



# Elevations Credit Union

2021 Annual Report



**ELEVATIONS<sup>®</sup>**  
CREDIT UNION

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## LETTER FROM THE BOARD CHAIR

### Kate Brown



Dear Members,  
On behalf of the Elevations Credit Union Board of Directors, it is my privilege to present this Annual Report to you and our entire membership. As a member-owned financial institution, you are the reason we exist and thrive, and your involvement and support are integral to our success. In the pages ahead, we'll share the successes we had in 2021, despite natural and human-caused tragedies, all during a continuing global pandemic. Elevations Credit Union once again banded together and showed our collective resilience, which resulted in strengthened membership, communities and financial results.

In 2021 we joined forces with other top credit unions in northern Colorado on the *House that Credit Unions Built* project in Fort Collins. The Habitat for Humanity project is part of Harmony Cottages, the largest development in the history of the Fort Collins Habitat for Humanity. Many of our employees spent their paid volunteer time off contributing to this project and living out the credit union philosophy of People Helping People. Employees of Elevations Credit Union continue to receive 16 paid hours each year to volunteer in our communities, and Habitat for Humanity is just one example of the myriad organizations our employees choose to support.

Elevations Credit Union continues to be a leader on behalf of youth and overall financial literacy. In fact, in 2021 we were named the top financial institution volunteer partner of Junior Achievement-Rocky Mountain, Inc., an organization dedicated to helping youth succeed in a global economy. One of our greatest callings has always been to financial education, and even though the pandemic limited our ability to be in classrooms, our award-winning RealityCheck for

Youth team still taught over 2,000 school-aged students, both in-person and virtually.

In October 2021, we appointed local business leader Monica Coughlin to our Board of Directors. As Chief Operating Officer of Colorado Technology Association, she oversees business development, marketing, sales and more for CTA's 300-plus members. Monica has more than 20 years of experience in the IT industry and a proven track record in strategy development, business operations, executive leadership and relationship building. We are thrilled to have her on the Board and thank her for the commitment she's made to our organization.

Additionally and with tremendous gratitude, the entire Board acknowledges the invaluable contributions of Carroll Beach, who is retiring in April 2022 after reaching his term limit of 12 years of service. As retired president and COO of CO-OP Shared Branching, Carroll is a legend in the credit union community. He spent 30 years as CEO of the Colorado Credit Union League and we have all learned and benefited greatly from having him on our Board.

It has been a sincere pleasure and privilege to serve you and our membership as Chair of the Board of Directors for the past three years. Thank you for your continued support of Elevations Credit Union.

Sincerely,

A handwritten signature in black ink that reads "Kate Brown". The signature is fluid and cursive, with a long horizontal line extending from the end.

Kate Brown  
Chair of the Board of Directors







## LETTER FROM THE PRESIDENT & CEO

### Gerry Agnes



Dear Members,

As a not-for-profit financial institution, you are the reason behind our success. From all of us at Elevations Credit Union, thank you for your membership. Year after year, through difficult and unprecedented challenges, your involvement and trust in us are key to our success.

This past year, we worked diligently to improve our members' experience and increase our impact in the community. This annual report is testament to all we achieved in 2021. We've offered our members free online educational seminars, financial education programs for our community youth, provided financial solutions for more than 8,000 local businesses, and our employees spent countless hours volunteering in the same communities we proudly serve. On top of that, Elevations Foundation provided nearly \$750,000 to the 10 families of the victims of the horrible tragedy at the Boulder King Soopers, which sits adjacent to our Table Mesa Branch.

In 2021, Elevations continued to grow, serving even more members in Northern Colorado with our new branch in Old Town Fort Collins and our relocated branch on Harmony Road in Fort Collins, complete with a drive-thru. We also opened our first office in Greeley, offering mortgage loan services to people in Weld County. With this latest expansion, we will be better positioned to help even more members' dreams of homeownership come true.

To further spur our efforts in Northern Colorado, we were excited to bring Darin Atteberry on board as our Market President, who also serves as Senior Vice President of Government Affairs & Strategic Relationships.

Darin not only served as the Fort Collins City Manager for 17 years but led the city to earn a prestigious Malcom Baldrige National Quality Award in 2017. We're thrilled to have someone of Darin's caliber join our team.

I am extremely thankful for our entire team, now numbering more than 600 employees, for their persistence and strength of purpose during these unique and challenging times. Due to our ability to be nimble and agile, we continued to find success during the second year of a global pandemic. These successes included growing our business banking and lending portfolios to all-time highs; helping our business members who were negatively affected by the pandemic to use and navigate the complex Paycheck Protection Program loan forgiveness process; remaining the No. 1 credit union lender in Colorado for residential mortgage loans; and helping members improve their financial well-being through dozens of educational courses including extensive youth financial literacy programs.

Thank you for taking a moment to review these accomplishments and more in this annual report. On behalf of our team, I thank you for being members of Elevations Credit Union. As a local not-for-profit cooperative serving the communities in which we live and work, you're the reason we're here, and we're thankful for your support.

Gratefully,

A handwritten signature in black ink, appearing to read "Gerry Agnes". The signature is fluid and cursive, with a large initial "G" and a stylized "A".

Gerry Agnes  
President and Chief Executive Officer

## YEAR IN REVIEW

With you, where it matters most

From human-caused tragedies to wildfires to a continuing global pandemic, Elevations Credit Union continued its mission to better serve not only our members but our community and our neighbors. As your local credit union, working hand-in-hand with Elevations Foundation, we actively sought ways to help, educate and bring our community together. We thank you, our valued members, for helping and guiding us along the way.

# Supporting our community takes more than money

In an effort to make more than just a fiscal impact on our neighbors, employees of Elevations Credit Union are encouraged to volunteer their time helping those who are less fortunate or just need some goodwill. To that end, we once again provided each of our employees 16 hours a year to volunteer. Elevations prorates these volunteer hours for our part-time employees as well. Each employee who chose to use volunteer hours was paid for their time and in 2021, our staff racked up 1,199 hours to help our community.

Thanks in part to this program, Elevations was also named 2021 Business of the Year by the Healing Warriors program, based in Fort Collins. The Healing Warriors program focuses on helping veterans with sleep disorders and post-traumatic stress disorder without the use of narcotics.

Our work with Healing Warriors caught the eye of VFW Post 1 in Denver, the first post established in the nation. Post 1 presented Elevations with a corporate partner of the year award during its 2021 122nd Founders Banquet.

## Other projects Elevations has supported throughout 2021 include:

- Working with the Boulder Chamber to form an economic development initiative called Boulder Together, a multi-year program focused on addressing the highest priority areas of Boulder's economic and community needs
- Working with the Fort Collins Area Chamber of Commerce on the Northern Colorado Prospers initiative, focusing on everything from traffic to business to talent retention
- Focusing on mental health creating easier access to aid anyone who needs it
- Creating a staff scholarship initiative for health workers and staff at Longmont United Hospital
- Aiding the Broomfield Community Foundation volunteer portal
- Working with other credit unions and the Fort Collins chapter of Habitat for Humanity to build the House that Credit Unions Built



## YEAR IN REVIEW

### Leading the way in mortgage lending

Elevations Credit Union  
continues to be Colorado's  
No. 1 credit union  
mortgage lender, taking  
the top spot again in 2021

Elevations also remains ranked nationally, weighing in at No. 12 in the country among all credit unions in first mortgage origination. During the 2021 calendar year, the mortgage team helped 2,567 Colorado individuals and families purchase new homes. With the refinance boom of 2020 continuing into 2021, our mortgage team also helped 3,672 members refinance their homes.

