



# AGENDA

**Thursday, May 25, 2023**

Hybrid Meeting NWCCOG Silverthorne/Zoom

NWCCOG 10 a.m. – 12 p.m.

EDD 12:30 p.m. – 2:30 p.m.

## VIDEO & PHONE CONFERENCE INFORMATION

Join Zoom Meeting

<https://us06web.zoom.us/j/88166216134?pwd=MFB0Z2VRVEpHSXhYZHRubVRXc3poZz09>

Meeting ID: 881 6621 6134

Passcode: 119033

Phone: 1 669 900 6833 US

## NWCCOG COUNCIL & ECONOMIC DEVELOPMENT DISTRICT BOARD MEETING

10:00 a.m.	1.	Call to Order – NWCCOG Council Chair, Alyssa Shenk	
	2.	Roll Call and Determination of Quorum	
	*3.	ACTION COG: Minutes from March 2023 Council Meeting	Pgs. 4-6
	*4.	ACTION COG: 1 <sup>st</sup> Quarter Financials <ul style="list-style-type: none"> <li>- NWCCOG – List of Payments</li> <li>- NWCCOG – Balance Sheet</li> <li>- NWCCOG – Statement of Revenues and Expenditures</li> <li>- Northwest Loan Fund – Balance Sheet</li> <li>- Northwest Loan Fund – Budget vs Actual</li> </ul>	Pgs. 7-8 NLF Financials available on website before meeting
	5.	UPDATE COG: NLF Reports <ul style="list-style-type: none"> <li>- Documents are for review, not approval</li> <li>- Northwest Loan Fund – Risk Ratings</li> <li>- Northwest Loan Fund – Portfolio Summary</li> <li>- Loan Policy Excerpt as reference for Risk Ratings</li> </ul>	Available on website before the meeting
		UPDATE: 2022 Audit status – will be complete by July Meeting <ul style="list-style-type: none"> <li>- Main Audit is complete, single audit of Vintage is not quite</li> </ul>	
	*6.	ACTION COG: LOS Policy for Federal Funds for RGN <ul style="list-style-type: none"> <li>- We have had no subsequent letters of support requests through the RGN or directly to NWCCOG for IJA funds. It is not likely that a LOS from NWCCOG will be a determining factor in funding by a federal agency. My recommendation is to allow NWCCOG to always provide such support letters when requested from a member. Alternate – say we don't at all.</li> </ul>	
	*7.	ACTION: REQUEST DOLA GRANT SUBMITTALS <ul style="list-style-type: none"> <li>- Additional <del>two years</del> <b>one</b> year for Regional Broadband Director</li> <li>- Possible: Yampa Valley Dark Fiber Network Project</li> <li>- Likely at July Meeting – Request for funding for Larger IC project</li> </ul>	
	*8.	ACTION: NWCCOG to oppose Uinta Railway Project and send Letter to the Colorado Congressional Delegation, and Governor Polis <ul style="list-style-type: none"> <li>- Letter (to be drafted by Jon, ready for Council Meeting)</li> <li>- Letter already submitted by QQ</li> <li>- Opposition letters from Eagle County, Minturn, Grand County (who else), Amicus brief filed by Eagle County, GWS, Minturn, Red Cliff, Avon ... and other</li> </ul>	TBD for Meeting
	*9.	ACTION: NWCCOG Discussion on follow up to SB23-213 <ul style="list-style-type: none"> <li>- Tracked through CAST and CML</li> <li>- Anticipate another round next legislative session --suggestions</li> <li>- Attached CPR News—Gov Polis housing proposal would allow...</li> </ul>	Pgs. 9-25
	*10.	ACTION: NWCCOG to serve fiscal agent for Crystal River Wild and Scenic	Pgs. 26-49

		Collaborative Process—CONTRACT Alyssa Shenk signature <ul style="list-style-type: none"> <li>- Pitkin County asked NWCCOG to serve as an impartial third party fiscal agent for a stakeholder process to explore feasibility of designating the Crystal River as a Wild and Scenic River a federal designation).</li> <li>- Other partners in effort: Colorado River District, Gunnison County, and Town of Marble.</li> <li>- The stakeholder group has selected a consultant to facilitate a dialogue—Wellstone Collaborative Strategies (scope <a href="#">available here</a>).</li> <li>- QQ consultants plan to assist in coordination of fiscal agency to reduce NWCCOG fiscal's effort.</li> <li>- The MOU outlines the terms by which NWCCOG would serve as fiscal agent.</li> </ul>	
	11.	UPDATE: Member Survey Results	PPT for meeting
		UPDATE: Executive Director Activities <ul style="list-style-type: none"> <li>- Call Attention to some Program Updates</li> <li>- Prep and Emcee for Regional Economic Summit May 4<sup>th</sup> (30 hrs.)</li> <li>- CCCMA Conference and State Broadband Summit Attendance</li> <li>- Completed Town Manager Review for Avon (16 hrs.)</li> <li>- Facilitated Staff Leadership Retreat for Avon (5 hrs.)</li> <li>- Facilitated Council Retreat for City of Glenwood Springs (12 hrs.)</li> <li>- Acting Mobility Manager (4-6 hrs. per week)</li> <li>- <b>Request to apply for CHFA Board of Directors –monthly +rtrt</b></li> <li>- Drafted and Published 5 Manager Insights Newsletters weekly</li> </ul>	
	12.	Program Updates: <ul style="list-style-type: none"> <li>- Summary document in the packet. If you have any questions for our programs that may benefit the whole group, please ask for further detail at this time.</li> </ul>	Pgs. 50-55
	13.	Congressional Updates: from attending reps.	
	14.	Member Updates: 3 minutes per jurisdiction as time permits	
	15.	New Business <ul style="list-style-type: none"> <li>- CHP -, COVID-19 memo</li> <li>- CLA Audit Letter</li> <li>- CDOT Mobility Management Program – Update on Conversations</li> </ul>	Pgs. 56-68
11:59 a.m.	*16.	ACTION: Adjourn NWCCOG Meeting	
<b><u>NEXT NWCCOG MEETING:</u></b> Thursday, July 6, 2023 Conference Call from 10am – 12pm <b><u>NWCCOG Officers:</u></b> NWCCOG Council Chair – Alyssa Shenk, NWCCOG Council Vice-Chair – Patti Clapper NWCCOG Council Secretary-Treasurer – Carolyn Skowyra <b><u>NWCCOG Executive Committee:</u></b> Region XII County members –Josh Blanchard, Patti Clapper, Tim Redmond, Jeanne McQueeney and Randal George. Municipal members – Alyssa Shenk, Geoff Grimmer, Glen Drummond, Kristen Brownson and Carolyn Skowyra.			

\* requires a vote

### NWCCOG ECONOMIC DEVELOPMENT DISTRICT (EDD) BOARD MEETING

12:30 p.m.	1.	Call to Order – EDD Board Chair, DiAnn Butler	
	2.	Roll Call and Determination of Quorum	
	*3.	ACTION: March 2023 EDD Meeting Minutes	Pgs.69-70
12:35 p.m.	4.	UPDATE: Workforce Update – CDLE Team	
1:00 p.m.	5.	DISCUSSION: Existing Comprehensive Economic Development Strategies Implementation Grant thru OEDIT	Pgs. 71-76
	6.	UPDATE: Regional Economic Summit Recap	Pg. 77
	7.	UPDATE: Board Member Updates	
2:30 p.m.	*8.	ACTION: Adjourn NWCCOG Meeting	

**NEXT EDD BOARD MEETING:**

Thursday, July 6, 2023 Conference Call from 12:30pm – 2:30pm

**EDD Officers:** EDD Chair – DiAnn Butler, EDD Vice-Chair – Patti Clapper, EDD Secretary-Treasurer – Ashley Macdonald

\* requires a vote

Please notify [office@nwccog.org](mailto:office@nwccog.org) 5 days in advance if you require any accommodations to attend this meeting.



# Northwest Colorado Council of Governments

## NWCCOG Council Meeting

March 23, 2023

In-Person and Conference Call

### **Council & EDD Board Members Present:**

Randy George, Grand County  
 Jeanne McQueeney, Eagle County  
 Chico Thuon, Town of Avon  
 Skippy Mesirow, City of Aspen  
 Britta Gustafson, Town of Snowmass Village  
 Kristen Brownson, Town of Breckenridge  
 Sara Nadolny, Town of Basalt  
 Patti Clapper, Pitkin County  
 Glen Drummond, Town of Basalt  
 Josh Blanchard, Summit County  
 Jena Skinner, Town of Avon  
 Melissa Mathews, Town of Red Cliff  
 Watkins Fulk-Gray, City of Glenwood Springs  
 Ingrid Wussow, City of Glenwood Springs  
 Michael Buccino, City of Steamboat Springs  
 DiAnne Butler, Grand County  
 Cory Mihm, Summit County  
 Kathleen Halloran, Town of Vail

### **Others Present:**

Julie Sutor, Rep. Neguse  
 Janeth Stangle, Sen. Bennet's Office  
 Matt Kireker, Sen. Bennet's Office  
 Ben, Unknown  
 John Bristol, Routt County EDP  
 Carolyn Tucker, Northwest Colorado Work

### **NWCCOG Staff:**

Jon Stavney  
 Anita Cameron  
 Becky Walter  
 Rachel Tuyn  
 Erin Fisher  
 Talai Shirey  
 Nate Walowitz  
 Jonathan Godes  
 Greg Ociepa

### **Call to Order**

Patti Clapper, NWCCOG Council Vice Chair, called the Northwest Colorado Council of Governments (NWCCOG) meeting to order at 10:06 am. Roundtable introductions were completed, and a quorum was present for the group.

### **Approval of January 2023 Council Meeting Minutes**

***M/S: Chico Thuon/ Kristen Brownson*** to approve the January 2023 Council Meeting Minutes as presented.

***Passed: Yes***

### **Data from 2023 Member Manager Calls**

Jon presented results from recent 2023 Manager calls. He is calling every municipal and county manager in the Membership (31) for an hour interview with a set list of questions about key topics. One purpose is to test some anecdotes and random datapoints with a more thorough process, and to confirm interest in a NWCCOG project with Insights Collective. Jon presented a PPT with preliminary data and some quotes. The PPT is not shared because the quotes have not yet been approved for publication and the data is not yet complete. Top internal challenges were staffing, capacity and housing; all conversations merged into housing. Other conversations included civility, climate change/sustainability/stewardship/water/drought, tourism, marketing/managing, tourism/locals, policing and housing disconnect. IJA or IRA discussions indicated that many jurisdictions need grant funding assistance; Jonathan Godes was recently hired in this much needed position and will be working with entities as needed. Jon will be sharing that data with Jonathan the RGN. Following questions, Jon recommended hiring Insights Collective to further the research. Council agreed to have Jon move forward with next steps including hiring Insights Collective.

### **EDD Summit**

Rachel announced the Economic Summit May 4<sup>th</sup> from 9-4, registration and agenda are available at:

<https://www.nwccog.org/nwccog-regional-economic-summit-2023/>



## **2023 Member Handbook**

The 2023 Member Handbook was recently updated with the 2023 Budget, member list and schedule; it is available on the Council Resource Page: <https://www.nwccog.org/member-handbook/>

## **Programs in Transition, Jon and Becky**

NWRHC will be adding a clinical advisor to the team per the state's request. Jon and Becky explained that situation.

Jon presented the current status of the All Hazards program which NWCCOG has hosted as Fiscal Officer since the mid 2000's. The board of NWAHEMR has notified the state and NWCCOG that it no longer wishes to pursue the grant going forward, including the currently open 2023 grant cycle. The grant from the state is very difficult to obtain, most funds are allocated to one project and employing a coordinator. NWCCOG has been hosting this program without an admin fee, and it has taken an increasing amount of Jon and Becky's time in recent years. It will take time to phase out the program with the prior year's "open" grants until they are fully expended, at which time responsibilities will be spun off to another entity. Patti confirmed with her Emergency Manager that all communities agreed upon this decision, and they will continue to meet and that those few counties in the 10 county region that wish to request funding will do so on their own. It is not expected that any of NWCCOG's member counties will be applying in the future.

## **Elected Officials Training and Mental Health Project**

Feedback from the Elected Officials Mental Health retreat confirmed that there was not enough interest to participate. A spreadsheet of responses was in the packet. A conversation was had; some jurisdictions may decide to reach out to Skippy and attend future meetings individually as the Town of Eagle did recently. There was also not enough interest to move forward with a NWCCOG partnership in assisting ELC with retreats with NWCCOG funds. It was confirmed the \$20,000 that was budgeted for this retreat will remain in Regional Business for future use, and cannot be used for this purpose as originally budgeted.

