherry Creek
<http://www.wholefoods.com>

Health & Fitness Consultants

Sadie Keller, MA, CPT Personal Trainer - Fitness & Recreational Exercise

Whole Heartedly Healthy
<http://www.wholeheartedly-healthy.com>

Healthcare Consulting

Sheridan Healthcorp Inc.
<http://www.sheridanhealthcare.com/#1>

CarePilot llc
<https://www.carepilot.com>

Colorado Elders Connections
<http://www.coloradoeldersconnections.com>
Heating & Air Conditioning Services

B.C. Building Services Inc.
<http://www.bcbuildingservices.com>

Home Healthcare

Amazing Care Home Health Services, Inc.
<http://www.amazingcare.com>

Home Services

Window Works
<http://www.windowworks.us>

Hotels & Motels

Aloft Hotel

Human Resources Consultants

bizOverdrive LLC
<http://www.bizOverdrive.com>

Individuals

Karina De Anda

Information Systems

NEC Corporation of America
<http://www.necam.com>

Insurance

Country Financial
<http://www.countryfinancial.com>

IT Consulting

DKB Marketing Solutions, L.L.C.
<http://www.DKBMarketing.net>

Covalent IT
<http://www.covalentit.com>

Envision IT Partners
<http://www.envisionitpartners.com>

Law Firm

AR Group, The
<http://www.theARgroup.com>

Kishinevsky & Raykin, LLC
<http://www.coloradolawteam.com>

Lighting & Fixtures

Green Eco Lighting Solutions, LLC
<http://www.gelsllc.com>

LEDrock
<http://www.ledrock.com>

Liquor

Happy Canyon Liquor

Marketing & Promotions

U Creative Group, LLC
<http://www.ucreativegroup.com>

Marketing-Advertising-Public Relations

EIS Solutions Inc.
<http://www.eissolutions.com>

Perla Gheiler Solutions

Mechanical Contractors

Trautman & Shreve, Inc.
<http://www.trautman-shreve.com>

Merchant Services

TSYS Merchant Solutions
<http://www.tsysmerchantsolutions.com>

Mortgage Services

Everbank
<http://www.everbank.com>

Highway Technologies
<http://www.hwy-tech.com>

Non-Profit

Historic Denver, Inc.
<http://www.historicdenver.org>

Trust for Public Land, The
<http://www.tpl.org>

Institute for Life & Care
<http://www.LifeandCare.org>

Metro CareRing
<http://www.metrocaring.org>

Angels of America's Fallen
<http://www.aoafallen.org>

Office Equipment & Supplies

Office Depot - Stapleton
<http://www.officedepot.com>

Oil & Gas Products & Services

TransMontaigne Inc.
<http://www.transmontaigne.com>

Optometrists & Ophthalmology

Vision Source of GVR
<http://www.visionsource-gvr.com>

Plumbing Services

Linear Plumbing of Denver, LLC

S & S Plumbing Services Inc.

Printing & Publishing

Marathon Press

Public Relations

Elmore Public Relations
<http://www.elmorepr.com>

VOCA Public Relations
<http://www.vocapr.com>

Real Estate / Brokers

Cherry Creek Properties - Katie Graham
<http://www.katie4homes.com>

Real Estate / Investments & Management

Bacon Group, The
<http://www.thebacongroup.com>

Real Estate / Residential

Coldwell Banker - Sondra Smith, Realtor
<http://www.coloradohomes.com/sondrasmith>