The Elevations Mortgage team has grown from eight employees to eighty since 2011

# Number One

We are honored to continue to rank as the No. 1 credit union residential mortgage lender in Colorado

IN 2021, OUR MORTGAGE TEAM HELPED:

# 2,567

Colorado families  
purchase new homes

# 3,672

Colorado families  
refinance their homes



8 to 80



## Elevations was honored to be recognized in 2021

Senior Vice President of Mortgage Sales Elizabeth Million was recognized by BizWest Media in its inaugural 2021 Notable Women in Banks and Credit Unions. Since Elizabeth joined Elevations in 2011, she has been a part of leading a department that grew from eight employees to 80, noted BizWest. They also recognized that her team wrote \$3 billion in mortgages in 2020, helping more than 8,000 people or families finance homes. That fiscal number doubled from the previous year.

Elizabeth's team was also honored for its work in 2021 for mortgage excellence. In fact, 63% of Elevations' mortgage loan originators ranked in Scotsman Guide's 2020 Top Originators. According to scotsmanguide.com, Scotsman Guide has ranked the nation's top-producing residential mortgage originators. The guide has positioned itself as a benchmark for the mortgage industry thanks to its longevity, verification process and comprehensive scope. There were more than 3,000 entries from across the country.

Elevations Credit Union was also honored by the Colorado Association of REALTORS® with its inaugural Diversity & Inclusion award. It was noted that "since 2018, Elevations has worked to realize an ambitious strategic plan to make diversity, equity and inclusion a part of who it is and how they do business."

"Elevations has been on a journey to create and promote a safe and inclusive environment where people feel welcomed, valued, respected, and heard," said Elevations Credit Union's Director of Diversity, Equity & Inclusion, Ashley Wilson. "For us, this work is not about a program or an initiative, but rather ensuring that Diversity, Equity, & Inclusion is a part of who we are and how we do business. DE&I is a part of Elevations' DNA. We are grateful to have the opportunity to share our journey and honored to be recognized for the work we have done thus far."



## Local businesses are our business

Elevations Credit Union serves more than 8,000 local business members, providing them with a full suite of business banking and lending solutions, including unique offerings that support nonprofits in our community.

Our Business Banking team continued to support members through Paycheck Protection Program loans and navigating the loan forgiveness process. 100% of our members loans from the PPP program have been successfully forgiven.

The Commercial Lending team more than doubled from three Commercial Loan Officers to seven and, through that growth, 2021 was their most profitable year to date. The team originated a record \$176 million in new loans in 2021.

# Diversity, Equity and Inclusion at Elevations

At Elevations, Our Diversity, Equity, & Inclusion commitment is to create and promote a safe and inclusive environment where people feel welcomed, valued, respected and heard.

This allows us to attract and retain diverse talent, develop excellent leaders, reflect our communities and deliver market-leading results.

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## In 2021 we:

- Onboarded our Diversity, Equity & Inclusion Director to further advance Elevations' commitment to DE&I
- Developed and deployed DE&I Quarterly Board Reports
- Established enterprise-wide definitions for diversity, equity and inclusion and refined the vision
- 100% of employees successfully completed the annual required DE&I training, a three-part masterclass series on inclusion. As a result of the training, 75% of employees feel more connected to DE&I at Elevations
- Established and launched a Military Training Supplemental Pay Policy to support our employees in the Military Reserves or National Guard by supplementing their income while performing their annual training
- Conducted an equity analysis on hiring, pay, compensation specific to our annual merit increases, employee movement, and engagement
- Identified the number of roles that would be best filled by those who are both English and Spanish speakers through our Bilingual Workforce Plan. Of those roles, we achieved 79% bilingual staff by the close of 2021
- Established a Commitment to Advance Racial Equity
- Developed and deployed an external DE&I webpage on Elevations' public-facing website
- First-ever winners of the Colorado Association of REALTORS® (CAR) Diversity & Inclusion Award for Outstanding Community Partner

### Opposite page; left to right:

**Ashley Reed**  
Mortgage Sales Development Manager (ECU)

**Ashley Wilson**  
Diversity, Equity, and Inclusion Director (ECU)

**Elizabeth Million**  
Senior Vice President Mortgage (ECU)

**Natalie Davis**  
Diversity & Inclusion Chair and Chair-Elect (CAR)



# 100%

100% of Elevations employees successfully completed the annual required DE&I training, a three-part masterclass series on inclusion

# 79%

Elevations achieved 79% Spanish speaking staff of those identified in the Bilingual Workforce Plan



## Elevations supporting youth in our neighborhoods

Elevations Credit Union has always had a profound interest in helping area students. Elevations provides financial education programs and volunteers in our community's K-12 schools to help lead the way in youth financial literacy.

In addition to providing 28 high school seniors with \$50,000 in scholarship money in 2021 through Elevations Foundation, Elevations Credit Union put a focus on AVID programs (Advancement Via Individual Determination), designed to close the opportunity gap. "One thing we see is that seven of every 10 first-generation students – those who would be the first in their families to take post-secondary classes – end up struggling without some sort of pre-collegiate programming," said Elevations Foundation Board Chair Dennis Paul. "The AVID programs go beyond financial support and provide the resources and tools to help students navigate the higher education systems."

To that end, Elevations Credit Union has worked with the I Have A Dream Foundation of Boulder County and the Pre-Collegiate Outreach & Engagement program at the University of

Colorado to help prepare youth for the rigors of college courses. In all, Elevations provides \$75,000 annually to pre-collegiate programs focused on first-generation scholars.

Elevations is committed to supporting Junior Achievement-Rocky Mountain, Inc., through sponsorship and volunteering in the classroom and at their JA Finance Park. Our RealityCheck for Youth team taught virtual classes through the pandemic. In 2021, a Junior Achievement Finance Park Investment Storefront video link was shared with 21 schools and 54 teachers. About 1,300 students participated in the simulation after the video was posted. The JA In My Future video was shared with three middle school classes, including 134 students during the spring semester.

In all, 2,043 students were reached in 36 classes by the RealityCheck for Youth team.

The 19th annual Elevations Credit Union Buffalo Bicycle Classic was held in September after a year hiatus due to concerns due to COVID-19. The ride provides scholarships to students who have financial need and are entering CU with a 4.0 high school GPA or higher. As the founding sponsor of the ride, we are proud to see how it has grown to the largest scholarship initiative in the CU system and distributed over \$4.1 million in student scholarships at CU Boulder since 2003. The Elevations Credit Union Buffalo Bicycle Classic is just one of the ways we are committed to supporting CU students. In total, Elevations provides \$80,000 per year in scholarships to CU students.

# \$75,000

Elevations provides \$75,000 annually to pre-collegiate programs focused on first-generation scholars

# \$80,000

Elevations provides \$80,000 per year in scholarships to CU students



2,043 students were reached in 36 classes by our RealityCheck for Youth team



The Elevations Credit Union Buffalo Bicycle Classic has grown to be the largest scholarship initiative in the CU system and distributed over \$4.1 million in student scholarships since 2003.



Elevations Foundation provided 28 high school seniors with \$50,000 in scholarship money

## Spotlight on Elevations Foundation

At Elevations Credit Union,  
we proudly support Elevations Foundation

\$3.06M

This independent 501(c)3 nonprofit has provided over \$3.06 million in community resources since its inception in 2010.

In addition to supporting Elevations Foundation's Community Relief Fund and Wildfire Relief Fund, Elevations Credit Union contributed in 2021 in the following ways

\$379,290

**Donated from Elevations Credit Union  
to Elevations Foundation in 2021, including:**

\$20,621

Donated through Elevations Visa® Signature Credit Cards, where each swipe equals 2¢ that Elevations Credit Union donates

\$10,313

Donated through the Elevations Local Change program, where members opt in to round up and donate their debit card purchases

\$2,000

Donated through the Elevations Scholarship Challenge, where members opt to donate a \$100 rebate from refinancing their personal or auto loan

1,267

Credit union members voted in the annual Members' Choice Award, selecting a Foundation grantee to receive a \$5,000 bonus grant — congratulations to the Alliance for Suicide Prevention of Larimer County!