**M/S: Jeanne McQueeney/ Chico Thuon** not to proceed with NWCCOG financing of the Mental Health retreat.

**Passed: Yes**

## **Executive Director Updates**

- Assisted with Fraser Town Manager process – 25 hrs, 3 days
- Assisted with Avon Council Retreat – 8 hrs
- Manager Calls – Progress Report
- March DOLA Round, possible ED assistance with upcoming Broadband in Hayden
- Tracking Proposition 123 regarding housing
- NWCCOG Bi-Annual Member Survey will be emailed to members this week
- ECO Trails Profit and Loss; NWCCOG earned \$4400 as a passthrough agent in 2022

## **Should NWCCOG issue letters of support for various federal funding requests from Members?**

Charles McCarthy from Winter Park reached out with a request for a LOS, opening up a question on what the process should be for supporting local grant opportunities. When letters are Program specific, the Program Director has authority to provide LOS. If it is a legislative or controversial subject, Jon discusses with the Executive Committee. With the new Grants Navigator position, requests will become more common. Communication is important to ensure municipalities are aware of what others are doing and encouraged to reach out to NWCCOG for support as needed. It was agreed to have Jon and Jonathan create a process-policy-plan to present at the May meeting.

## **Vintage Update**

Erin Fisher presented CASA Results & Four-Year Area Plan. The presentation is available in the March Council Packet. Please contact Erin if your jurisdiction is interested in data specific to your county or town.

## **Regional Grants Navigator**

Jonathan Godes provided a brief update on current grant opportunities. Members may contact him directly for assistance identifying grants that make sense for specific jurisdictions in our region.

<sup>5/18</sup>  
**Legislative Update**

Julie Sutor, Rep. Neguse – Available resources include low-no grants for elected school buses. The SHRED act was reintroduced; 85% back into the forest of which 75% would be allocated for ski forest needs including fire mitigation and 25% broader use to include employee housing and avalanche mitigation. New from Neguse - Congressional River Caucus, Bipartisan Wildfire Caucus and Bipartisan Fentanyl Caucus all launched this month. More proposals than ever before received this month— 80 requests with only allowing 15. Also reintroduced the Continental Trail completion act.

Matthew Kireker, Sen. Bennet - SHRED act looks like it will pass. Flexible Partnership Act to place housing and administrative sites on forest land for community benefit. Protect the West would bring \$60B for forest services. Bennet and Neguse with Hickenlooper sent letters to the Secretary of Transportation regarding Unita Basin Railway with concerns of protecting the headwaters. Last, Bennet met with Postmaster General to discuss the interruption in quality USPS service in mountain towns, an update with plans to resolve the issue will be provide in upcoming weeks. Last, CDOT is applying for grants to upgrade Glenwood Canyon and Cottonwood Pass.

Janeth Stangle, Sen. Hickenlooper – Recently confirmed Judge Gallagher for the District of Colorado. Hickenlooper sent a letter to Dept. of Homeland Security requesting they reconsider increasing employer fees for work visa's H2A and H2B. Also working with Mountain West senators regarding the Colorado River caucus; currently just as review, they are not intervening in 7 state negotiations nor drafting legislation. New to come - Bit Wires Act to ensure reliable energy transmission.

**Program Updates**

Program updates are provided in each packet for review. Instead of reading through each update, members can review and contact Jon with questions.

**Adjournment**

***M/S: Josh Blanchard/Jeanne McQueeney*** adjourned the NWCCOG Council meeting at 12:06 p.m.

***Passed: Yes***

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Patti Clapper, NWCCOG Vice Council Chair

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Date

**Northwest Colorado Council of Governments**  
**Balance Sheet**  
**As of March 31, 2023**

	<b>Mar 31, 23</b>
<b>ASSETS</b>	
<b>Current Assets</b>	
Checking/Savings	5,124,058.35
Accounts Receivable	1,213,311.50
Other Current Assets	328,323.99
<b>Total Current Assets</b>	<b>6,665,693.84</b>
<b>Fixed Assets</b>	<b>2,192,770.48</b>
<b>Other Assets</b>	<b>4,070,141.54</b>
<b>TOTAL ASSETS</b>	<b>12,928,605.86</b>
<b>LIABILITIES &amp; EQUITY</b>	
<b>Liabilities</b>	
<b>Current Liabilities</b>	
Accounts Payable	160,224.79
<b>Credit Cards</b>	
2050 · COG VISA	19,754.72
2060 · WX VISA	50,122.92
<b>Total Credit Cards</b>	<b>69,877.64</b>
Other Current Liabilities	505,301.28
<b>Total Current Liabilities</b>	<b>735,403.71</b>
Long Term Liabilities	1,437,177.19
<b>Total Liabilities</b>	<b>2,172,580.90</b>
<b>Equity</b>	<b>10,756,024.96</b>
<b>TOTAL LIABILITIES &amp; EQUITY</b>	<b>12,928,605.86</b>

**NWCCOG****STATEMENT OF REVENUES AND EXPENDITURES****03/31/2023**

25% of the year

	2023 REVENUE BUDGET	REVENUE YTD ACTUAL	REVENUE BUDGET TO ACTUAL	2023 EXPENSE BUDGET	EXPENSES YTD ACTUAL	EXPENSES BUDGET TO ACTUAL	2022 NET BUDGET	REVENUES OVER EXPENSES ACTUAL	ADVANCED / CARRY OVER FUNDS	Beginning of Year RESERVED PROGRAM FUNDS	End of Year RESERVED PROGRAM FUNDS	NET
<b>COG PROGRAM FUNDS</b>												
<b>Internal Programs</b>												
REGIONAL BUSINESS	547,258	518,772	95%	567,210	132,453	23%	(19,952)	386,319				386,319
BROADBAND	200,000	48,700	24%	229,582	58,032	25%	(29,582)	(9,332)				(9,332)
PROJECT THOR	1,065,124	532,562	50%	1,000,829	205,736	21%	64,295	326,826		1,013,464	1,340,289	326,826
ELEVATOR INSPECTION	1,625,000	493,773	30%	1,546,330	387,248	25%	78,670	106,525				106,525
ECONOMIC DEVELOPMENT DIST	141,775	38,400	27%	137,754	42,730	31%	4,021	(4,330)				(4,330)
REGIONAL TRANSPORTATION	127,500	201,616	158%	133,419	35,217	26%	(5,919)	166,398	179,142			166,398
Vintage - AAAA												
ADRC- CO HLTH FOUND		53,800			0		0	53,800	53,800			53,800
RSVP-VOLUNTEERS		8,090			0		0	8,090	8,090			8,090
SHIP- Insurance Consulting		38,951			5,658		0	33,293	29,550			33,293
SMP		0			0		0	0	9,282			-
AGE/NUTRITION (General)		13,421			0		0	13,421	101,037	55,030	68,451	13,421
AGE/NUTRITION (State FY 22-23)		802,860			522,370		0	280,490	63,580			280,490
AGE/NUTRITION (State FY 23-24)		0			0		0	0				-
AGE/NUTRITION TOTAL	2,240,859	917,121	41%	2,011,738	528,027	26%	229,121	389,094	265,340	17,143	68,451	389,094
Energy Management												
WEATHER BEECH		0			0			0		128,726	128,726	-
WEATHER CARE		166,398			358,328		0	(191,930)		536,438	344,508	(191,930)
WEATHER CIP		175,897			127,745		0	48,152		28,103	76,255	48,152
WEATHER RE-ENERGIZE		4,217			26,495		0	(22,278)		26,344	4,066	(22,278)
WEATHER (State FY22-23)		1,108,062			843,542		0	264,519	50,244			264,519
WEATHER (State FY23-24)		0			0		0	0			0.00	-
ENERGY MANAGEMENT TOTAL	4,522,690	1,454,574	32%	4,456,048	1,356,110	30%	66,642	98,464		737,824	96,958	98,464
<b>Total COG Internal Programs</b>	10,470,206	4,205,518		10,082,910	2,745,553		387,296	1,459,965	444,481	1,768,431	1,505,698	1,459,965
<b>External Programs</b>												
HOMELAND SECURITY	252,974	22,265	9%	252,974	22,265	9%	0	0				-
NWR HEALTH CARE COALITION	212,430	39,390	19%	212,430	39,390	19%	0	0				-
WATER QUALITY/QUANTITY	181,980	181,554	100%	181,980	37,643	21%	0	143,911	13,704	121,229	265,140	143,911
WATERSHED SERVICES	66,374	14,319	22%	66,374	5,646	9%	0	8,673	12,570	19,620		8,673
WILD & SCENIC	119,999	77,774	65%	119,999	66,643	56%	0	11,131	(39,793)			11,131
NWCCOG FOUNDATION	21,515	12,724	59%	20,120	849	4%	1,395	11,875	(348)			11,875
<b>Total External Programs</b>	855,272	348,026	41%	853,877	172,435	20%	1,395	175,590	493	140,849	265,140	175,590
<b>Total Program Funds</b>	11,325,478	4,553,543	40%	10,936,787	2,917,988	27%	388,691	1,635,555	444,975	1,909,279	1,770,838	1,635,555
<b>NORTHWEST LOAN FUND</b>												
	202,000	42,391	21%	194,090	46,633	24%	7,910	(4,242)		3,429,487	3,425,245	(4,242)
<b>INTERNAL SERVICE FUNDS</b>												
INDIRECT	612,313	170,590	28%	638,449	141,436	22%	(26,136)	29,154				29,154
BUILDING FUND	153,436	24,427	16%	164,575	16,529	10%	(11,139)	7,898		57,581	65,479	7,898
MOTOR POOL	0	0		0	1,460		0	(1,460)		123,574	122,114	(1,460)
<b>Total Service Funds</b>	765,749	195,017	25%	803,024	159,425	20%	(37,275)	35,592		181,155	187,593	37,052
<b>COG FUNDS Subtotal</b>	12,293,227	4,790,952	39%	11,933,901	3,124,047	25%	359,326	1,666,905	444,975	5,519,922	5,383,676	1,668,365

**Trending:** After 50 years, the owner of Beau Jo's is selling his famous Colorado pizza shop — to his employees

## OPINION COLUMNS

## Opinion: Local officials can't be trusted to build the housing Colorado needs

The state must step in to solve a housing crisis that city council members, town managers and mayors cannot



Andy Bosselman

1:30 AM MDT on Apr 12, 2023

**R**ight now, thousands of people in Colorado endure the cruel indignities of homelessness. And millions of others struggle to afford food, utilities and medicine after paying their mortgages and rent. In response, Gov. Jared Polis and state lawmakers have proposed a law to make housing more affordable for everyone.

The bill, nicknamed “More Housing Now” and more prosaically known as [Senate Bill 23-213](#), would relax the roadblocks, red tape and zoning restrictions local governments use to stop urgently needed new housing from getting built. And it has many city council members, town managers and mayors across the state throwing tizzies and temper tantrums.

They are angry because the legislation would trim some of their power. But state lawmakers must ignore their opposition and pass the bill. Simply put, local leaders have had decades to solve the housing shortages in their communities. And they have failed.

Today, 1.9 million Coloradans live in homes that cost more than 30% of their household income, [according to the U.S. Census Bureau](#). That's 1 out of every 3 people in the state. For people in these “cost-burdened households,” often all it takes to end up on the streets is an unexpected illness, car repair or family emergency. And between 2007 and 2021, [the number of people staying in Colorado homeless shelters increased 266%](#), according to the U.S. Department of Housing and Urban Development.

At this scale, homelessness and housing unaffordability are humanitarian crises. To solve these emergencies, you might think local officials would welcome help from the state. But most are fuming about this proposed law, including Colorado Springs Mayor John Suthers.

“All of a sudden, the state legislature, in their wisdom, is saying, ‘You’re not doing a good enough job, you don’t know what you’re doing. We do, we’re going to tell you what to do,’ ” he told [The Denver Post](#) last month.

“But apparently, we’re too stupid to understand the need for affordable housing — and only the state understands what we need to do.”  
5/18

I’m not calling anyone stupid. But as the writer Upton Sinclair said, “It is difficult to get a man to understand something when his salary depends on his not understanding it.”

It’s clear local politicians like Suthers don’t fully grasp the overwhelming need for new housing. Or maybe it’s fairer to say they can’t. They work under the unrelenting bombardment of angry howls and hollers from constituents determined to stop any changes to their communities.

According to Boston University researcher Catherine Einstein’s book **Neighborhood Defenders**, these activists — often white, wealthy, older male homeowners — have a disproportionate say in local politics.

Many are retired and show up in force to the meetings in church basements and town councils where housing decisions are made.

And you know who often can’t weigh in on these conversations? Teachers, firefighters, nurses and grocery store staff — the people who are too busy working or taking care of their children to advocate for the housing they desperately need.

But the NIMBY — Not In My Backyard — activists march on, raising their fists and roaring with a never-ending list of excuses to stop new housing.

They bristle in dismay if there’s a conversation about adding a cottage to a neighbor’s backyard. The objection? Street parking that currently goes unused might actually get used! If a duplex is suggested near one of their homes? *It might overwhelm the sewers!* they shout. And when there’s talk of new apartments near a bus stop and the building could rise to six stories? Well, *such a towering edifice would cast an unsightly shadow!* they squawk.

When NIMBY excuses focus on how new housing would overwhelm city infrastructure, it’s often a smokescreen. In cases where infrastructure needs to be updated, the costs are often insignificant, according to **research from Tufts University**.