PorchLight Real Estate Group
<http://www.porchlightgroup.com>

Real Estate / Residential & Commercial

Vision Real Estate/Vision Home Buyers
<http://www.visiondenverhomes.com>

Real Estate Developers

East West Partners - Denver

Restaurants

La Loma Restaurant
<http://www.lalomamexican.com>

Katie Mullen's Irish Restaurant & Pub
<http://www.katiemullens.com>

Wild Eggs Restaurant
<http://www.wildeggs.com>

Historians Ale House
<http://www.HistoriansAleHouse.com>

Retail

Pearl Ann LLC dba Hailee Grace
<http://www.haileegrace.com>

Las Divas Fashion

Motchka Apparel Limited
<http://www.motchka.com>

Salon & Spa

Indulgences Day Spa
<http://www.indulgencesdayspa.com>

Schools - Private

Havern School
<http://www.havernschool.org>
Schools - Universities & Colleges

Denver Learning Institute
<http://www.denverlearning.com>

Webster University
<http://www.webster.edu/denver>

Wartburg College West
<http://www.wartburg.edu/west>

Security Service & Systems

U.S. Security Associates, Inc.
<http://www.ussecurityassociates.com>

Social Service Organizations

Support Local
<http://www.SupportLocal.com>

Software Technologies

VMware, Inc.
<http://www.vmware.com>

Solar Electric Design, Sales & Installation

Dow Chemical Company, The
<http://www.dow.com>

Sports

North American Sports Group
<http://www.nasportsgroup.com>

Storage

2020 Storage, LLC
<http://www.2020storage.com>

Technology

Cisco Systems
<http://www.cisco.com>

Uber Technologies Inc.
<http://www.uber.com>

Telecommunications

Teliix
<http://www.Teliix.com>

Real Time Networks
<http://www.r-t-networks.com>

Tourism & Hospitality

Encanto Tours

Web Development & Applications

CPI creative
<http://www.cpi-creative.com>

Wellness

Healthy Dining
<http://www.healthydiningfinder.com>

Youth Organizations & Centers

SPHERE Education
<http://www.sphereeducation.com>

Not static:

dynamic economic modeling will change the way policymakers look at current issues.

by Kelly Brough, President and CEO

I have a good friend who reminds me regularly that hope isn't a strategy. That fact doesn't slow down our optimism (aka hope), but it does remind us that we can't rely solely on positive thinking. And, consistent with a multi-pronged approach toward creating the future we all want, it was very exciting to have our affiliate, the Metro Denver Economic Development Corporation, in partnership with public and private organizations, announce the dynamic econometric modeling initiative—REMI that will better serve us all in Colorado.

While REMI is no crystal ball, it is another important tool when it comes to understanding the impacts of public policy on the economy. Developed by Nobel Prize-winning economist Lawrence Klein, the Regional Economic Models, Inc. (REMI) independently looks at every angle, including the positives and negatives of major public policy initiatives. These include education, tax, regulatory policies, land use, infrastructure, and other state and local projects and ballot initiatives, just to name a few.

The model will be managed by the University of Colorado Boulder's Leeds School of Business and will be monitored by an oversight board with representatives from CU, the Common Sense Policy Roundtable, the Denver South Economic Development Partnership and the Metro Denver EDC. And, the state sees the value in this initiative, with the Colorado Economic Development Commission serving as a major funder.

The first analysis awaiting the REMI model is the impact of Initiative 22. Voters will most likely see Initiative 22 on their ballot this November—signatures are being collected now. This proposal, if passed by voters in November, will implement a two-tiered income tax raising an additional \$950 million to fund public schools. The initiative is also the funding mechanism tied to Senate

Bill 13-213, which was passed by the legislature earlier this year and revamps how public schools are funded in Colorado.

What we know for certain is that if Initiative 22 passes, Coloradans will see an increased income tax rate for taxable income of \$75,000 or less from 4.63 percent to 5 percent. Earnings above \$75,000 would be taxed at 5 percent up to the first \$75,000 and 5.9 percent for income above that.

The Chamber has expressed concern about the disproportionate impact this initiative has on Colorado's small businesses, which are at the heart of economic growth in our state. Nearly 98 percent of businesses in Colorado are small businesses and they employ 49 percent of the workforce in our state. And, an estimated 90 percent of the companies in Colorado are organized as pass-through organization (think S-Corps or LLC's) which means their income tax rate is based on the earnings of their company. Most companies will clearly be paying the 5.9 percent.

What we don't know for certain is the long-term impacts—both positive and negative, that will result from the initiative. That's where REMI comes in. The model will provide an unbiased analysis of how the full scope of Initiative 22 will impact Colorado's economy. The model provides an independent analysis and is not influenced in any way by either side of the political spectrum. And, the community benefits as a whole, since the reports resulting from the model will become a public good and the information will be shared freely.

Colorado's future is ours to make. In order to secure the future we want for our state, we must ensure that we are informed at every turn.

Denver Metro SBDC Success Story:

LeberTech Technology Services



LeberTech Technology Services is a full-service technology company specializing in web development, social media management, and operations outsourcing. Utilizing project management methodologies to execute and deliver solutions, LeberTech has increased the awareness and efficiencies of notable institutions like the Colorado Ballet and cultural events such as the Five Points Jazz Festival.

Owner Rebel Saffold established his business in 2012 and found out about the Denver Metro Small Business Development Center (SBDC) from other successful business owners in the Denver area. "I heard about the national reviews on the great services and support provided and wanted to take advantage of those services." And that is exactly what he has done.

Rebel has taken a proactive approach to growing his business in a thoughtful and exciting way with the help the Denver Metro SBDC. He has attended a number of seminars, developed strong relationships with several consultants and quickly became an involved member of the Denver Metro Chamber of Commerce. Utilizing this formula of

engagement, Rebel has put LeberTech on the map in Denver and is now actively providing services to established companies and events with the region.

With the help of Denver Metro SBDC business consultant Jennifer Kurtz, Rebel has grown LeberTech in a strategic manner. As a result, the future of LeberTech Technology is built on a strong foundation. "I can tell as we discuss my challenges, failures, and success that Jennifer is truly involved in the journey and has a vested interest in my success. Sometimes I just need to shut the door and vent and say that I feel like I'm failing, but when I leave Jennifer's office, I always have a new sense of drive."