## Elevations Foundation focus

Elevations Foundation's two primary responsibilities are awarding scholarships to graduating seniors for higher education and awarding community grants to local nonprofit organizations. The Foundation also provides emergency assistance in times of need.

# \$981,934

Total amount provided by Elevations Foundation for emergency assistance in 2021 through the Victims' Assistance Fund for the King Soopers tragedy and the Fire Relief Fund, which began the final day of 2021.

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# 28

Elevations Foundation  
scholarships provided in 2021

# 14

Elevations Foundation  
grants provided in 2021

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# \$51,000

Total amount provided in scholarships in 2021

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# \$55,000

Total amount granted in 2021

## Supporting our community in the wake of the Boulder shooting

On March 22, 2021, our community suffered a tremendous loss at the Boulder King Soopers, just yards away from our Table Mesa branch. We lost 10 souls from our Boulder community in a senseless tragedy, and we were all shaken to the core.

The well-being of our Table Mesa branch team was a top priority. In the weeks following, colleagues and members of leadership sent meals, cards and care packages, checking in regularly with the branch team to show continued support. Employees were provided external therapy resources including group and private sessions and as much time off as they needed to recover.

To support the grieving families and our community as much as we could, Elevations Foundation jumped into action to form the Victims' Assistance Fund with a commitment to match the first \$100,000 raised by our community. Elevations Credit Union also committed to a match of \$100,000.

Elevations Foundation has two main objectives when it comes to disaster relief, ensuring every cent collected goes to those in need and expediting the process, ensuring aid gets to the people who need it most in the shortest time possible.

To that end, the Elevations Foundation Victims' Assistance Fund received \$548,704 from the community, local and even national business partners in the days following the tragedy. Add to that \$100,000 from Elevations Foundation and \$100,000 from Elevations Credit Union, and we were able to distribute a total of \$748,704, raised within a few weeks of the shocking event, directly to the families of those we lost.

Elevations Foundation worked with the Colorado Organization for Victims Assistance to form the Victim's Assistance Fund. Foundation leaders chose the organization in part because of its ability to forego administrative costs and ensure every dollar raised went to the families of the victims.

With efforts like the Victim's Assistance Fund, along with other disaster relief programs, scholarship programs and community affairs efforts, Elevations Foundation has now provided more than \$3 million to our neighborhoods and communities since its founding in 2010.



## Immediate response to wildfire tragedy

Tragedy struck Boulder County again on December 30 when bone-dry conditions and record-breaking winds blew through the area.

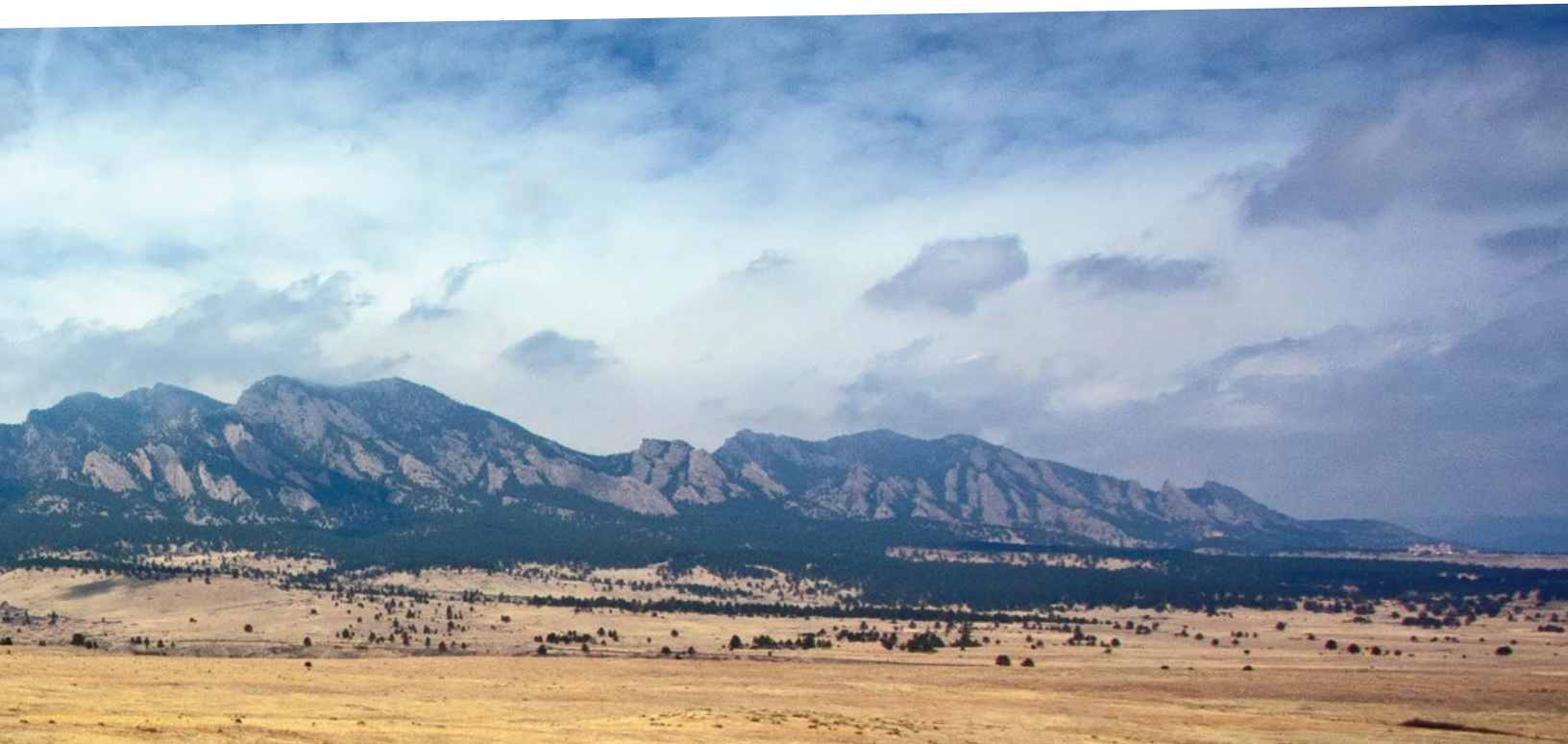
A wildfire broke out just east of Eldorado Springs, and winds over 100 miles per hour caused it to spread out of control over the following hours. While it wasn't nearly the largest fire in the state, the path of the fire went straight through heavily populated south Boulder, Louisville and Superior neighborhoods. By the time the winds died down, the snow came and the firefighters were able to get the blaze under control, it had become the most destructive fire in terms of houses lost in Colorado history.

Elevations Foundation executive director Eric Lentz said the systems were in place to once again activate our fundraising efforts, and "everything was live by mid-morning December 31," including member communications and changes

to our website to enable donation collection. Teams across Elevations worked into the night to identify and connect with our impacted members, even opening a branch on New Year's Day exclusively for them. Our mortgage team took immediate action to connect with members and offer assistance.

The Elevations Foundation committed to provide a \$100,000 match, and Elevations Credit Union President and CEO Gerry Agnes immediately agreed to do the same. Before Colorado rang in the new year, the fund had collected \$232,056 from the community and matched it with \$100,000 each from Elevations Foundation and Elevations Credit Union, making it one of the largest donation days in Foundation history.

Elevations Foundation teamed with Boulder County Department of Housing and Human Services to distribute the funds, once again ensuring 100% of the money was donated to support the victims of the fires. In all, the Foundation raised over \$1.2 million for the cause. Elevations' support for the Marshall fire victims did not stop there, as many efforts have continued into 2022.





## LETTER FROM THE CFO & TREASURER

# Michael Calcote & Barbara Brohl



We're pleased to report Elevations generated a strong financial performance once again in 2021, particularly during these unique economic times. The trust you've placed in Elevations has enabled us to better serve the financial needs of our entire membership, give back to our communities and reinvest in our neighbors and local businesses.