What the housing obstructionists really fear is the arrival of people with lower incomes and nonwhite racial backgrounds. According to Einstein’s book, they’re afraid new neighbors will reduce the value of their homes.

These shameful motives often force NIMBYs to twist their sentiments into weird justifications. Last August, for example, Vail came up with a unique way to ram a housing proposal to death. They blamed it on the sheep.

5/18 The ski town, located in a county short 6,000 beds for its workforce, stopped a project that would have housed 165 resort employees after a herd of bighorn sheep wandered onto the property. Although the builder pledged to spend \$100,000 for habitat restoration and the installation of barriers to keep people and pets away from the animals, the Vail Town Council condemned the land and blocked all permits for the project.

Elsewhere in the state, local officials seem to design the housing reform process specifically for the NIMBYs who have nothing better to do than attend meetings.

In Denver, for example, building anything but a single-family home is illegal on 77% of land zoned for housing, according to city documents. Mayor Michael Hancock and city council members recognize that more affordable types of housing — like duplexes, triplexes and townhomes — need to be scattered throughout every neighborhood. And they could have already legalized them citywide.

But instead, they devised the neighborhood planning initiative. It centers on what will eventually be hundreds of meetings, with city planners slowly moving from neighborhood to neighborhood in an apparent effort to search every corner of the city for excuses not to allow even the gentlest of housing density.

Since 2017, the process has covered just one-third of the city, and it will be many years before it is complete. Whatever it achieves, it will likely do little to lower housing costs, especially as Denver's rapidly increasing population of unhoused people signals an intensifying housing shortage.

In the five years since this process started, the city's homeless population increased 44% to 4,794 in 2022 from 3,336 in 2017, according to the Metro Denver Homeless Initiative.

Sure, John Suthers is furious. Yes, Vail's Town Manager Russ Forrest has concerns. And I'm sure Mayor Hancock felt great getting cheered after telling a group of local leaders, "we will never, ever surrender local control to anyone."

But the evidence is plain. Local control hasn't worked because local officials are too beholden to housing obstructionists.

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#### \* MORE IN OPINION

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**Opinion: If this water meets the standard of safety, it's time to change the standard**

1:30 AM MDT on Apr 11, 2023

And Colorado voters agree. According to a [Healthier Colorado poll released in February](#), two-thirds would support a state law eliminating local restrictions on building homes like duplexes, triplexes and townhomes to ensure more people had an affordable place to live.

Across the country and in the Mountain West, other states have figured this out, too. From Washington and Arizona to New Mexico and Montana, these states have started deregulating the local restrictions responsible for housing shortages. It's time for Colorado to follow their lead.

The More Housing Now bill is a necessary first step. State lawmakers must now strengthen the legislation to relax the red tape, regulations and outdated zoning controls localities have leaned on for decades to limit housing construction. They must insist that abundant housing is built in the places that offer the most job opportunities. And they must ensure these measures are powerful enough to drive down housing costs so that every Coloradan can afford a place to live.

*Andy Bosselman, of Denver, is a freelance opinion writer. He volunteers with the pro-housing group YIMBY Denver but his views may not reflect those of the organization. Twitter: [@andybosselman](#)*



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HOUSING

## Major land-use bill from Colorado governor, Democrats will likely be gutted to remove all up-zoning requirements

A 39-page amendment expected to be offered Wednesday is aimed at winning over skeptics of Senate Bill 213, the cornerstone of Democrats' affordable housing efforts in the legislature this year



Jesse Paul and Elliott Wenzler  
5:16 PM MDT on Apr 25, 2023



Townhomes and single-family residences are seen near the Montaine community on Oct. 17, 2022, in Castle Rock. (Olivia Sun, The Colorado Sun via Report for America)

**T**he major land-use bill presented by Gov. Jared Polis and top Democrats in the Colorado legislature as a way to tackle the state's affordable housing crisis is set to

be gutted Wednesday morning to remove any upzoning requirements on municipalities.

5/18

Instead of forcing Colorado's largest cities **to allow duplexes, triples and fourplexes on at least 30% of their land** currently zoned for single-family housing, **a 39-page amendment** to the measure would form a state board tasked with helping communities assess affordable housing needs and develop long-term plans. Those plans would be focused on preventing displacement and improving transit access and use, while taking into consideration water scarcity.

The planned evisceration of **Senate Bill 213** is aimed at getting the legislation through a skeptical legislature.

"All legislation in this building (depends on) whether or not you have the support to move on to the next step," said Senate Majority Leader Dominick Moreno, a Commerce City Democrat and a lead sponsor the bill. "Senate Bill 213, in its current form, didn't have that support."

The changes represent a major defeat for Polis, who during his State of the State address in January touted the land-use measure as the centerpiece of his affordable housing plans this year.

"We need to bring our land use policy into the 21st century and prepare ourselves for success these next 150 years," Polis said in the address. "It's time to legalize more housing choices for every Coloradan and give homeowners more freedom."

In a written statement to The Sun, a spokesman for Polis said Tuesday evening that Polis is "focused on ensuring that solutions are driven by the data and will actually work to reduce housing costs."

"When Colorado leaders talk about housing, we need to talk about the real people this crisis is affecting and how the status quo isn't working. The reality is that too many Coloradans cannot afford to rent or own a home in our state and the governor is focused on delivering real, data-driven results for people," said the statement, which didn't directly address the planned rewrite of the measure. "We look forward to continuing to work with the General Assembly and stakeholders on behalf of the real Coloradans demanding solutions as the bill moves through the process."

**Colorado Politics** first reported the planned rewrite of the measure.

Senate Bill 213, which narrowly cleared its first committee last week after being dramatically pared back, didn't appear to have enough votes to pass the Senate Appropriations Committee this week.



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Sen. Rachel Zenzinger, D-Arvada, who sits on the committee **wrote in a Colorado Sun**  
5/18 **opinion piece** published Sunday with GOP Sen. Barbara Kirkmeyer of Brighton that the  
measure “should be amended to eliminate state control of local land-use planning.”

Zenzinger was one of two unclear votes for the measure on the committee. Sen. Jeff Bridges, D-Greenwood Village, has also expressed skepticism about the bill.

If either Bridges or Zenzinger joined the GOP members of the panel in voting “no” on the measure it would have failed.

Zenzinger said Tuesday night that she would vote for the bill if the amendment is passed Wednesday. “The main thing it does is take out the land-use preemptions that I think are unconstitutional,” she said.

Moreno said conversations about statewide zoning changes aren’t over in the legislature.

“I absolutely think as zoning reform is going to be a topic and future legislative sessions,” he said. “Hopefully we’ll be able to work with our local partners to figure out a way forward on that.”

Moreno said the failure of the bill as it was introduced is a nod to how large of a policy change it would have been.

“Senate Bill 213 sought to do a lot,” he said.

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8:01 AM MDT on Apr 26, 2023

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3:08 AM MDT on Apr 26, 2023

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3:05 AM MDT on Apr 26, 2023





Senate Majority Leader Dominick Moreno, D-Commerce City, speaks at a news conference on Wednesday, March 22, 2023, at the Colorado Capitol where legislation changing local land-use policy was unveiled. (Elliott Wenzler, The Colorado Sun)

The measure would still prevent municipalities from imposing occupancy limits **based on familial** status. Zenzinger said she feels that is still “stepping on the toes a little bit of local government,” but that as long as the state isn’t directing local land use then she can support the measure.

Still, the Colorado Municipal League, which represents cities and towns across the state, one of the most vocal opponents of the bill, hasn’t yet changed their position on the measure.

“We definitely think it’s a big step in the right direction,” said Kevin Bommer, executive director of CML.

But the organization won’t change its position unless the governor’s office and all sponsors commit to leaving the amendment intact.

“We want something that takes preemption off the table so we can start working together on shared goals,” Bommer said. “This amendment gets us pretty darn close.”

The original version of the bill was immensely complicated and aimed at increasing Colorado’s housing stock. Proponents hoped that would, in turn, drive down prices as supply got closer to meeting demand.

But municipal leaders have been furious about the prospect of having their hands forced by the governor and legislature. Republicans have been uniformly opposed to the bill, and a number of Democrats have been highly skeptical of the legislation.

If the amendment is adopted it would still have to be approved by the full Senate and the House. If the House were to try to restore the measure to its original form, the full Senate would have to approve the changes before sending the legislation to the governor.

Moreno said other bills passed by the legislature this session will improve Colorado’s affordable housing situation.

The legislature, for instance, is separately considering a bill that would unwind local housing growth caps and prevent any new caps from being implemented.

Senate Bill 213 isn’t the only affordable housing bill introduced in the legislature this year to fall apart. The Senate Housing and Local Government Committee on Tuesday night rejected **House Bill 1115**, which would have eliminated a prohibition on local governments enacting rent control policies.

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## Gov. Polis' housing proposal would allow duplexes, townhomes, ADUs across many cities in Colorado

 By Andrew Kenney and Nathaniel Minor · Mar. 22, 2023, 12:00 pm

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4min 33sec

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Four and six unit, rowhome-style buildings make up ProSera, a new Colorado Springs housing development geared to families making slightly too much to qualify for traditional affordable housing.

The Polis administration has laid out a sweeping plan that would explicitly allow more dense housing across Colorado’s increasingly expensive metropolitan areas and resort communities, even if residents and local elected officials object to it.

The “More Housing Now” proposal, revealed Wednesday, would be a significant shift in how Colorado’s cities and towns grow, and who has the ultimate power to shape that growth.

“We’re at a real inflection point here where we need a smart plan, in an inter-jurisdictional way, for more housing, for rent and for purchase, close to where jobs are and along transit lines with opportunities for people to get where they want to go,” Colorado Gov. Jared Polis said in an interview.

Polis’ proposal has the backing of environmental groups, affordable housing advocates, labor leaders, business interests and some local government officials. But it’s sure to draw stiff opposition from other local leaders who believe their long-held power over land use planning is sacrosanct.

## Big changes for big cities

The end of single-family-only zoning in the state’s largest cities, metro areas and mountain resort communities could happen [under the bill](#), which will soon be introduced and is being sponsored by Sen. Dominick Moreno, D-Commerce City, Rep. Iman Jodeh, D-Aurora, and Rep. Steven Woodrow, D-Denver.

So-called “Tier 1” cities would see the biggest impact from the Polis proposal. They include the state’s largest, such as Denver, Colorado Springs, Aurora, Fort Collins, Lakewood, Greeley, Boulder, Grand Junction, Pueblo and Arvada, plus smaller cities within large metro areas, like Castle Rock, Edgewater, Louisville, Windsor and Fountain. (See below for a full list.)

Those communities would have to allow the construction of “middle housing,” defined as townhomes and multiplexes with up to six units, as well as accessory dwelling units, on lots in all residential neighborhoods. (New single-family homes would still be allowed, too.)

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The bill would not require cities to actually build those denser options. But it would open the door for developers to propose and construct them much more easily.

neighborhood groups would lose much of their power to stop it.

Cities could still customize their codes, for example by adding design requirements.

“People take pride in their neighborhoods and in their communities, and part of that is in fact how they look,” Jodeh said. “Those standards are there to make sure that people can still do that.”

Cities would not be allowed to require parking for any of the denser “middle” housing types. Rather, the amount of parking per unit would be left to developers to decide.

“Why would we be ... forcing people to pay for parking who don't even have a vehicle themselves?” Polis said.



Andrew Kenney/CPR News

Gov. Jared Polis speaks in front of supporters of a land-use reform package on the steps of the Colorado State Capitol on March 22, 2023.

“Tier 1” cities also would have to allow and encourage denser development around rail stations, certain bus transit lines and commercial corridors. They could choose from policies like raising density limits and eliminating



5/18

The bill would not contain more funding to expand the state’s public transportation offerings, Polis said, though said he’s excited to “look at additional options we might have to support transit.”

“This bill is a different topic,” he said. “It’s about housing and enabling more customers to exist for transit.”

 [Could Colorado override local zoning codes to allow more density? It’s ‘part of the conversation’ as a major land use bill takes shape](#)

The bill also requires more planning by state and local governments to allow growth where the market demands it, Polis said. Tier 1, smaller “Tier 2” cities and high country resort areas would have to create housing plans to detail how they plan to address housing shortfalls and keep current residents from being priced out, with goals identified by the state.

Those areas would have to choose from a “menu” of strategies. Polis administration officials haven’t detailed those options yet.

If a local government fails to meet the “minimum standards” of the bill, the state would override local zoning rules and implement a standardized code instead. That standardized code would be developed by the state’s Department of Local Affairs.

“Local governments have the incentive to be proactive on this and make sure that they’re out in front, passing codes that meet the minimum standards but also make sense for their community,” Woodrow said.