In the last year, Rebel has added one full-time and one part-time staff member to his team. Sales have been steady, and Rebel's main focus is building LeberTech's client base while developing relationships with partners and organizations.

Rebel's commitment to grow and improve is truly inspiring, and we are thrilled to see LeberTech growing and becoming a known brand within the Denver metro region.

LeberTech Technology Services
www.lebertech.com
(720) 544-1545

Owner: Rebel Saffold

SBDC Consultant: Jennifer Kurtz

"I have all the tools and assets I need to succeed. The only way I can fail is if I don't use what has been given to me to the best of my abilities. Work hard, never give up."

-Rebel Saffold, Owner
LeberTech

Events

For a complete list of events, visit www.denverchamber.org/Events (<http://bit.ly/tr2bTG>).

AUGUST

- 1** CEO Exchange Kickoff and Info Session
- 6** Chamber 101 Kickoff
- 7** Colorado Energy Coalition*
- 8** Board Meeting
- 10** SBDC Main Street Mentors Walk
- 13** Energy Professionals in Colorado
- 14** Metro Denver Aviation Coalition*
- 15** Business After Hours
- 20** August Gold Networking
- 22** Metro Denver EDC Executive Committee Meeting*
- 23** 2013 State of the City Luncheon
- 28** Metro Denver EDC Board of Governors Meeting*

SEPTEMBER

- 5** Colorado Energy Coalition
- 11** Metro Denver Aviation Coalition*
- 12** 129th Annual Membership Meeting
- 13** Colorado Space Coalition
- 13** Board Meeting
- 19** Business After Hours
- 26** Metro Denver EDC Executive Committee Meeting
- 28** Public Affairs All-Combined Committee Meeting

OCTOBER

- 7** Start-Up Basics
- 7** Start-Up Track
- 10** Build an Online Presence with Google+ Local
- 14** Business Plan Basics
- 17** The Art of Blogging
- 17** Webinar: CDOT Emerging Small Business Program Orientation
- 17** Colorado Business Marketplace at October Business After Hours
- 17** Chamber Member Orientation
- 21** Finance and Funding Basics
- 21** Start-Up Basics
- 22** Intro to QuickBooks
- 24** Blending Traditional and Digital Marketing
- 24** 2013 Denver Business Technology Expo
- 28** Marketing Basics
- 29** Accounting for Entrepreneurs I & II
- 31** Search Engine Optimization: Get Found on the Internet

*Must be an EDC-level investor to attend.



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Colorado,
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Pinnacol Assurance

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LLC

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Hottman PC

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Comcast Cable Communica-
tions

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Vice President, Corporate
Communications
Arrow Electronics

BOB LADENBURGER
President and CEO, Exempla
Healthcare and Executive
Vice President for Hospital
Operations, Sisters of Charity
of Leavenworth Health System

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(Leadership Foundation Chair)
Chief Public Affairs Officer
Molson Coors Brewing
Company

RICHARD LEWIS
President and CEO
RTL Networks

JAMES S. LOCHHEAD
CEO/Manager
Denver Water

MASHENKA LUNDBERG
Partner, Denver
Bryan Cave HRO

JAMES M. LYONS
Partner
Rothgerber Johnson & Lyons
LLP

MICHAEL L. MATTHEWS
(Large Investor Rep, Challenge
Campaign Co-Chair)
Market President
Wells Fargo- Denver Metro

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President
Colorado Community College
System

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(1445 Market Street Inc.
Chair)
President and CEO
Cassidy Turley/Fuller Real
Estate

JAMES M. MULLIGAN
(Public Affairs Co-Chair)
Partner
Snell & Wilmer, LLP
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TODD D. MUNSON
(Public Affairs Co-Chair)
President and Colorado Mar-
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JPMorgan Chase & Co.

JANE OKUN BOMBA
Senior Vice President, Chief
Sustainability, Investor Rela-
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Officer
IHS, Inc.

W. PERRY PEARCE
(Colorado Competitive Council)
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Affairs, Rocky Mountain
Region
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President and CEO
Wagner Equipment Co.

LEROY J. WILLIAMS
Vice President for Information
Technology and Services
Ball Corporation



Harnessing the power of the sun is easier when you're closer to it.



It could be said that Colorado's solar companies and projects have an unfair advantage since the sun's rays travel a mile less to reach them. So it's little wonder the cleantech industry is flourishing here. Innovation is driven by a vibrant ecosystem of energy technology and research universities, the nation's second-most highly educated workforce, and a progressive 30 percent Renewable Energy Standard that turn ideas into reality.

Visit www.CleantechHub.com to learn more about locating your solar energy business in North America's clean energy hub.