The following table compares our performance to our credit union peers on key industry metrics:

	Elevations	Peer Group Median
Return on Equity <sup>1</sup>	<b>5%</b>	<b>11%</b>
Loan Growth	<b>11%</b>	<b>8%</b>
First Mortgages Sold (\$ Millions)	<b>\$1,948</b>	<b>\$514</b>
Deposit Growth	<b>17%</b>	<b>13%</b>
Delinquency Ratio	<b>0.2%</b>	<b>0.4%</b>
Efficiency (Costs/Revenues) <sup>1, 2</sup>	<b>89%</b>	<b>74%</b>

<sup>1</sup> Excludes non-operating items, such as a one-time gain from selling an investment security.

<sup>2</sup> The efficiency ratio measures the extent to which a dollar of revenue is offset by costs (so the lower the ratio, the better).

### Our 2021 highlights include the following:

- We helped more Colorado families purchase and refinance their homes than any other credit union in Colorado, originating over \$2.4 billion in mortgage loans.
- Our total deposits grew by \$422 million or 17%. These deposits from our members make a positive impact right here at home.
- We proudly serve more than 175,000 members, and our membership grew by 2% in 2021.
- We generated earnings of \$16 million, providing capital to support further growth.

We remain financially strong and well positioned to provide solutions for your financial needs. Our capital position ended 2021 at 9.3%, well above the minimum threshold of 7% to be deemed well capitalized by the National Credit Union Association. Our credit performance remains healthy, with a delinquency ratio of only 0.2% at the end of 2021.

Thank you to Elevations' Audit and Risk Committee for their diligence in working with Moss Adams as our auditor. We've provided the complete financial report for you to review.

This year's financial success is a true demonstration of our credit union's resiliency and the strength of our membership. We look forward to continuing to serve you in 2022 and beyond.

Sincerely,

*Michael Calcote* *Barbara Brohl*

Michael Calcote, Chief Financial Officer  
Barbara Brohl, Treasurer, Board of Directors

# Audit & Risk Committee



**Don Cheyne**  
Chair



**Todd Gleeson**  
Vice Chair



**Barbara Brohl**  
Committee Member



**Garry Woods**  
Committee Member

The Audit and Risk Committee's responsibility is to provide oversight of the financial reporting process, the system of internal controls, compliance with laws and regulations, and enterprise risk management. The Audit and Risk Committee is comprised of the following subset of the Board of Directors:

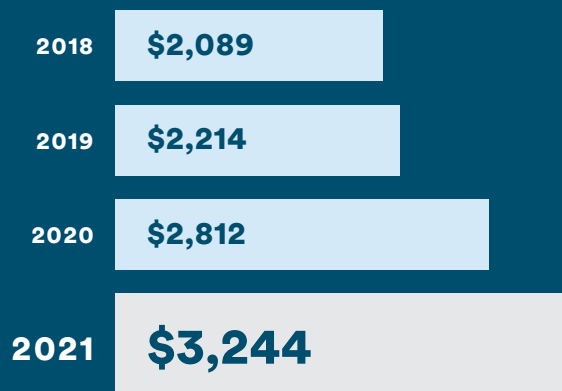
- Don Cheyne, Chair
- Todd Gleeson, Vice Chair
- Barbara Brohl
- Garry Woods

The Audit and Risk Committee retained Moss Adams to perform the annual audit of the Credit Union's financial statements as of December 31, 2021. The firm issued an unmodified opinion at the conclusion of their audit. The Audit and Risk Committee is unaware of any matter that would be considered a material weakness or significant deficiency in the internal controls over financial reporting.

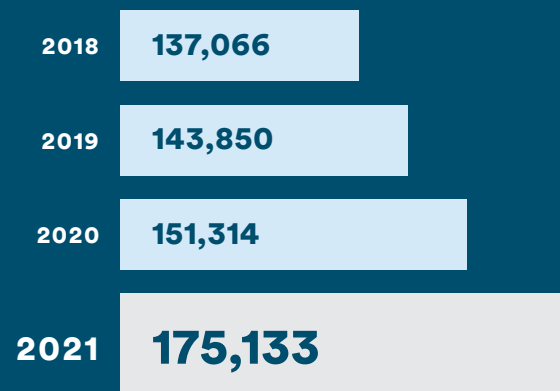
The Audit and Risk Committee is satisfied that the accounting records accurately reflect Elevations Credit Union's financial condition and that its operations are handled in accordance with Board policies and Credit Union procedures.

# Financial Highlights

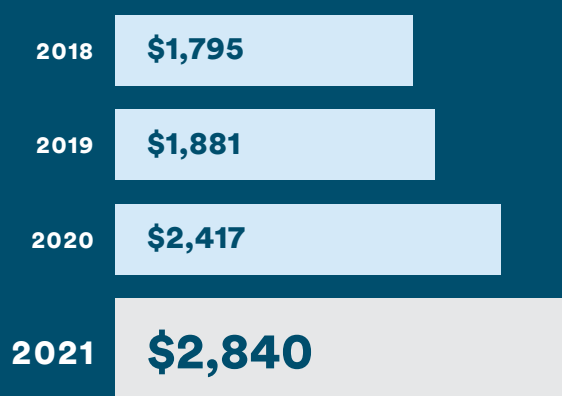
## Assets (in millions)



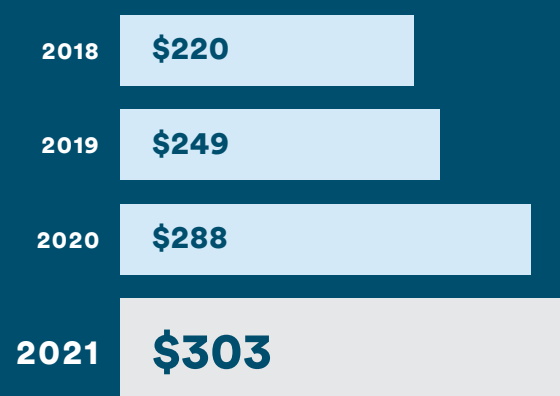
## Total Members<sup>2</sup>



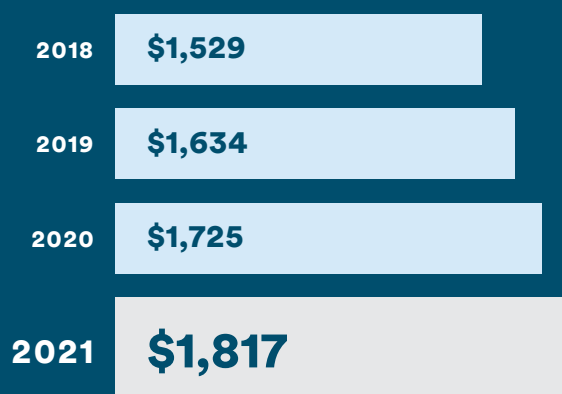
## Total Shares (in millions)



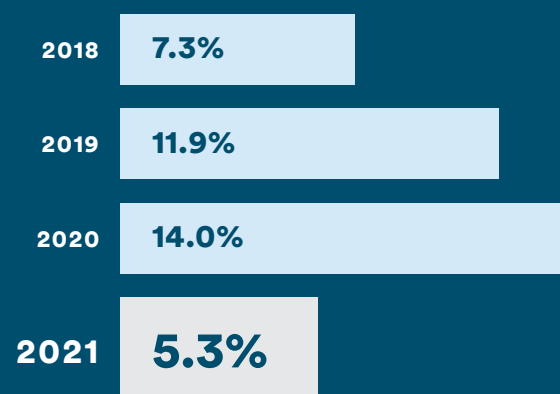
## Capital (in millions)