The Polis proposal also would try to cut “red tape” by removing state-level regulations on housing, including:

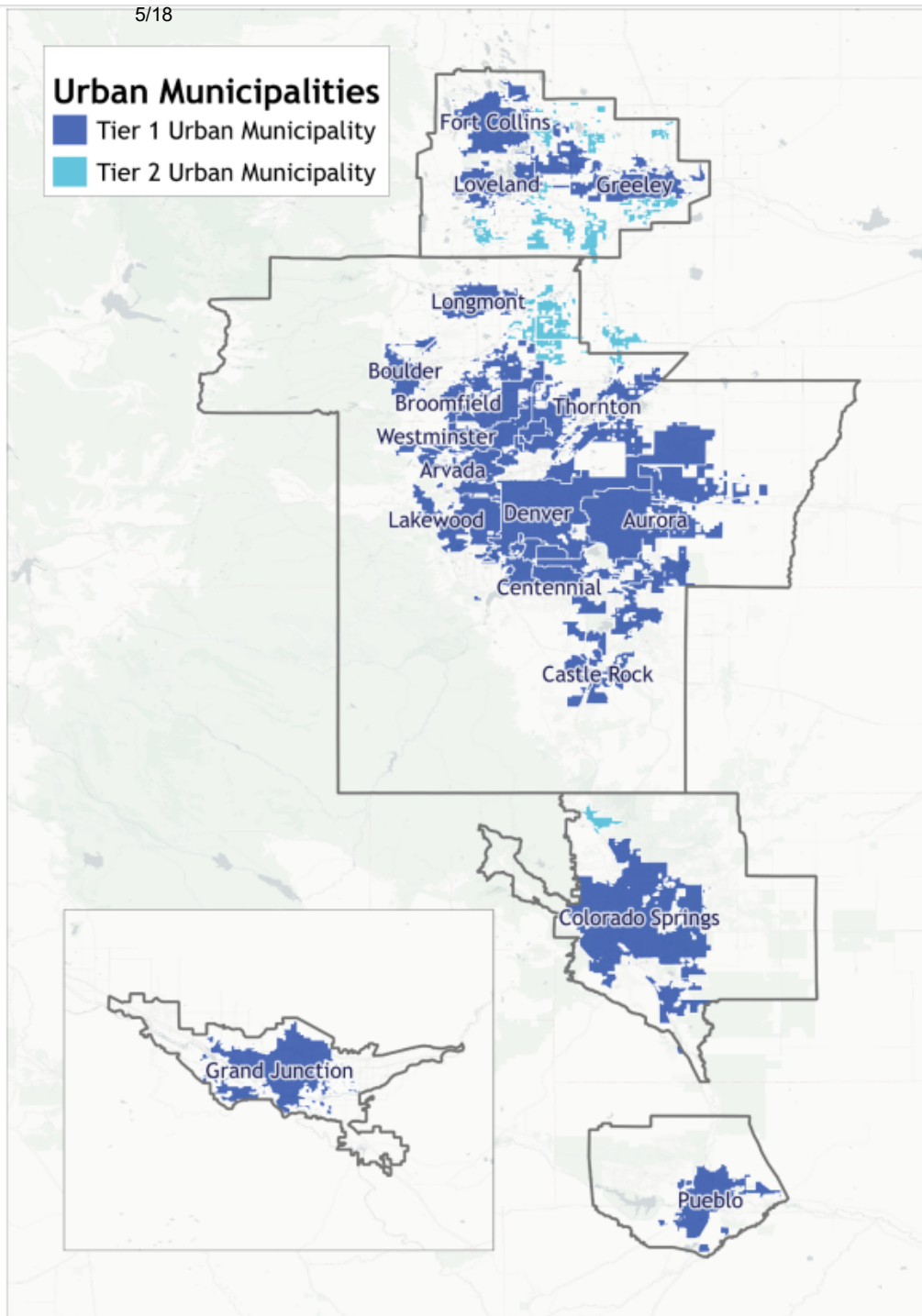
- Streamlining rules around manufactured homes
- Removing minimum housing unit size restrictions in urban areas, except for fire and building code standards
- Remove limits in state law on the number of unrelated people who can live together
- Eliminate the power of homeowners’ associations to keep out certain types of housing.

## Small cities and rural areas exempted

The bill is primarily focused on larger communities and resort areas. It will include various exemptions from the rules to reduce the impact on smaller cities and rural areas.

For example, mid-sized “Tier 2” municipalities would not face the requirement to allow triplexes and townhomes in all residential areas. They would, however, have to allow accessory dwelling units and be subject to the same removal of “red tape” regulations. Rural areas and the smallest cities would get even more exemptions.

This map lists communities by tier level, according to a document provided by Rep. Steven Woodrow:



Courtesy of Rep. Steven Woodrow.

Most affected communities in Colorado by Gov. Jared Polis' new housing proposal

This table shows which policies apply to each tier level, as described by Colorado Builds Better, a group involved in drafting the bill:

	Urban Municipalities Tier 1	Urban Municipalities Tier 2	Rural Resort Job Center Municipalities	Non-Urban Municipalities	Statewide (Counties, small munis)
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5/18 Assessments & Plans					
Allow Accessory Dwelling Units	X	X	X	X	
Allow Middle Housing (Duplexes, triplexes, multiplexes, townhomes)	X		<i>With additional flexibility</i>		
Encourage Transit Oriented Communities (rail)	X				
Encourage Development Along Key Corridors (bus transit, commercial corridors, etc.)	X		<i>With additional flexibility</i>		
Removing Square Footage Requirements, Occupancy Restrictions	X	X	<i>With additional flexibility</i>	X	<i>Occupancy restrictions only</i>
Strategic Growth Planning & Water	X	X	X	X	<i>Larger counties only</i>

[the debate over how to address Colorado's housing shortage](#) — Polis stressed the idea of flexibility, with cities getting multiple options to reach the overarching goal of increasing housing supply.

“Local governments need to step up and be part of the solution,” he said. “They can't just shift the burdens onto their neighboring jurisdictions and make themselves less affordable and put more traffic on the road, which we all wind up paying for in both air quality and lost productivity and time and traffic.”

Traditionally, local governments in Colorado have had the authority to make their own decisions about how to grow. For the last century or so, many of those decisions have resulted in suburban sprawl where commercial and residential zones are [mostly kept separate](#).

And some highly desirable communities, like Polis' [own hometown of Boulder](#), have added far more jobs than housing. That's all contributed to high housing costs, car dependency and long commutes, and the inefficient use of water and other resources, Polis said.

“We want to avoid becoming a place where the average home price is \$1 million in our major metro areas, where people have to live 45 minutes, an hour out from where their jobs are,” Polis said. “We've seen areas of the country that have gone that way. I don't think that's the Colorado way.”

A [recent paper](#) in the journal Urban Studies examined hundreds of zoning reforms enacted across the U.S. It found that when governments loosen development restrictions, there is “a statistically significant 0.8% increase in housing supply within three to nine years of reform passage,” with most of the units falling at the “higher end” of rents.



[Gov. Jared Polis makes housing a top priority in the first State of the State address of his second term](#)

Conversely, when governments restrict land uses, it results in higher rents and fewer affordable units, the study found.

Woodrow, a sponsor of the measure, said that the bill would boost the housing supply and people's property rights.

“When you do get that house with the picket fence, do you wanna have the right to put a dwelling unit in your backyard? This bill says, ‘Yes, you have that right. And local governments cannot interfere with it,’” he said.

The proposal will face stiff resistance from some local leaders. The Colorado Municipal League has criticized the overall idea, saying that cities are in a better position to make decisions and the state should support them.

“We just got the bill last night, so we're still going through the details,” CML Executive Director Kevin Bommer said in an interview. “But ... we know just from what has already been presented to us that it represents the most sweeping preemption of local land use and zoning authority that Colorado's probably ever seen. And certainly the biggest one in modern history.”

The Polis administration contends that it has spoken with scores of local leaders in developing the plan, and provided supportive statements from some of them.

communities have been leading on this issue for years, and we are happy that there is potential for statewide goals that align the entire state, while still respecting the differences in communities.”

Urban Municipalities Tier 1	Urban Municipalities Tier 2	Rural Resort Job Centers	Non-Urban Municipalities
<p><b>Denver region:</b> Arvada, Aurora, Boulder, Brighton, Broomfield, Castle Pines, Castle Rock, Centennial, Cherry Hills Village, Columbine Valley, Commerce City, Denver, Edgewater, Englewood, Erie, Federal Heights, Glendale, Golden, Greenwood Village, Lafayette, Lakewood, Littleton, Lochbuie, Lone Tree, Longmont, Louisville, Northglenn, Parker, Sheridan, Superior, Thornton, Westminster, Wheat Ridge</p> <p><b>North Front Range:</b> Greeley, Fort Collins, Loveland, Windsor</p> <p><b>Pikes Peak:</b> Colorado Springs, Fountain</p> <p><b>Grand Valley:</b> Grand Junction</p> <p><b>Pueblo Area:</b> Pueblo</p>	<p><b>Denver region:</b> Dacono, Fort Lupton, Firestone, Frederick</p> <p><b>North Front Range:</b> Evans, Berthoud, Johnstown, Tinmath, Eaton, Miliken, Severance</p> <p><b>Pikes Peak:</b> Monument</p>	<p>Aspen, Avon, Breckenridge, Crested Butte, Dillon, Durango, Frisco, Glenwood Springs, Mountain Village, Silverthorne, Snowmass Village, Steamboat Springs, Telluride, Vail, Winter Park</p>	<p>Alamosa, Brush, Canon City, Carbondale, Cortez, Craig, Delta, Eagle, Fruita, Fort Morgan, Gunnison, Gypsum, La Junta, Lamar, Montrose, Rifle, Sterling, Trinidad, Wellington</p>

*This table lists communities by tier level, according to a document provided by Rep. Steven Woodrow.*

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**Memorandum of Understanding (MOU)**  
**Between NWCCOG and Crystal River Wild and Scenic Feasibility Collaborative Chairs**

As of the latest date of execution of the MOU, this MOU is made effective by and between Northwest Colorado Council of Governments (NWCCOG), and the Pitkin County, Gunnison County, the Colorado River Water Conservation District, and the Town of Marble as chairs of the Crystal River Wild and Scenic Feasibility Collaborative.

1. **Purpose.** The purpose of this MOU is to establish roles and responsibilities for NWCCOG to serve as the fiscal agent for stakeholder coordination and facilitation for the Crystal River Wild and Scenic Feasibility Collaborative (W&S Feasibility Collaborative).
2. **Agreement period & termination.** This MOU shall commence as of the latest date of execution of the MOU, and is effective until either party provides written notice of a desire to terminate this MOU. Upon termination, any resources shall be returned to the contributing institution or party, less the fiscal sponsor's fees and approved invoices paid, as agreed to by all parties.
3. **Duties.**
  - a. In support of W&S Feasibility Collaborative, NWCCOG agrees to:
    - i. Serve as a fiscal sponsor for the W&S Feasibility Collaborative at an indirect rate of 4%.
      1. The indirect rate may be revised upon agreement of all parties due to a change in the resources required to complete fiscal sponsor responsibilities.
    - ii. Sign and execute on-time contracts with W&S Feasibility Collaborative consultants.
    - iii. Send out invoices for collection of committed contributions as directed by the W&S Feasibility Collaborative.
    - iv. Process consultant payments based upon terms of invoice.
    - v. Assign NWCCOG and Water Quality/ Quantity Committee (QQ) staff to serve as staff support to W&S Feasibility Collaborative administrative needs as related to the fiscal management of local government contributions (i.e., supplying documents needed to submit grant proposals, accounting and tax requirements of grants, etc.).
    - vi. Maintain ongoing and timely communication with W&S Feasibility Collaborative chairs, administrative support, and consultants.
  - b. W&S Feasibility Collaborative agrees to:
    - i. Submit invoicing requests and amounts to NWCCOG, who will invoice contributors according to its procedures.
    - ii. Approve consultant invoices before payment by NWCCOG.
    - iii. Submit any and all grant reports on behalf of NWCCOG, only after approval from NWCCOG.

- iv. Provide all grant/ contribution details, deadlines, applications, and reports to NWCCOG where NWCCOG action is needed.
- v. Maintain ongoing and timely communication with NWCCOG's Executive Director and QQ program staff.

**4. Terms of agency.**

a. Contractors.

- i. Any contractors hired are independent contractors with respect to NWCCOG, and not employees of NWCCOG. All contractors hired for W&S Feasibility Collaborative projects funded through NWCCOG must sign a contract with NWCCOG outlining the contractual relationship before NWCCOG will pay an invoice.
- ii. Contractors shall provide offices, computers, telephones, vehicles, and other such necessary equipment, supplies, and personnel to accomplish the successful completion of deliverables.

The parties below sign this MOU effective on the date and year written above.

---

Alyssa Shenk  
Chair, Northwest Colorado Council of Governments Council

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Name & Title:  
Pitkin County

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Name & Title:  
Gunnison County

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Name & Title:  
Colorado River Water Conservation District

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Name & Title:  
Town of Marble

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# Crystal River Wild & Scenic Feasibility Collaborative Facilitator Proposal

Submitted by:



Wellstone  
Collaborative  
Strategies



# Letter of Interest

Dear Selection Committee,

This unique and contentious opportunity to consider a wild and scenic river in Colorado deserves a team with a proven track record in handling some of the most contentious water issues and renowned expertise in public engagement. Better yet, it should bring a team with a local connection to the Crystal River. We are excited to be considered in serving this role.