## Total Loans (in millions)<sup>1</sup>



## Return on Members' Equity



<sup>1</sup> Includes Loans held-for-sale, at fair value

<sup>2</sup> Methodology for defining Membership was updated in 2021



# Elevations Credit Union

## Consolidated statements of financial condition

### ASSETS

	December 31,	
	2021	2020
ASSETS		
Cash and cash equivalents	\$ 865,220,604	\$ 708,326,836
Available-for-sale securities, at fair value	381,226,051	200,418,716
Loans held-for-sale, at fair value	57,451,659	135,163,165
Loans to members, net	1,759,998,621	1,589,803,860
Accrued interest receivable	5,044,924	4,753,902
Property and equipment, net	66,570,357	75,399,401
Mortgage servicing rights	40,150,545	25,403,427
Life insurance policies	12,430,324	12,139,844
Prepaid and other assets	32,307,737	40,969,289
NCUSIF deposit	23,971,971	20,067,007
Total assets	<u>\$ 3,244,372,793</u>	<u>\$ 2,812,445,447</u>

### LIABILITIES AND MEMBERS' EQUITY

LIABILITIES		
Members' shares and savings accounts	\$ 2,839,638,332	\$ 2,417,429,639
Accrued expenses and other liabilities	101,693,384	106,596,067
Total liabilities	<u>2,941,331,716</u>	<u>2,524,025,706</u>

### COMMITMENTS AND CONTINGENT LIABILITIES (Note 11)

MEMBERS' EQUITY		
Regular reserve	11,879,721	11,879,721
Undivided earnings	278,902,190	263,064,596
Equity acquired in mergers	11,249,648	11,249,648
Accumulated other comprehensive income	1,009,518	2,225,776
Total members' equity	<u>303,041,077</u>	<u>288,419,741</u>
Total liabilities and members' equity	<u>\$ 3,244,372,793</u>	<u>\$ 2,812,445,447</u>

# Elevations Credit Union

## Consolidated Statements of Income

	Years Ended December 31,	
	2021	2020
INTEREST INCOME		
Loans to members	\$ 61,696,276	\$ 68,536,001
Interest on investments and interest bearing deposits	4,146,028	4,386,998
Total interest income	65,842,304	72,922,999
INTEREST EXPENSE		
Members' shares and savings accounts	4,247,748	4,118,428
NET INTEREST INCOME	61,594,556	68,804,571
PROVISION FOR LOAN LOSSES	408,370	7,387,413
NET INTEREST INCOME AFTER PROVISION FOR LOAN LOSSES	61,186,186	61,417,158
NON-INTEREST INCOME		
Loan sales and servicing, net	65,413,026	87,864,324
Interchange income, net	14,095,985	12,297,198
Gain on sale of VISA stock	-	6,178,483
Fees and service charges	6,172,742	5,673,851
Wealth management income	3,285,152	2,929,639
Other non-interest income	1,644,044	1,787,403
Total non-interest income	90,610,949	116,730,898
NON-INTEREST EXPENSES		
Compensation and benefits	83,780,307	90,460,334
Office operations	19,614,729	18,334,769
Office occupancy	13,490,003	12,324,718
Loan servicing expense	7,905,501	7,552,098
Education and promotion	5,477,754	5,714,232
Professional and outside services	4,917,910	5,226,805
Other non-interest expense	773,337	1,231,183
Total non-interest expenses	135,959,541	140,844,139
NET INCOME	\$ 15,837,594	\$ 37,303,917

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# Elevations Credit Union

## Consolidated Statements of Comprehensive Income

	Years Ended December 31,	
	2021	2020
NET INCOME	\$ 15,837,594	\$ 37,303,917
OTHER COMPREHENSIVE (LOSS) INCOME		
Net unrealized (losses) gains on available-for-sale securities	(1,216,258)	789,232
COMPREHENSIVE INCOME	<u>\$ 14,621,336</u>	<u>\$ 38,093,149</u>

The entire audited financials can be found in the  
2021 Annual Report at [elevationscu.com/about](http://elevationscu.com/about)



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# Board of Directors



**Kate Brown**  
Board Chair



**Don Cheyne**  
Board Vice Chair



**Ray Martinez**  
Board Secretary



**Barbara Brohl**  
Board Treasurer



**Natalie Baumgartner**  
Board Member



**Carroll Beach**  
Board Member



**Monica Coughlin**  
Board Member



**Todd Gleeson**  
Board Member



**Nancy Herbert**  
Board Member



**Garry Woods**  
Board Member

## BOARD CHAIR

### Kate Brown

Kate Brown was appointed to the Elevations Board in November 2015 and elected in 2016.

Kate is the Founder and President of Boulder Organic Foods LLC and has been developing the brand Boulder Organic Foods since 2006. Having grown a consumer brand with help from the local industry, Kate is a member and sponsor of Naturally Boulder, and board member of the Boulder Chamber of Commerce. She also has a passion for education and sits on the advisory board of the Ludeman Family Center for Women's Health Research, an affiliate of the University of Colorado. Kate earned a master's degree in counseling psychology from Naropa University as well as a bachelor's degree in technical journalism from Colorado State University. A Colorado native, Kate and her family live in Boulder and enjoy the community of natural product entrepreneurs and a variety of activities like hiking, snow sports and painting.

## BOARD VICE CHAIR

### Don Cheyne

Don Cheyne joined the Elevations Board in 2011 following its merger with St. Vrain Valley Credit Union, where he served as a board member for three years. Don also serves as chair of the Audit and Risk Committee.

Don has spent his career in manufacturing management and was an owner of Mountain Molding, a Longmont-based plastic injection molding business. After selling the company to Tenere, Inc., Don is now a manufacturing business consultant. He holds a bachelor's degree in electrical and computer engineering and a master's degree in business administration, both from the University of Colorado Boulder. Don serves as a board member of Elevations Foundation. He lives in Broomfield with his wife and daughter, and he enjoys spending his time playing ice hockey and traveling.

## BOARD SECRETARY

### Ray Martinez

Ray Martinez was appointed to the Elevations Board in August 2014 and elected in April 2015. He also serves as chair of the Governance and Nominating Committee.

Ray is a retired Fort Collins police sergeant, as well as a former three-term mayor of Fort Collins. He most recently served as City Councilmember for District 2 in Fort Collins from 2015 to 2019. He is a U.S. Army veteran, having received the Army Commendation Medal. Ray has dedicated significant time working closely with Hispanic community leaders, youth and athletes to improve the relationship between the community and law enforcement. He co-founded an organization that works directly with at-risk youth to provide them with positive educational and recreational experiences while keeping them active within their neighborhoods and communities. He was a member of the National League of Cities Public Safety and Crime Prevention Committee until 2019 and has been a member of several boards and organizations over the years, including the chair of Colorado's Minority Business Advisory Council under Governor Owens and Governor Ritter, a member of the Colorado Mesa University board of trustees, and a White House appointee on the Defense Advisory Board for Employer Support of the Guard and Reserve. Ray lives in Fort Collins, enjoys writing and has published several books.

## BOARD TREASURER

### Barbara Brohl

Barbara Brohl was appointed to the Elevations Board in October 2019 and elected in May 2020. She also serves as a member of the Audit and Risk Committee.

Barbara has served on several boards including the Regional Transportation District (RTD), Statewide Internet Portal Authority and Denver Employee Retirement Program boards. She currently serves on the Denver School for Science & Technologies and Latinas First Foundation boards. She is Principal of B J Brohl Strategies, a government affairs consulting firm for the legal cannabis industry and implementing governments. Prior, she served as the Executive Director and State Licensing Authority for the Department of Revenue and spent 33 years with

Qwest Communications International in various roles. She graduated from Regis University with a degree in business management and received her Juris Doctor degree from the University of Denver, Sturm College of Law. A Colorado native, Barbara lives in Lakewood with her husband, and they enjoy traveling around the country in their RV when they're not spending time with their children and grandchildren.

## BOARD MEMBER

### Natalie Baumgartner

Natalie Baumgartner was appointed to the Elevations Board in November 2015 and elected in April 2016. She also serves on the Governance and Nominating Committee.

Natalie is the Chief Workforce Scientist at Achievers Workforce Institute, an international employee voice and recognition solution, where she directs the Achievers Workforce Institute, working to translate engagement research into SaaS-based software. Prior to joining Achievers, she co-founded and served as Chief Psychologist at RoundPegg. She has spent over a decade consulting on engagement and corporate culture with C-suite executives, boards of directors and private equity investors. She holds a Ph.D. in clinical psychology from the University of Denver, a master's degree in clinical psychology from UCLA and a bachelor's degree in psychology from the University of Wisconsin-Madison. In addition to her work at Achievers, Natalie serves on the board of the Consulting Psychology Division of the American Psychological Association and is a popular speaker on culture, engagement, mergers and acquisitions, and change management, as well as a TEDx speaker on culture fit. Natalie lives in Boulder with her husband and three little girls. She enjoys hiking, running and chasing her daughters down the ski slopes.

## BOARD MEMBER

### Carroll Beach

Carroll Beach was elected to the Elevations Board in 2010 and served as chair from 2011 to 2014. He also serves on the Governance and Nominating Committee.

Carroll retired as president and COO of CO-OP Shared Branching in 2011, following a three-year tenure as president of the Credit Union Service Corporation. He was previously president and CEO of the Colorado Credit Union system for 30 years. Carroll holds a bachelor's degree from the University of Kansas and a master's degree from Emporia State University. He served on boards and committees for the Credit Union National Association, the Association of American Credit Union Leagues — from which he received the Eagle Award — and the Credit Union House LLC, for which he was chairman of the board. He also received the Herb Wegner Lifetime Achievement Award, the most recognized award given in the credit union industry. Carroll currently serves on the boards of the Westminster Legacy Foundation and the Mountain Sky Methodist Foundation, and he is board treasurer of Elevations Foundation. He lives in Westminster with his wife, and they enjoy spending time with their two children, five grandchildren and great-granddaughter. Carroll is an avid golfer and also enjoys reading and participating in activities at his church.

## BOARD MEMBER

### Monica Coughlin

Monica Coughlin was appointed to the Elevations Board in October 2021. She serves as a member of the Governance and Nominating Committee.

Monica is currently the Chief Operating Officer for Colorado Technology Association, where she leads operations, sales, marketing and more for the association's 300-plus member organizations. With over two decades of experience in the IT industry, Monica has a proven track record in strategy development, business operations, digital transformation and executive leadership. She holds bachelor's degrees in business administration and computer science from Regis University, and she completed the 50 for Colorado Leadership Program through the University of Colorado Leeds School of Business. Additionally, Monica was a recipient



of *Denver Business Journal's* Top Forty Under 40 award and was named StateScoop 50 Awards' Golden Gov: State Executive of the Year. Monica has served as a board member of Big Brothers Big Sisters of Colorado and the Women's Leadership Foundation. She currently serves as a member of the YMCA of Metro Denver Board of Directors and as a member of the Executive Advisory Board of Regis University's Anderson College of Business and Computing. Monica lives in Denver and enjoys traveling, playing golf and checking out live comedy shows and sporting events.

## BOARD MEMBER

### Todd Gleeson

Todd Gleeson joined the Elevations Board in 2012. He has been an Elevations Credit Union member since 1981. Todd also serves as a member of the Audit and Risk Committee.

Todd has been a member of the faculty at the University of Colorado Boulder for more than 30 years and is a professor in the Department of Integrative Physiology. He also served as the university's Dean of the College of Arts and Sciences and Associate Vice Chancellor for Faculty Affairs. Todd holds a Ph.D. in developmental and cell biology from the University of California at Irvine. He lives with his wife in Louisville, where they enjoy live theater and all that the Colorado outdoor recreation scene has to offer.

## BOARD MEMBER

### Nancy Herbert

Nancy Herbert has been a member of the Elevations Board since 2011 and served as chair from 2017 to 2019. She previously served as the chair of the St. Vrain Valley Credit Union Board until its merger with Elevations that same year. She currently serves as a member of the Governance and Nominating Committee.

Nancy is the CEO and founder of Boardroom Sage LLC, a board governance coaching and consulting business. She is an author and speaker for board educational programs and produces a "Sage Chat" video series featuring board development topics. A former school district administrator

and municipal elected official, she has served on dozens of community boards of directors. Nancy also currently serves on the Safe Shelter for St. Vrain Valley board. She holds a Ph.D. in organizational development and leadership specializing in innovation and entrepreneurship, a master's degree in higher education, and a bachelor's degree in organizational management. Nancy is certified as a Credit Union Board Director from the Governance Leadership Institute and in Women's Leadership Development from Oxford University. She resides in Longmont with her husband and enjoys reading, traveling, home renovation projects, and hiking with her dogs.

## BOARD MEMBER

### Garry Woods

Garry Woods was appointed to the Elevations Board in August 2020 and elected in April 2021. Garry also serves as a member of the Audit and Risk Committee.

Garry is currently a Partner and Executive Director of Information Technology Assurance and Cybersecurity services at Richey May and Co., a top 200 audit, tax and business assurance company. He works with business and IT leadership teams to enhance strategic, operational and Governance, Risk, Compliance & Privacy (GRCP) assessments, vCISO support services, application development and support, and employee coaching. Garry's capabilities and experiences with GRCP programs, process improvement and change management make him an essential asset to Richey May's Advisory Services division. In his 20-plus year career, Garry has served in leadership roles and consulted with public sector, not-for-profit and voluntary organizations, the majority of which were companies in the Fortune 300 category. Garry serves on the board of Karat Management and Development, a property management and development company focused on affordable housing needs for older adults in the Denver area. He was previously an adjunct faculty member at the Daniels College of Information Technology and eCommerce Department at the University of Denver. He holds a master's degree in global enterprise management from the University of Denver and a bachelor's degree in mathematics and physics from Jarvis Christian College, as well as executive education certifications from Harvard University and MIT. Garry lives in Aurora with his family and enjoys traveling, scuba diving, golfing, fly fishing, camping and rebuilding American muscle cars.

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# Senior Leadership Team



**Gerry Agnes**  
President & Chief Executive Officer



**Tammy Teitscheid**  
Chief People Officer



**Michael Calcote**  
Chief Financial Officer



**Ray Lindley**  
Chief Operating Officer



**Brian Holst**  
General Counsel



**Darin Atteberry**  
Market President, SVP Govt. Affairs  
& Strategic Relationships



**Stephanie Camara-Ray**  
SVP Credit Risk Management



**Kendal Harris**  
SVP Retail Network



**Elizabeth Million**  
SVP Mortgage



**Todd Peyok**  
SVP Commercial and  
Construction Lending

## **PRESIDENT & CHIEF EXECUTIVE OFFICER**

### **Gerry Agnes**

Gerry joined Elevations as its CEO in 2008. He directs the credit union's strategic objectives, which focus on high performance culture, a loyal membership, and superior financial performance. In the midst of the financial crisis of 2008, he led the charge to pursue the Malcolm Baldrige National Quality Award, a highly competitive U.S. presidential award that recognizes organizations for performance excellence. The Baldrige effort rallied the Elevations team to outperform both in-market competitors and credit unions nationwide, and in 2014, Elevations was named a Baldrige Award recipient by U.S. Secretary of Commerce Penny Pritzker. Elevations went on to receive a second Baldrige Award from U.S. Secretary of Commerce Wilbur Ross during the 2020 pandemic, becoming the first two-time recipient in Colorado history and only the ninth two-time recipient in the history of the award. In 2015, Gerry was named CUES Outstanding Chief Executive, and in 2016, Gerry was named Mountain West Credit Union Association's Credit Union Professional of the Year and Boulder Chamber's Business Person of the Year. In 2020, Gerry received the Baldrige Foundation Award for Leadership Excellence.