Jacob Bornstein and Wendy Lowe bring more than fifty years of combined experience working on some of the most contentious water and natural resource issues in Colorado and the West. Jacob began his 13 years solely focused on Colorado and Western water issues right in the Roaring Fork Valley as the Land and Water Conservation Director for the Roaring Fork Conservancy and culminating in being the primary author and facilitator for Colorado's 2015 Water Plan. Since he began consulting in 2016, he's continued to work on Colorado water issues at the local and state level as well as other large scale and contentious environmental and natural resource projects. These range from Denver's Climate Action Plan to the Colorado Private Lands Conservation Plan. Jacob has also worked on a range of social sector projects, most notably in affordable housing and behavioral health. This provides added expertise in addressing the need for authentically engaging diverse and underrepresented voices. Jacob specializes in contentious stakeholder engagement environments.

Wendy equally brings a breadth and depth of experience, facilitating dozens of natural resource projects. She is also a world-renowned expert in public participation and engagement, serving as one of the primary trainers for the International Association for Public Participation. She is deeply dedicated to practicing in accordance with IAP2's Core Values, Code of Ethics, and Commitment to Equity. As a former board member, she led the Task Force that created and piloted the Professional Certification Program for public participation. She has helped hundreds of facilitators across the world grapple with difficult projects and brings that deep experience to this important effort.

While Wendy and Jacob each own their own Colorado businesses, P2 Solutions and Wellstone Collaborative Strategies, we believe joining forces will provide a stellar team to support the Crystal River Wild and Scenic River Feasibility Collaborative.

As you will see in our proposal, we suggest an approach that builds shared priorities and evaluates alternatives against those aims. We combine this with strong facilitation of the Steering Committee and broad engagement through two interactive summits and a survey. We know this issue has been contentious for decades, so we have our eyes wide open. Still, we believe that our combined skill sets will successfully yield buy-in and consensus for a set of solutions that protects both existing water users and one of Colorado's last undammed rivers.

Sincerely,

Wendy Lowe & Jacob Bornstein



Wellstone  
Collaborative  
Strategies

## Project Needs

Obtaining designation for inclusion in the National Wild and Scenic Rivers System is a somewhat complicated process. The first step entails demonstrating the rivers “eligibility” – an evaluation which examines the area between one-quarter of a mile of the high-water mark on both sides of a river for outstandingly remarkable values as defined by the Wild and Scenic Rivers Act. The next step entails evaluation for suitability, again meeting criteria defined in enabling legislation. Initiation of the second phase requires strong local interest or support and Congressional action. Although the Forest Service has pursued evaluation of the Upper Colorado River sections evaluated in 2002, it has not yet embarked on consideration of the Crystal River segments for suitability.

The Crystal River has passed the first step in the designation process. In 2002, a Final Environmental Impact Statement was prepared by the US Forest Service that evaluated all rivers within the boundaries of the White River National Forest. The EIS documents that four segments of the Crystal River met the criteria for eligibility, along with segments of Deep Creek, the Colorado River, the South Fork of the White River, and Cross Creek met eligibility criteria.

### Collaborative Stakeholder Processes

Collaborative stakeholder processes are our specialty. As conceived by the Crystal River Wild and Scenic Feasibility Collaborative, a stakeholder and public dialogue process is needed to evaluate community interest in pursuing lasting protection for the Crystal River. A multi-phase process will likely entail formation of a stakeholder group to

## Project Context

From its headwaters in the Maroon Bells-Snowmass Wilderness and White River National Forest to Carbondale, Colorado, it is easy to imagine that the Crystal River was named in honor of its crystal-clear waters and scenic setting. It begins where the North Fork Crystal River and South Fork Crystal River converge and flows east towards Crystal Mill and Marble before heading north along Highway 133, going through the Redstone Historic District area. Tributaries include Thomas Creek, Nettle Creek, Avalanche Creek, East Creek, Coal Creek, Hawk Creek, Hayes Creek, Big Kline Creek, Chair Creek, Yule Creek, and Lost Trail Creek. After approximately 40 miles, the free-flowing Crystal River flows into its first major agricultural diversion at the Sweet Jessup headgate before flowing into the Roaring Fork.

The valley's residents, multigenerational family ranches, and a thriving aquatic and riparian ecosystem depending on the clean water flowing through the Crystal.

For four decades, some residents have been interested in seeking designation for protection of the Crystal River under the Wild and Scenic Rivers Act. First signed into law by Congress in 1968, the Act preserves rivers with outstanding natural, cultural, and recreational values to preserve their free-flowing condition for the enjoyment of present and future generations. Just over 12,700 miles of 209 rivers in 40 states and Puerto Rico have been designated since 1968. That total is less than one-quarter of one percent of the nation's rivers.

Approximately 107,403 miles of river flow within the boundaries of the state of Colorado. Only 76 miles of the Cache la Poudre River has achieved designation as wild and scenic. That represents less than 1/10th of 1% of the state's river miles.

coordinate the effort and conduct fact finding and information gathering. To ensure success, the selected facilitator must engage the stakeholder group in adopting rules of engagement and meeting protocols to assure that all interested parties are treated with dignity and respect. To be successful, the stakeholder and public engagement process must include a diverse and representative range of perspectives and that processes will allow dialogue around aspirations and concerns. Expertise in river and riparian health and various potential protective designations will likely be needed to help ensure the group is fully informed of legal and technical considerations. Properly designed and facilitated, the process will bring all views to the table, including those that have been underrepresented in the past, to discover a fulsome range of perspectives upon which to build shared understandings and agreement around goals and strategies that all can support.

In most collaborative processes we use an interest-based planning approach. We work to clearly articulate the *Status Quo Scenario* and the *Ideal State Scenario*. The *Status Quo* articulates what would happen over the next 15 to 30 years if we continue on our current course. This highlights for the group the major challenges and concerns about the future. The *Ideal State* focuses on envisioning what in the world is different as a result of our decisions today in 15 to 30 years. We focus not on solutions, but on stakeholders' shared interests for the future. We can then develop these into criteria for identifying the best paths forward and ultimately in identifying a set of shared priorities among the group that addresses the core challenges identified in the Status Quo Scenario. The shared priorities serve as measurable goals for what should be accomplished. We find that this approach helps bring people together, ensures an informed path forward, and ultimately leads to consensus. See the next section for some other ingredients to overcome conflict and reach consensus in these types of projects.

## Conflict Management and Resolution

This is not the first time consideration has been given to the idea of seeking designation for the Crystal River. It is known that diverse perspectives exist and as a result, the potential for conflict will exist. Private landowners along the riverway are opposed to the involvement of the federal government and fear the possibility of encroachment on their private property rights. Widespread and increasing distrust of government, particularly the federal government, bolster that concern. Ongoing concerns about drought, climate change, and decreasing water supplies in the entire Colorado River basin contribute to concerns about water rights and how river protection might impact water adjudication challenges. Fears of development add to the potential for conflict.

The best prevention is to create an environment where differences of opinion are examined with curiosity, with a goal of understanding each unique viewpoint. A collective understanding,

informed by each contribution, and a commitment to respectful dialogue will prevent conflicts and help resolve them when they do arise.

In order to build not only consensus, but also broad implementation buy-in, a high integrity process that adheres to the tenants of contentious processes is vital (Bornstein & Gerzon, 2018). Based on research and our own experience, it takes several factors to keep a group of stakeholders productively at the table, especially if the topic and path forward is contentious.

These components include:

1. Relationship building that allows people to more actively listen and understand diverse perspectives.
2. A data informed process that ensures solutions are geared toward meeting the needs where they are greatest and based on shared factual understandings.
3. Developing a final package of solutions that incorporates the vision of all the stakeholders.
4. A high-integrity and inclusive process with a clear path forward.
5. External political and public pressure that keeps people at the table during a time-bound process.

We will work to incorporate each of these elements into our approach.

## Natural Resource Management Issues

As the selection committee is aware, natural resource management is often a balance of priorities across stakeholders and uses. To demonstrate some of our expertise in natural resource management, we wanted to share some initial thoughts on the Crystal River. In the case of the Crystal River, several sometimes competing uses are at play: environmental, agricultural, municipal, and recreational.

- **Environmental Uses:** The Crystal River and adjacent lands are home to a diverse set of aquatic and terrestrial plant and animal species. Many of these species depend on flushing flows in the spring and minimum flows in the late summer, fall, and winter. For the Crystal River, the instream flow water right held by the Colorado Water Conservation Board provides some protection for aquatic life.
- **Agricultural & Municipal Uses:** At the same time, the Crystal River is an important water source for both agricultural production and municipal water supplies. We recognize that agricultural water users are concerned about impacts to their water rights. For instance, there is concern that historical consumptive use may be impacted by management decisions or federal designation. Pitkin County, the Colorado Water Trust, and Cold Mountain Ranch just renewed an arrangement to support additional flows in the lower Crystal during low flow months, demonstrating the ability to overcome

challenges. If stakeholders are interested in creative solutions, in addition to shifting the timing of diversions, there are statutory protections in Colorado that could be applied to ensure protection of consumptive use when under a water conservation plan and there are further opportunities to maintain or even increase consumptive use while also reducing diversions through efficiencies. As indicated in the *Private Lands Conservation Plan* Wellstone Collaborative Strategies is finalizing this year, conservation easements can be an additional tool if written well to both protect agricultural production as well as allow flexibility to meet diverse water needs. Land trusts like Palmer Land Conservancy have been pioneering this effort.

- **Recreational Uses:** Last, but not least, are recreational uses. Primary river recreation uses include rafting and kayaking as well as fishing. In some cases, there are tensions between different recreational uses as well, as clearly demonstrated concerning reservoir releases in the Frying Pan River up valley.

This work also happens within the context of intensified Colorado River negotiations due to historically low water levels. Concerns about curtailment, whether voluntary or not, will likely weigh on the minds of stakeholders and there will likely be a need to understand federal designation or alternatives in the context of the strains on the Colorado River system.

Natural resource management inevitably also deals with a mix of public and private land and water managers and a host of laws and regulations that are often complex if not opaque. Frustration often arises when agencies are not clear about needs and these can seem to shift. Staff may be unavailable or not at the right level to make decisions and delays in getting answers can be aggravating to stakeholders. In this case, we've already mentioned several stakeholders who have a role in managing the Crystal River and the surrounding landscape: municipalities, counties, private landowners, land trusts, the Colorado Water Trust, and the state. Legal agreements, rules, regulations, stipulations, and statutes will all have a role to play in understanding the opportunities, ramifications, and limitations of wild and scenic designation as well as any alternatives. The federal government and particularly the U.S. Forest Service will also play a critical role in helping understand the potential impact of designation and any alternatives as it relates to protections in the White River National Forest.

While working for the Roaring Fork Conservancy, running the Colorado Watershed Network, and managing the basin roundtable and Interbasin Compact Committee (IBCC) process for CWCB, Jacob worked with stakeholders to balance natural resource management and explore win-win-win opportunities. In the final set of negotiations for Colorado's 2015 Water Plan, Jacob facilitated the IBCC, reaching consensus from conservative ranchers in NW Colorado to progressive environmentalists in Boulder. Denver Water, the River District, Northern Water



Conservancy District, and many others signed off as well. Both Jacob and Wendy routinely manage large- and small-scale processes grappling with challenging and contentious natural resource issues.

## Team Qualifications

With over three decades experience, Wendy routinely manages large- and small-scale public and stakeholder engagement programs within approved budgets and on schedule to meet client objectives, many on highly controversial issues. She has worked for federal, state, and local governments on topics ranging from radioactive waste management to biomass utilization and sensitive species conservation to livestock grazing. She achieved the status of Certified Professional Facilitator under the auspices of the International Association of Facilitators in 2006 and has been recognized as a Certified Public Participation Professional by the International Association for Public Participation (IAP2) since 2018. She has also been on the U.S. Institute for Environmental Conflict Resolution's roster of environmental facilitators since 2001. She is also licensed by IAP2 to deliver its 5-day foundations training in how to plan and implement effective public participation and trains approximately 200 people a year. A skilled facilitator, she specializes in creating collaborative spaces and empathetical, respectful processes to explore diverse perspectives.

Jacob is a leader in stakeholder engagement and collaborative strategy in the public and nonprofit sectors. Some of the project topics he's led at the local, state, and national levels include affordable housing, climate, climate justice, outdoor recreation, environmental conservation, water policy, behavioral health, Medicaid, education, and firearm death and injury. He is the Principal of Wellstone Collaborative Strategies, and a founding board member of the Civic Consulting Collaborative. After 22 years working with businesses, state and local government, nonprofits, and foundations, he specializes in uncovering the invisible threads that bind diverse and divergent stakeholders together to solve a challenge. Prior to consulting, Jacob was focused on western water for nearly a decade and half. This included serving as executive director of the Colorado Watershed Network and developing and facilitating Colorado's Water Plan for the Department of Natural Resources.