Gerry is a CPA with 37 years of professional experience and held positions as president, COO and CFO at various community financial institutions in California. He holds a bachelor's degree in business administration and accounting from California State Polytechnic University, Pomona. Governor Hickenlooper appointed Gerry to Colorado's Financial Services Board in August 2015, and Governor Polis reappointed Gerry to the Board in June 2019, on which he continues to serve. In 2019, Secretary Ross appointed Gerry to the Board of Overseers for the Malcolm Baldrige National Quality Award, and U.S. Secretary of Commerce Gina M. Raimondo appointed him as chair of the Board of Overseers in 2021. In 2019, he was appointed to the Credit Union National Association's CEO Council Executive Committee and the CUES® Board of Directors, where he currently serves as Treasurer. Gerry is also a board member of Elevations Foundation and a member of the Board of Elders of Calvary Bible Church in Boulder.

## **CHIEF PEOPLE OFFICER**

### **Tammy Teitscheid**

As chief people officer, Tammy leads the "people" strategy for Elevations Credit Union. She is responsible for aligning the current and future workforce to meet the business objectives of Elevations through leadership, talent, communication, workforce analytics and rewards. She plays an important role in shaping the organization's culture and is an ambassador for employee engagement, diversity, equity and inclusion. Tammy also serves as the Vice Chair of Elevations Foundation.

Before joining Elevations in 2018, Tammy spent over 20 years in the Denver area spanning roles in strategy, employer brand, operations, product development and talent. She has served in leadership roles in healthcare, utilities and telecom industries. She holds a bachelor's degree from The College of Human Ecology at Cornell University, an institution that prides itself on exploring the complex relationships between human beings and their natural, social and built environments. Tammy is certified as a Senior Professional in Human Resources (SPHR).

## **CHIEF FINANCIAL OFFICER**

### **Michael Calcote**

Michael serves as chief financial officer and is responsible for ensuring Elevations' long-term financial sustainability. He oversees accounting and finance, secondary marketing, internal audit, enterprise fraud management, credit risk management, enterprise transformation, operations and corporate real estate.

Prior to joining Elevations in 2010, Michael served as chief financial officer and treasurer for Guaranty Bank, a large, publicly held financial institution headquartered in Austin, Texas. Michael also served for five years as a regulatory examiner and capital markets specialist for the U.S. Office of Thrift Supervision. He holds a bachelor's degree in finance and accounting from Stephen F. Austin State University in Texas and is a Chartered Financial Analyst. Michael also serves as a board member of Mental Health Partners.



## CHIEF OPERATING OFFICER

### Ray Lindley

As chief operating officer, Ray directs all aspects of the credit union's consumer, mortgage, business lending programs, digital delivery plus wealth management. He oversees Elevations' retail delivery channels — including all branches and the contact center. He has been instrumental in making Elevations the No. 1 credit union mortgage lender in Colorado, the No. 1 mortgage lender in Boulder County and a top three mortgage lender in Broomfield and Larimer counties.

Ray held leadership roles with Washington Mutual and Chase before joining Elevations in 2013. A graduate of Northwest Nazarene University, he holds a bachelor's degree in accounting and a master's of business administration in economics. In 2016, he graduated from the CUES Institute of Executive Leadership as a Certified Credit Union Executive. Ray serves as the chair of CUNA Lending Council's executive committee, a group that supports and develops the lending practices of credit unions across the country.

## GENERAL COUNSEL

### Brian Holst

As general counsel for Elevations Credit Union and its Board of Directors, Brian leads the credit union's strategic and tactical legal initiatives that create value for its members.

Brian is a uniquely experienced legal and credit union industry veteran. Prior to joining Elevations in 2017, Brian was a partner at Holst, Boettcher & Tehrani LLP, and was engaged in the private practice of law in Colorado for more than 30 years. Brian's legal practice has focused on credit union representation, which has allowed him to develop expertise in the industry, advising and representing many credit unions from around the country in matters pertaining to policy, governance, mergers, regulation, contractual matters, real estate matters, loan enforcement, litigation and arbitration. Brian holds a law degree from Washburn Law School and a bachelor's degree in accounting from Colorado State University. He also serves as a board member of Longmont Meals on Wheels.

## MARKET PRESIDENT, SVP GOVERNMENT AFFAIRS & STRATEGIC RELATIONSHIPS

### Darin Atteberry

Darin leads Elevations' market expansion efforts in the Northern Colorado region, along with the credit union's government affairs programs and strategic relationships. Throughout his career, Darin has served as an advocate for community collaboration and built strong relationships with both public and private sector partners.

Prior to joining Elevations in 2021, Darin served as the Fort Collins City Manager for over 17 years. Under his leadership, the city government transformed from a "trust us" model to one that is data-driven and performance-based, and in 2017 the city received the prestigious Malcom Baldrige National Quality Award. In recognition of his leadership serving the public with innovation, operational excellence and progressive vision, Darin received the Colorado Governor's Citizenship medal in 2016. Beyond Colorado, he's helped build communities and high-performing cultures in California, Washington and Georgia. Darin attended Harvard University's Senior Executive Program, and he holds master's degrees in both civil engineering and city planning from the Georgia Institute of Technology, as well as a bachelor's degree in city and regional planning from California Polytechnic State University. Darin serves as a Fellow of the National Academy of Public Administration, to which he was elected in 2016.

## SVP CREDIT RISK

### Stephanie Camara-Ray

Stephanie leads Elevations' credit risk management teams, including residential, consumer and business underwriting, credit risk policy and quality control.

Prior to joining Elevations in 2018, Stephanie served for 25 years in senior credit and risk management roles at firms including Lehman Brothers, Deutsche Bank and CitiMortgage. Stephanie holds a master's degree in finance from Northeastern University and a bachelor's degree in business from Marist College.

## **SVP RETAIL NETWORK**

### **Kendal Harris**

Kendal leads Elevations' retail and business banking teams. She delivers amazing experiences to our members by driving member service excellence and aligning the retail and business banking network with Elevations' core purpose, vision and values. Kendal prioritizes leadership development to unleash her team's talent and strengths in order to serve our members at the highest level. She is also passionate about making a difference in the lives of our members and in our community.

Prior to joining Elevations in 2019, Kendal held various leadership roles over 23 years at Sandia Laboratory Federal Credit Union in Albuquerque, New Mexico. While there, she also served as a board member of Albuquerque Quality Network and as a Quality Examiner for Quality New Mexico. Kendal received her bachelor's degree from the University of Arizona and graduated with high honors from Western CUNA Management School – Pomona College. She is happy to now be a resident of Colorado and enjoys the outdoors.

## **SVP MORTGAGE**

### **Elizabeth Million**

Elizabeth leads the mortgage sales and mortgage operations team at Elevations with the core principle to serve and support credit union members. This team is recognized as the No. 1 credit union mortgage lender in Colorado, the No. 1 mortgage lender in Boulder County, and a top three mortgage lender in Broomfield and Larimer counties. Joining as a Mortgage Loan Officer in 2011, Elizabeth was promoted to VP Mortgage Lending in 2012, to SVP Mortgage Sales in 2020 and to SVP Mortgage in 2021. Her leadership has grown the mortgage team from eight to 150+ employees who thrive with the assurance that everyone, from operations to sales, is valued for their contributions. In fact, 65% of her team's Mortgage Loan Officers were recognized nationally as 2020 Top Originators by *Scotsman Guide*.

Before joining Elevations in 2011, Elizabeth enjoyed a multifaceted career in real estate and finance, including running her own appraisal business and serving as a Mortgage Loan Officer for Fortune 500 companies. Elizabeth received her bachelor's

degree from Metropolitan State University of Denver. Committed to sustainability and community initiatives, she has served as a member of Colorado's GEO Working Retrofit Group Finance and Appraisal/Greening the MLS committees. With her experience growing up in Boulder and being a single, working mother of three, Elizabeth recognizes the magnitude of realizing the dream of homeownership, and she's honored to make that dream a reality for members.