## Proposed Approach

We propose an interest-based approach that brings together the Steering Committee and stakeholders over a series of meetings and summits. Our version of interest-based collaborative strategy is grounded in several dozens of projects in highly contentious environments. We first work to build a shared vision of the future. This isn't "what" we will *do*, but what the ideal future looks like as a result of our work together. We contrast that with the Status Quo Scenario. In this scenario, we indicate what the future is likely to look like without any further action. This highlights challenges in a way that doesn't put stakeholder on the defensive and allows them to talk about these together. We then work to bridge the gap through strategy. Wild and scenic designation is one strategy to achieve the ideal state. We will test it against the shared priorities along with other alternatives. In the end, we expect a package of solutions that ensures that the core needs of each stakeholder at the table is met, even if not all their wants are. Together this package will be a conceptual consensus-based framework to protect the Crystal River moving forward and keep stakeholders whole. We've found that this approach yields consensus, especially if paired with the elements of successful processes indicated in the conflict Collaborative Stakeholder and Conflict Management Resolution sections.

Building upon the foundation of membership in the Crystal River Wild and Scenic Feasibility Collaborative, it is expected that a Steering Committee will be formed to conduct the work over the next year. The Steering Committee will be chaired by the local government members representing Pitkin County, Gunnison County, the Town of Marble, and the Colorado River Water Conservation District. It is expected that rest of the membership in the Steering Committee may be somewhat fluid initially to allow people not already involved to join, bringing as diverse a mix of perspectives as possible. To solicit values, aspirations, and concerns for incorporation into the Steering Committee's work, two community summits are planned. And immediately following the summits, two community surveys will be conducted to provide a voice for people who are not willing or able to participate otherwise. To supplement this overall process, listening sessions may be designed to solicit input from any key stakeholder perspectives, including under-represented voices are brought in.

Practically, this means that in the first year we will facilitate eleven monthly meetings of a Steering Committee, two community summits, and two rounds of community surveys and listening sessions. The summits, surveys, and listening sessions will be scheduled to support and inform the work of the Steering Committee. Agenda planning, meeting preparations, making necessary arrangements for expert presentations, facilitation, and meeting

documentation will be provided for all events in cooperation with the chairs of the Steering Committee and American Whitewater.

Nine of the steering committee meetings would be conducted online using Zoom. Proposed meeting objectives of the Steering Committee meetings are as follows:

- Kickoff Meeting with Steering Committee (in person) to begin the process of creating a shared vision for the future of the Crystal River and to support team building, develop and discuss and agree on meeting protocol, including decision making and conflict management processes.
- Meeting 2 to consider stakeholder perspectives (who needs to be in the room and who is missing) and what to do about missing voices for a fully collaborative process for envisioning the future.
- Meeting 3 to discuss plans for Community Summit 1, brainstorm who to invite, and begin drafting questions for Survey 1.
- Meeting 4 to review final plans for Summit 1 and agree on how to welcome new voices to the conversation
- Meeting 5 to discuss Summit #1 outcomes, refine the ideal and status quo scenarios, begin developing criteria based off this, and refine plans for community survey
- Meeting 6 to finalize criteria, discuss the results of Community Survey 1, and develop list of experts to invite to participate in Summit 2
- Meeting 7 to discuss plans for Community Summit 2
- Meeting 8 to continue planning for Summit 2 and Survey 2.
- Meeting 9 to discuss Summit 2 and finalize plans for Community Survey 2.
- Meeting 10 to discuss the results of Community Survey 2 and evaluate options in combination that best meet the criteria.
- Meeting 11 to draft a conceptual agreement about the best package of solutions and design the ongoing Steering Committee (to include representation of all perspectives) including meeting protocols (ground rules, decision making methods, conflict management methods)

In order to provide an opportunity for a broader cross-section of interested community members and stakeholders in the process of considering how to offer lasting protections for the Crystal River, we also propose two ½ day community summits. The summits would invite larger numbers of people to join key discussions and provide input to the Steering Committee.

A preliminary agenda for the first community summit, to be held in May 2023. Proposed objectives for the session would include:



- Welcome the broader community and provide an orientation to the Steering Committee and its statement of purpose
- Invite all to introduce themselves and share why they are interested in the conversation
- Define the Challenge: What should the community do to protect the Crystal River into the future?
- Participate in discussions about what the Crystal River means to our community, past, present, and future, including questions like:
  - What is most important or valuable to you about the Crystal River at this time?
  - What are your aspirations for the future of the Crystal River?
  - What are your biggest concerns about the Crystal River into the future?
- Share plans for moving forward, including management options to be explored
- Solicit suggestions for enhancing the planned approach using questions like:
  - What additional alternatives should be given consideration (beyond Wild and Scenic designation)
  - What criteria should be used to evaluate the various alternatives
  - Who needs to be included in this process going forward for us to consider the entire community's interests and concerns? In particular - looking around the room, who is missing?
- Discuss how the "best approach" should be identified and criteria for evaluating the alternatives

A preliminary agenda for the second community summit to be held in the month of September would include the following proposed objectives:

- Welcome the broader community and share the work conducted to date
- Receive presentations from experts on alternative approaches that could be taken to offer lasting protections for the Crystal River, including designation as a Wild and Scenic River
- Ask questions of the panelists
- Evaluate the alternatives using the criteria developed at Summit #1
- Participate in a facilitated dialogue about the results and next steps

It is expected that the Steering Committee will want to hear from an even broader cross-section of the community, including people whose lives prevent more active participation.

Accordingly, we propose to design and conduct two community surveys to solicit input from interested community members who are not able to attend the community summits. If necessary to hear from under-represented perspectives, we will also design and support

listening sessions in and around the towns of Crystal, Marble, Redstone, Carbondale, and the counties of Pitkin and Gunnison with additional targeted perspectives.

## Prior Experience on Similar Projects

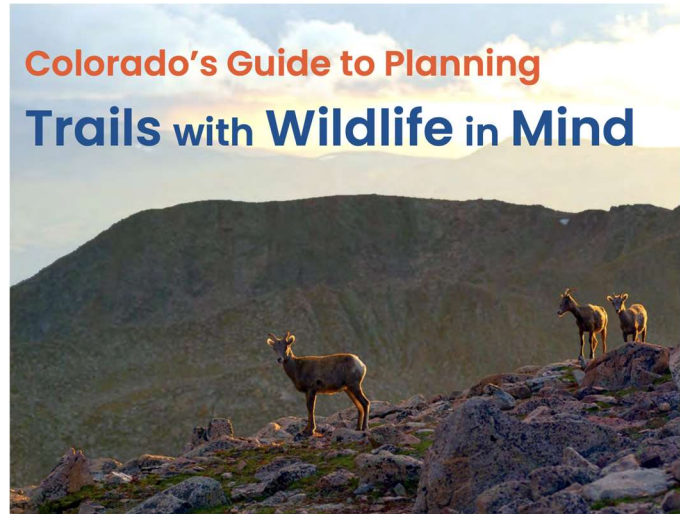
### Natural Resource Management Public Engagement & Facilitation Projects

Jacob and Wendy have extensive experience working on public engagement and facilitation projects focused on natural resource management. Recent relevant examples include:

**Western Slope Perspectives on Colorado River Demand Management:** Jacob was hired by the Colorado Water Conservation Board to reach out to local governments, producers, related businesses, chambers of commerce, and other stakeholders to understand perspectives on the Western Slope on how to best reduce consumptive water use to prevent curtailment of the Colorado River. While the resulting findings are confidential, Jacob found a path forward for demand management that would be acceptable to a broad range of stakeholders on the Western Slope through a series of interviews and regionally-based listening tours.

The voluntary and compensated curtailment of consumptive use (demand management) is one of the most controversial topics in Colorado Water. Overcoming the emotional angst associated with the topic in order to get to possible solutions was a huge challenge. Jacob was able to overcome this by taking the following steps. First, interviews were conducted with a broad range of stakeholders to understand the perspectives in a safe setting. These thought leaders were tapped to help bring together diverse stakeholders region by region. We also reached out to each of the Basin Roundtable Chairs, the Colorado River Water Conservation District, the Southwest Water Conservation District, and other key water leaders to let them know what was happening to ensure that there were no surprises and that we had their buy-in into the process. We ensured that across the regions of the Western Slope we had adequate representation of small, medium, and large communities, counties, water-adjacent businesses, agricultural producers, and other water users and interests. This meant a diverse range of perspectives in each region which allowed for productive conversations and opened doors to exploring new territory.

**Trails with Wildlife in Mind:** Jacob was hired by Colorado Parks and Wildlife to develop the guidance for trails while keeping wildlife in mind. The report is published on CPW's website and is available [here](#). Jacob facilitated a Task Force made up of federal, state, and local land managers and engaged diverse stakeholders. This included groups serving underrepresented and under-resourced communities. At the outset of the project, CPW told us that consensus would be impossible. However, by the end of the



process we reached enthusiastic support from each member of the Task Force. To achieve this, Jacob relied on the framework he developed after facilitating Colorado's 2015 Water Plan. He uses it high-conflict projects. The elements include 1) ensuring a high-integrity process that honors the voices of the stakeholders, 2) engender strong relationships among stakeholders, 3) ensure a data-driven approach, 4) develop a final package of solutions that meets everyone core needs, and 5) keep people at the table through strong leadership and a time-bound process.

**Santa Susana Field Laboratory Programmatic Agreement:** Under contract with the US Department of Energy, Wendy facilitated formal and informal consultations with Native American tribes with ancestral ties to the Santa Susana Field Laboratory. She facilitated a Tribal Consulting Parties group that advised the US Department of Energy during development of a Programmatic Agreement prepared in compliance with the National Historic Preservation Act. The Programmatic Agreement includes stipulations for avoiding, minimizing, and mitigating impacts on cultural resources (including culturally relevant natural resources) and archaeological sites that could be impacted by site cleanup. The Tribal Consulting Parties group includes representatives of one federally recognized and five state recognized tribes with ancestral ties to the site. The site of the cleanup has been declared a Sacred Site and a Traditional Cultural Property by the Federally recognized tribe. She also facilitated another group of consulting parties, including local historians, biologists, and archaeologists who were also informing the development of the Programmatic Agreement. Challenges included navigating challenging legal requirements while respecting indigenous cultural traditions. Wendy is highly skilled at respectful processes with Native Americans and always strives to ensure all participants are treated respectfully.

## Other Relevant Experience

The attached table provides brief descriptions of numerous projects facilitated by Jacob Bornstein and Wendy Lowe demonstrating experience and capabilities with relevance to the services sought. The table illustrates their experience working in various aspects which will be of relevance to the Crystal River effort, including:

- Designing and facilitating stakeholder and community engagement programs
- Conducting strategic planning
- Working on projects addressing natural resources and/or outdoor recreation issues
- Working knowledge of water rights issues, including Colorado water rights,
- Bringing necessary subject matter expertise in to support collaborative processes
- Working with groups of all sizes (ranging from ten to 700 participants, depending on the project needs)
- Addressing the specific requirements associated with areas with sensitive protected area designations
- Engaging with underserved communities.

One page bios for both Jacob Bornstein and Wendy Lowe are also attached.

## References

*Please notify us prior to contacting references so we can ensure a prompt response.*

**Fletcher Jacobs**, State Trails Program Manager, Colorado Parks and Wildlife, [fletcher.jacobs@state.co.us](mailto:fletcher.jacobs@state.co.us), 720.537.8894 (m). Fletcher was the primary contact for the Trails with Wildlife in Mind project and manages the Trails Program for CPW.

**Liz Babcock**, Climate Team Manager, City and County of Denver, [Elizabeth.babcock@denvergov.org](mailto:Elizabeth.babcock@denvergov.org), (773) 263-8299 (m). Liz was the primary point of contact for the Denver Climate Action Task Force for Denver and leads the climate team for Denver's Office of Climate Action, Sustainability, and Resiliency (CASR).

**Jan Brown**, retired, formerly with Fremont County, Idaho. [janbrown42@gmail.com](mailto:janbrown42@gmail.com) and 208-881-6338. Jan was Wendy's client for the Western Greater Yellowstone Consortium led by Fremont County, Idaho. The Consortium developed consensus on the Teton View Regional Plan for Sustainable Development to prioritize numerous inter-related efforts to enhance the sustainability and livability of the region. Ms. Lowe provided facilitation and public participation support for the entire project including six distinct public participation efforts. Prior to that position, while Jan served as Executive Director for the Yellowstone Business Partnership, Wendy facilitated two projects for YBP.

**Curtis Keetch**, District Ranger, White River Forest, [curtis.keetch@usda.gov](mailto:curtis.keetch@usda.gov), 307-745-2440 (o) and 970-366-0669 (m). Curtis is currently on a 4-month detail as Deputy Forest Supervisor for the Medicine Bow-Routt National Forest and Thunder Basin National Grassland in Laramie, WY. Curtis was a participant in the Upper Snake Sage Grouse Local Working Group, facilitated by Wendy for the Idaho Department of Fish and Game. The Local Working Group reached consensus on a conservation plan for sage grouse which was approved by 45 contributing authors, including Curtis.

## Budget

Jacob Bornstein of Wellstone Collaborative Strategies and Wendy Lowe of P2 Solutions propose to conduct the work described in our approach for \$50,000. That budget allows \$4000 in travel costs and the balance in labor. Our standard hourly rate is \$200 an hour. This proposed budget is based on the following assumptions:

- We will plan, facilitate, and document 11 monthly meetings for the Steering Committee
- We will plan, facilitate, and document two community summits for broader community engagement
- We will design and conduct two community surveys inviting input from community members not willing or able to participate in the Steering Committee and/or the community summits
- We will provide ongoing communication and coordination support to the extent possible within the approved budget
- We will conduct nine of the Steering Committee meetings online
- Two of the Steering Committee meetings (likely the first and last meetings) and the two community summits would be facilitated in person
- Travel expenses will not exceed \$4,000
- No other costs are included
- Implementing the scope of work as described above will not require more than 230 hours
- Meeting venues will be provided
- Expenses associated with bringing expertise to Steering Committee or summit meetings is not included.

# Relevant Experience

This table provides brief descriptions of numerous relevant projects to provide the selection team a sense of the breadth and depth of our experience for work similar to the needs of the Crystal River Wild and Scenic Feasibility Collaborative Facilitator. In addition, one page resume summaries are included.

Project Summary	Lead	Client	Stakeholder/ Community Engagement	Strategic Planning	Natural Resource / Outdoor Recreation	Water Rights Issues	Subject Matter Experts in Collaborative Processes	Dexterity with Groups of All Sizes	Sensitive Protected Area Designation	Engagement with Underserved Communities
<b>Colorado’s Water Plan.</b> Developed and managed stakeholder process and facilitated statewide committee and 9 regional groups to consensus on actions for the water plan. Managed all content of the plan and was lead author for ½ of it.	Jacob	Colorado Water Conservation Board	✓	✓	✓	✓	✓	✓	✓	✓
<b>Colorado’s Private Lands Conservation Plan.</b> Facilitated consensus-building focused on conservation of private lands, climate resiliency, and JEDI (justice, equity, diversity, & inclusion) principles	Jacob	Keep It Colorado	✓	✓	✓	✓	✓	✓		✓
<b>Pacific Crest Trail Strategic Plan.</b> Launching plan across the entirety of the Pacific Crest Trail and for the association and forest service.	Jacob	Pacific Crest Trail Association	✓	✓	✓		✓	✓	✓	✓
<b>Trails with Wildlife in Mind</b> Facilitated task force and developed guide for how to balance trail development and wildlife.	Jacob	Colorado Parks and Wildlife	✓	✓	✓		✓	✓	✓	✓
<b>Denver Climate Action Plan.</b> Task Force facilitation, community engagement, and plan development, including how to fund the plan through a sales tax that was adopted by voters.	Jacob	City & County of Denver: Climate Action, Sustainability, and Resiliency Office	✓	✓	✓		✓	✓		✓



Project Summary	Lead	Client	Stakeholder/ Community Engagement	Strategic Planning	Natural Resource / Outdoor Recreation	Water Rights Issues	Subject Matter Experts in Collaborative Processes	Dexterity with Groups of All Sizes	Sensitive Protected Area Designation	Engagement with Underserved Communities
<b>Southwest Water Conservation District Strategic Plan.</b> Facilitated board, staff, and stakeholders in developing strategic plan	Jacob	Southwest Water Conservation District	✓	✓	✓	✓	✓		✓	
<b>Western Greater Yellowstone Consortium.</b> Facilitated consortium meetings and all public involvement in interrelated efforts during development of the Teton Regional Plan for Sustainable Development	Wendy	Four-county consortium led by Fremont County, Idaho	✓	✓	✓			✓	✓	✓
<b>Western Slope Perspectives on Demand Management.</b> Stakeholder engagement to understand perspectives on how to reduce consumptive water use on the Colorado River	Jacob	Colorado Water Conservation Board	✓	✓	✓	✓	✓			✓
<b>Affordable Housing &amp; Behavioral Health Transformational Task Forces.</b> Resulted in prioritized and strategic spending on over \$1B in investments	Jacob	Colorado General Assembly	✓	✓			✓	✓		✓
<b>Alliance of Nurses for Healthy Environments.</b> Led strategic planning and climate change theory of change development	Jacob	Alliance of Nurses for Healthy Environments	✓	✓	✓		✓			✓
<b>Energy Water Nexus.</b> Facilitated two-day workshop convened to bring researchers from Idaho National Laboratory, research universities, and federal and state agencies to identify and prioritize research needs related to energy and water impacts of climate change in the Pacific Northwest	Wendy	Idaho National Laboratory	✓	✓		✓	✓	✓		
<b>Idaho Wildlife Summit.</b> Designed and facilitated 3-day summit attended by 650 stakeholders focused on wildlife	Wendy	Idaho Department of Fish and Game	✓		✓		✓	✓		✓

Project Summary	Lead	Client	Stakeholder/ Community Engagement	Strategic Planning	Natural Resource / Outdoor Recreation	Water Rights Issues	Subject Matter Experts in Collaborative Processes	Dexterity with Groups of All Sizes	Sensitive Protected Area Designation	Engagement with Underserved Communities
conservation, featuring expert presentations, dialogue, and key-pad polling										
<b>Sage Grouse Local Working Groups.</b> Facilitated five different groups to consensus on conservation plans for sensitive species	Wendy	Idaho Department of Fish and Game	✓		✓		✓	✓		✓
<b>Steens Mountain Advisory Council.</b> Facilitated board providing consensus advice related to recreation, wilderness, wildlife, wild horse, and water management in planning area surrounded by a vibrant agricultural community with a designated wilderness area and the Donner und Blitzen Wild and Scenic River	Wendy	Bureau of Land Management	✓		✓		✓	✓	✓	
<b>Vegetation Restoration Forum.</b> Facilitated two-day summit addressing vegetation treatments on the Grand Staircase-Escalante National Monument, including expert panel and field trip	Wendy	Bureau of Land Management	✓		✓		✓	✓	✓	
<b>Western Wyoming/ Eastern Idaho Biomass Utilization Group.</b> Facilitated collaborative group on community-based strategy for utilizing biomass resulting from mechanical forest restoration treatments on public land	Wendy	US Forest Service and others	✓	✓	✓		✓	✓		
<b>Colorado Watershed Network.</b> Served as Executive Director	Jacob	Colorado Watershed Network	✓	✓	✓	✓				
<b>Department of Transportation and Infrastructure Advisory Board.</b> Facilitating advisory board approved by voters to advise Denver's transportation and infrastructure policies	Jacob	City & County of Denver: Dept. of Transportation and Infrastructure	✓	✓			✓			✓



Project Summary	Lead	Client	Stakeholder/ Community Engagement	Strategic Planning	Natural Resource / Outdoor Recreation	Water Rights Issues	Subject Matter Experts in Collaborative Processes	Dexterity with Groups of All Sizes	Sensitive Protected Area Designation	Engagement with Underserved Communities
<b>Eastern Idaho Aspen Working Group.</b> Facilitated consensus to identify areas in need of restoration, consider treatment alternatives, and prioritize restoration projects	Wendy	Idaho Fish and Game and US Forest Service	✓	✓	✓		✓			
<b>Groundwater U.</b> Designed and facilitated education program designed to increase public knowledge about groundwater, groundwater contamination, and remediation alternatives	Wendy	US Department of Energy	✓		✓		✓	✓		
<b>Soil Treatability Investigation Group.</b> Facilitated stakeholder group overseeing investigation of options	Wendy	US Department of Energy	✓		✓		✓	✓		
<b>West by Northwest: Carnivores and Connectivity.</b> Facilitated workshop to identify and prioritize linkage habitats for large carnivores (grizzly and black bear, wolf, wolverine, and mountain lion) and agree on how to work together across jurisdictional boundaries, to better protect linkage areas	Wendy	Wildlife Conservation Society		✓	✓		✓		✓	
<b>Wildlife Refuge Friends Group Retreat.</b> Facilitated three day retreat for Friends Groups from 14 National Wildlife Refuges in Idaho, Washington, Oregon, California, and Nevada	Wendy	US Fish and Wildlife Service	✓		✓			✓	✓	
<b>Biodiversity &amp; Rural Land Use Design Team.</b> Facilitated development of credits for inclusion in green building certification system for Greater Yellowstone area	Wendy	Yellowstone Business Partnership	✓		✓				✓	
<b>Boulder Open Space Agricultural Program.</b> Facilitated listening sessions to solicit input on agricultural leasing program lease rates and lease renewal process	Wendy	Boulder Open Space & Mountain Parks Department	✓			✓		✓		

Project Summary	Lead	Client	Stakeholder/ Community Engagement	Strategic Planning	Natural Resource / Outdoor Recreation	Water Rights Issues	Subject Matter Experts in Collaborative Processes	Dexterity with Groups of All Sizes	Sensitive Protected Area Designation	Engagement with Underserved Communities
<b>Idaho National Laboratory Citizens Advisory Board.</b> Facilitated consensus board developing advice related to cleanup program addressing radioactive and hazardous contamination	Wendy	US Department of Energy	✓				✓			✓
<b>Island Park Sustainable Fire Community.</b> Facilitated collaborative working group developing strategic priorities related to fire-adapted communities near Yellowstone National Park, response to wildfire, and resilient landscapes	Wendy	US Forest Service and others	✓	✓				✓		
<b>Landowner Appreciation Program.</b> Solicited input from private landowners whose property provides habitat for game species	Wendy	Idaho Department of Fish and Game	✓		✓			✓		
<b>Portneuf Watershed Advisory Group.</b> Facilitated consensus advice during the revision of the Total Maximum Daily Load (TMDL) for the Portneuf River sub basin	Wendy	Idaho Environmental Quality	✓			✓				✓
<b>Programmatic Agreement.</b> Facilitated six Tribes through process to develop Programmatic Agreement in compliance with the National Historic Preservation Act to protect natural and cultural resources during environmental cleanup in a Sacred Site	Wendy	US Department of Energy	✓						✓	✓
<b>Sodium Reactor Experiment Accident Symposium.</b> Designed and facilitated symposium sharing expert opinion about a historical reactor meltdown and impacts of the accident	Wendy	US Department of Energy	✓				✓	✓		



## Jacob Bornstein

### Project Lead

**Years of Experience: 22**

#### Areas of Expertise

Adaptive Strategic Planning

Facilitation

Stakeholder Engagement

Community Engagement

Youth Supports

Organizational Development

Natural Resources

Climate Change

Health Systems

Behavioral Health

Process Design

Impact investing

Team Management

Qualitative Analysis

Quantitative Analysis

#### Education & Certifications

M.S. in Biology from the  
University of Massachusetts, 2003

B.S. in Philosophy, minor in  
physics from Hampshire College,  
1998

Community Learning Model  
certification, Civic Canopy, 2019

Certified Project, Wet, Wild and  
Learning Tree Facilitator, 2006

Certified Six Sigma Black Belt  
(scientific & stat methods), 1999

## Summary

Jacob is a leader in stakeholder engagement and collaborative strategy in the public and nonprofit sectors. Some of the project topics he's led at the local, state, and national levels include affordable housing, climate, climate justice, outdoor recreation, environmental conservation, water policy, behavioral health, Medicaid, education, and firearm death and injury. He is the Principal of Wellstone Collaborative Strategies, and a founding board member of the Civic Consulting Collaborative. After 22 years working with businesses, state and local government, nonprofits, and foundations, he specializes in uncovering the invisible threads that bind diverse and divergent stakeholders together to solve a challenge. Prior to consulting, Jacob was focused on western water for nearly a decade and half. This included being the executive director of the Colorado Watershed Network and developing and facilitating Colorado's Water Plan for the Department of Natural Resources.

## Selected Relevant Project Experience

**Colorado's Private Lands Conservation Plan:** Led the team that extensively worked with stakeholders to develop the plan through consensus for the land trust community and its partners. The work ensured that two major elements were incorporated into the plan: JEDI (justice, equity, diversity, and inclusion) as well as climate resiliency.

**Trails with Wildlife in Mind:** Led a team that facilitated a task force of land managers at the local, state, and federal levels to develop guidance for how to best balance recreational trails with wildlife. The work also included significant stakeholder engagement, including organizations that support people of color in the outdoors.

**Denver Climate Action Task Force and Public Engagement:** Project lead and facilitator to develop Denver's 2020 climate action plan, which includes mitigation, adaptation, and resiliency. This is a 26-member task force using innovative public engagement methods to build the plan. In addition to the action plan, funding mechanisms were recommended, the largest of which was passed by the voters and formed a new climate office and its ability to implement the plan.

**Affordable Housing & Behavioral Health Transformational Task Forces:** Led a five-member team to facilitate two task forces to transform each of these systems. They included members of the general assembly, the governor's cabinet, and stakeholders. The result was prioritized and strategic spending of over \$1B of investments.

**Alliance of Nurses for Health Environments:** Jacob led the strategic planning and climate change theory of change development for the Alliance of Nurses for Healthy Environments, a national nonprofit based in Washington, D.C. A significant portion of this work included interviewing national leaders in equity and the environment across the country and bringing their recommendations into ANHEs strategic planning process.