## **SVP COMMERCIAL AND CONSTRUCTION LENDING**

### **Todd Peyok**

Todd leads the construction lending and commercial lending teams at Elevations. He is responsible for developing, implementing and overseeing the business banking and commercial and construction lending services strategies to continue building relationships within Boulder and across the Front Range.

Todd has been in the banking industry for more than 30 years. Prior to joining Elevations, Todd served as Market President for several Boulder-based community banks for nearly 25 years. Throughout his tenure, he has focused on structuring commercial loan relationships, building deposits, developing businesses, and more. Todd received his BA in Finance and Accounting from Oklahoma State University. He moved to Colorado in 1988 and enjoys time with his family, playing softball and working on cars.

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# Northern Colorado Advisory Board

As part of our commitment to Fort Collins, our Northern Colorado Advisory Board offers recommendations and feedback to the Elevations leadership team as we bring our passion for great service and steadfast commitment to the power of localism to Fort Collins. This group of nine community leaders hails from a variety of industries and backgrounds, sharing a common stewardship for the Northern Colorado community.



**Denise Juliana**



**Peter Kelly**



**Tim Kenney**



**Yvonne Myers**



**Andrew Romero**



**Molly Skold**



**Andrea Tuell**



**Kevin Unger**



## Denise Juliana

Prior to her retirement in 2020, Denise Juliana had a 30-year career as a Certified Public Accountant. Denise serves on the Board of Trustees of the Community Foundation of Northern Colorado and enjoys volunteering with Foothills Rotary Club, Give Next and the Food Bank for Larimer County.

## Peter Kelly

Peter Kelly is Vice President with CBRE's Northern Colorado office, specializing in leasing and sales transactions across multiple property types. His expertise includes site selection, pre-development services and land use entitlement. With 15 years of experience in commercial real estate, Peter generates value for his clients through strategy, problem solving and creation. He emphasizes planning ahead through each transaction and maintaining the focus of his clients' interests.

Peter is a Certified Commercial Investment Member, a member of the Northern Colorado Commercial Association of Realtors® and a member of the International Council of Shopping Centers. Peter gives back to the community as a board member of the Larimer County Open Lands Advisory Board, past president of Larimer County Partners mentoring organization, founder and past president of NoCo Active 2030, past director of Larimer Commerce Bank and past president of Fort Collins Youth Lacrosse.

## Tim Kenney

Tim's career in the financial services industry began in 1986. He started and managed commercial banking teams in the Midwest, Southwest and Rocky Mountain regions. In early 2015, he formed Gerard Management Company to acquire and operate Ace Hardware of Fort Collins.

Tim has served as a volunteer, committee member and committee chairman on numerous advisory committees and councils. He is currently active with City of Fort Collins Citizens Advisory Group and Foothills Rotary Club. He also serves as a board member and treasurer of the Rocky Mountain Ace Stores Association.

## Yvonne Myers

Yvonne Myers is the Vice President of Strategic Initiatives for the Fort Collins Area Chamber of Commerce.

She began this new role in January 2022 after spending 38 years in Long Term Care, 31 of those with Columbine Health Systems. Yvonne has been on the Fort Collins Area Chamber of Commerce board since 2007 and has participated in the Total Resource Campaign for 11 years.

Columbine Health Systems led innovative community and workforce issues under Yvonne's leadership. Working with Bohemian Foundation and the Larimer County Workforce Center, the organization was the pilot business to bring a work/life navigator program to their community. Moving from pilot to a sustainable model, Columbine Health Systems was the first to partner with the WorkLife Partnership in Larimer County. Yvonne was the chair of the Northern Colorado Health Sector Partnership when it formed in 2013 and she'll continue as the treasurer of the Partnership. Currently, Yvonne is the immediate past chair of the UCHHealth Northern Colorado Foundation and co-chair of the Northern Colorado Legislative Alliance Health Care Committee. Over the past 38 years, she has been involved in numerous boards and committees, including the Larimer County Workforce Investment Board and SAINT – Senior Alternatives in Transportation.

## Andrew Romero

Prior to his retirement, Andrew (Andy) Romero held two prominent positions. For more than a dozen years, he was the Comptroller for the City of Greeley, and then he worked as the Finance Director of the High Plains Library District for a decade.

Giving back to the community is a priority for Andy. He is a board member and treasurer of Jobs of Hope, a volunteer teaching citizenship classes at the Immigrant & Refugee Center of Northern Colorado, and a member and treasurer of Trinity Episcopal Church. In addition, Andy has used his talents to better the community through the following positions: board member and treasurer of the Northern Colorado Hispanic Chamber of Commerce; board member and treasurer of Northern Colorado Medical Center Foundation; president, treasurer and board member of AIMS Community College Foundation; and president, board member and current member of the Greeley Rotary Club, among other positions.

## Molly Skold

Since 2010, Molly Skold has served as a catalyst for the revitalization, vibrancy and explosive growth of historic midtown Omaha as Vice President of Marketing and Communications for Mutual of Omaha's real-estate arm, Midtown Crossing at Turner Park. This \$365 million mixed-use development offers 225,000 square feet of restaurants and retail, more than 500 residential units and a year-round calendar of engaging community events.

Molly previously worked to open Omaha's \$75 million Salvation Army Ray and Joan Kroc Community Center, a key public/private partnership with noteworthy philanthropist Walter Scott's Heritage Services foundation, other local donors and the City of Omaha. For over five years, Molly led and directed the Greater Omaha Chamber's highly successful O! Campaign and O! Public Art Project, encouraging Omahans to be more active advocates for their city. In partnership with the Omaha Police Department, she served as the driving force behind the *Horses of Honor* public art installation at Midtown Crossing in tribute to Omaha's fallen officers. Born, raised and based in Fort Collins, Molly serves as a board member and executive board secretary of Visit Fort Collins, a member of the Tourism Master Plan Leadership Committee and a board member of the Fort Collins Museum of Discovery. She is a former member of the Larimer County Food Bank Capital Campaign. Molly and her husband are the proud parents of three grown children.

## Andrea Tuell

Andrea Tuell has been involved in every aspect of real estate since 2005 and is currently a Broker Associate/Partner at The Group, Inc. For the last 15 years, she has worked with several of the top builders in Northern Colorado, selling in many of the most successful subdivisions.

Andrea's knowledge includes new home sales of custom homes, luxury condos, single-family homes, townhomes and lots. She excels at marketing and advertising for residential properties and investments, from kiddie condos to multi-family and single-family investments. Committed to exceeding her clients' real estate experience expectations, Andrea strives to earn her clients' trust as a real estate advisor. Giving back to the community is important to Andrea. She serves as a board member of Neighbor to Neighbor and as a committee member for Dream Makers, an organization in Northern Colorado that supports older youth who are aging out of the foster care system. Andrea recently started Raising Angels Foundation, a nonprofit that supports teen parents and their babies with resources and goods. She previously served as a board member and treasurer of Mountain View Rotary Club, a member of The Group, Inc. Scholarship Selection Committee and a member of the Schaefer Family Scholarship Selection Committee.

## Kevin Unger

Kevin Unger is the President/CEO of Poudre Valley Hospital and Medical Center of the Rockies, and Executive Leadership over Yampa Valley Medical Center and Greeley Hospital. In addition, he oversees management agreements with Sidney Regional Medical Center, Iverson Memorial Hospital and Cheyenne Regional Medical Center.

With Poudre Valley Hospital since 2001, Kevin's focus on quality excellence is reflected in the numerous national awards received by Poudre Valley Hospital, Medical Center of the Rockies and Poudre Valley Health System, including the Malcolm Baldrige National Quality Award in 2008. A native of Fort Collins, Kevin was selected as the recipient of the Robert S. Hudgens Young Healthcare Executive of the Year through the American College of Healthcare Executives in 2009.





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