**Colorado's Water Plan:** Managed and developed the stakeholder process for Colorado's Water Plan. Facilitated the statewide 30+ member committee and reached consensus on the final set of actions for the water plan across the statewide group and nine regional groups. Approximately 375 stakeholders were part of the process and represented interests from oil and gas to recreation and the environment and from cities to agricultural producers. As part of this work, pioneered the first statewide scenario and adaptive plan approach to addressing water needs for all sectors. A central component was adaptation to climate impacts on water resources. This process also incorporated 33,000 public comments and input.





*Wendy Green Lowe*

*Owner, P2 Solutions*

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## **Certified Professional Facilitator**

## **Certified Public Participation Professional**

## **Board Member, International Association for Public Participation (IAP2), USA Affiliate**

## **Licensed Trainer, IAP2**

## *Customers*

Art Museum of Eastern Idaho  
Bonneville County United Way  
Bonneville Joint School District 93  
Bureau of Land Management  
City of Boulder  
City of Englewood  
City of Fort Collins  
City of Longmont  
Fremont County, Idaho  
Friends of Camas National Wildlife Refuge  
Greater Yellowstone Coordinating Committee  
Heart of the Rockies Initiative  
Idaho Department of Lands  
Idaho Environmental Quality  
Idaho Falls Chamber of Commerce  
Idaho Falls School District 91  
Idaho Fish & Game  
Idaho Health & Welfare  
Museum of Idaho  
US Air Force  
US Department of Energy  
US Environmental Protection Agency  
US Fish and Wildlife Service  
US Forest Service  
Western Greater Yellowstone Consortium  
Wildlife Conservation Society  
Yellowstone Business Partnership

## *Education*

University of Colorado at Denver, Ph.D.  
coursework Graduate School of Public Affairs

Indiana University, Bloomington campus,  
Master of Public Affairs

University of California, Santa Barbara,  
Bachelor of Arts in Environmental Studies

Advanced training in facilitation, consensus-  
building, collaboration, active listening,  
conflict management, dealing with outrage

## *Qualifications*

P2 Solutions owner Wendy Green Lowe specializes in providing public participation services for government agencies and non-governmental organizations seeking public input for decision-making processes. She specializes in facilitating respectful collaborative processes to take full advantage of diverse perspectives and designing and implementing public participation programs for controversial public issues.

Ms. Lowe has over 30 years experience in group process facilitation and public participation support. She is also licensed to deliver the International Association for Public Participation's flagship Foundations Training. She has worked professionally in Alaska, California, Colorado, Idaho, Montana, Nevada, New Mexico, Oregon, Utah, Washington, Wyoming, and Alaska, and less extensively in several eastern states, the District of Columbia, Canada, and Australia.

## *Recent Projects*

- Designed and facilitated various public participation activities in support of the City of Boulder's Alpine-Balsam area planning process
- Strategic public participation support related to hazardous and radiological cleanup at US Department of Energy's Energy Technology & Engineering Center near Los Angeles, CA, including consultation with six Native American tribes
- Facilitated meeting for City of Fort Collins involving waste haulers to discuss an Interagency Agreement between the City and Larimer County for a new landfill
- Facilitated Advisory Panel and conducted community survey for a place making and wayfinding study for the City of Englewood
- Facilitated a stand-alone meeting for the City of Longmont focused on improving the safety of sky-diving operations at the municipal airport
- Facilitated a three-day retreat for Friends groups associated with 14 National Wildlife Refuges and Fish Hatcheries in Idaho, Washington, Oregon, California, and Nevada.
- Moderated a formal public hearing for the US Department of Interior's Office of Surface Mining Reclamation and Enforcement in Denver, Colorado
- Public involvement support at the Bunker Hill Mining and Metallurgical Complex Superfund Site located in Northern Idaho's Coeur d'Alene River Basin
- Facilitated workshop involving 40 Native American tribes and senior leadership of the US Department of Energy
- Facilitated public processes for the City of Boulder's Open Space and Mountain Parks Department including listening sessions related to agricultural leasing
- Facilitated four-year collaborative process to develop a regional plan for sustainable development for a consortium of four Idaho and Wyoming counties, seven cities, the Bureau of Land Management, US Forest Service, & Yellowstone Business Partnership
- Facilitated public participation process to support identification of long-term solutions to population growth faced by two school districts in eastern Idaho
- Designed and facilitated a three-day Idaho Wildlife summit for 650 people in seven locations to discuss how to leave a wildlife legacy for future generations
- Facilitated Western Wyoming/Eastern Idaho Biomass Utilization Group to develop a collaborative, community-based strategies for implementing economically viable methods for utilizing woody biomass resulting from mechanical forest restoration treatments on public lands in eastern Idaho and western Wyoming
- Facilitated five Sage-Grouse Local Working Groups to consensus on conservation plans for Idaho Fish and Game
- Facilitated listening session on bear baiting in grizzly habitat for Idaho Fish and Game

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## Follow-up on Budget

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**Jacob Bornstein** <jacob@wellstonestrategies.com>

Fri, Dec 16, 2022 at 10:52 AM

To: Kelly McNicholas Kury <kelly.mcnicholas@pitkincounty.com>, Laura Makar <laura.makar@pitkincounty.com>, wendy <wendy@p2-solution.com>

Hello Kelly and Laura,

Wendy and I very much enjoyed meeting you yesterday and are excited to get this project launched!

We took a careful look at the budget, and agreed to donate any additional travel time, but would like our additional travel expenses covered. When adding an additional five times to come out, for a total of 7 out of 11 steering committee meetings plus another two times for the summits. That adds an additional \$5,000 of hard costs. This includes mileage, hotel, and per diem.

We are hoping that this additional fee can be worked out. Alternatively, we can discuss reducing scope, such as one of the surveys. Another option would be that when the opportunity presents itself, we may be able to head home after the meeting, and can save on hotel expenses.

Lastly, we wanted to discuss scheduling in January to see if a date had already been set. We have a preference for Thursdays in general. That said, the fourth Thursday Wendy is in Salt Lake City for work. We are curious if the 19th would work.

Thank you so much and please let us know if you have any questions, concerns, or see other opportunities to reduce the budget.

All the best,  
Jacob & Wendy

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*Jacob Bornstein*, Principal & Owner

Pronoun he, him, hi

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**Wellstone  
Collaborative  
Strategies**





# PROGRAM UPDATES

**To:** NWCCOG Council  
**From:** NWCCOG Staff  
**Date:** May 18, 2023  
**Re:** Program Updates

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The following are events of note occurring since the August 2022 NWCCOG Council meeting.

## **Administration/Regional Business** – *Jon Stavney, Executive Director*

The Recap of the EDD summit is contained in the EDD section of the Packet and is worth reading. DOLA declined to grant fund the event this year for the first time in 4-5 years, but CHFA and other sponsors stepped up so that including registration fees, we covered the cost of food and the pavilion.

NWCCOG monitored SB23-213 amendments and comments primarily through calls to state and county leadership and regular check-ins with Margaret at CAST due to the RRJC classification targeting their membership more directly than ours, and CAST having continued after the Mountain Migration Report in 2022 with a standing housing committee, they were better positioned to represent NWCCOG Members to whom the bill most directly pertained. That said, I spend a significant amount of time monitoring. I was very grateful for the leadership CAST showed in this effort. Margaret said it absorbed nearly all of her time for close to 2 months. In recapping with Kevin Bommer, discussions at CCMA and since with Margaret and others, there was a sense that the legislature at the Governor's behest may come back around next year. The perception among some front range sponsors of the bill is that the mountain communities had undue influence in tanking the bill and that they will try again. In those conversations, it appeared that there may be a role for NWCCOG to encourage or sponsor some **regional housing studies** as in our worksheds. Andy Hill at DOLA has said that she has been directed to draft language for sending funding through DOLA to COGs for such activities. That is yet to be announced. I would like to discuss what role we might play.

## UPDATE: Executive Director Activities

- Prep and Emcee for Regional Economic Summit May 4<sup>th</sup> (30 hrs.)
- CCCMA Conference and State Broadband Summit Attendance
- Completed Town Manager Review for Avon (15 hrs.)
- Facilitated Staff Leadership Retreat for Avon (5 hrs.) –(Hit Max Annual for Avon with Council Retreat)
- Facilitated Council Retreat for City of Glenwood Springs (15 hrs.)
- Acting Mobility Manager (4-6 hrs. per week)
- **Request to apply for CHFA Board of Directors –monthly +rtrt**
- Drafted and Published 5 Manager Insights Newsletters weekly

I continue to work weekly with Insights Collective, specifically at this point since we went under contract following OK at the previous NWCCOG Council meeting for project development. I am working closely with Chris Cares from RRC on developing a survey tool to distribute among our membership and “test” a number of the metrics for further proof of concept before honing a survey to go out to the general public.

## **Regional Grants Navigator** – *Jonathan Godes/Regional Grants Navigator Coordinator*

Notable Notices of Funding (NOFO's)

Promoting Resilient Operations for Transformative, Efficient, and Cost-Saving Transportation (PROTECT) Program - Deadline August 18th

To improve the resiliency of surface transportation systems to climate change and extreme weather events. There are three categories of funding.

- Planning Grants (\$100,000 - no max)
- Resilience Improvement Grants (\$500,000 - no max)
- Community Resilience and Evacuation Route Grants (\$500,000 - no max)

#### Wildlife Crossings Pilot Program (WCPP) – Deadline Aug 1<sup>st</sup>

To save lives, prevent serious injuries, and protect motorists and wildlife by reducing WVCs, and improve habitat connectivity for terrestrial and aquatic species. Reduction of wildlife-vehicle collisions and improvement of terrestrial and aquatic habitat connectivity are the primary merit criteria that will be used in reviewing applications, and each of the primary merit criteria are of equal importance. Both Construction Project and Non-Construction Project Grants are available.

Awards – 15-50 grant awards between \$200,000 - \$20,000,000 with 60% dedicated to rural areas.

#### Safe Streets and Roads for All (SS4A) – Deadline July 10<sup>th</sup>

To support planning, infrastructure, behavioral, and operational initiatives to prevent death and serious injury on roads and streets involving all roadway users, including pedestrians; bicyclists; public transportation, personal conveyance, and micromobility users; motorists; and commercial vehicle operators.

Two categories of funding

- Planning and Demonstration Grants. Awards between \$100,000- \$10 million
- Implementation grants. \$2.5 - \$10 million

#### Outreach

I am currently working with smaller NWCCOG communities to identify opportunities both with Federal IIJA and IRA sources while also serving as a resource and referral for other state and regional funding opportunities such as DOLA, Prop 123 and CDOT. I am looking forward to helping larger organizations by being a resource initial grant selection and for completed grant reviews.

#### **Economic Development District (EDD) – Rachel Lunney, Director Program**

##### **2023 Regional Economic Summit**

The 2023 Regional Economic Summit was held on May 4 at the Silverthorne Pavilion. There were 87 attendees, of which 13 were speakers. Initial feedback on the event was positive, including that connections were made between communities working on similar-focused projects, and between funders and those seeking funding for certain projects. The day included sessions on regional economy, supporting the workforce, supporting business community, the healthcare industry, and “forces at play” in our resort communities. An email was sent out seeking feedback for next years’ event. We will have a debrief at the May 25 EDD board meeting, but feedback is welcome at anytime – [rtuyn@nwccog.org](mailto:rtuyn@nwccog.org).

Special thanks to our speakers and sponsors! All materials from summit can be found here:

<https://www.nwccog.org/nwccog-regional-economic-summit-2023/>.

##### **2023 Regional Workforce Housing Report**

This report which is an update to the 2019 report is well on its way. It will contain information on workforce housing efforts in NWCCOG and CAST communities. The report is planned to be completed by Fall 2023.

##### **Statewide Collaboration**

There are several efforts underway currently to encourage more statewide collaboration on economic development efforts, for which NWCCOG EDD has been invited to participate in, including:

(1) Development of Statewide CEDS – the EDA is working with DOLA and OEDIT to develop a statewide Comprehensive Economic Development Strategy (CEDS). EDDs from across the state have been asked to participate in this effort to ensure that the planning that has gone into the development of regional CEDS, gets incorporated into the statewide CEDS. EDD Director participated in a meeting of EDDs from across the state on 12, and provided input into the statewide CEDS including reporting on the goals, objectives, and strategies contained in the NWCCOG EDD CEDS. (2) DOLA Roadmaps Project – COVID was the impetus for this project in which OEDIT and DOLA Resiliency Office offered technical assistance to form regional teams and develop resiliency plans. This

effort was funded by the EDA. The NWCCOG Region's communities are actually in five different "Roadmap" regions. EDD Director attended a workshop on May 2 in which all Roadmap teams were invited (there are 16 statewide). Our region now has five different Roadmap plans, so it will be beneficial to overlay those plans with the regional CEDS in order to identify synergies and avoid duplication of efforts. Discussion on this overlaying exercise will be discussed at a future EDD board meeting. (3) EDA Policy Academy – the state of Colorado was chosen as one of six states selected to participate in a policy academy run by the Center for Regional Economic Competitiveness (CREC) to boost the success of economic development initiatives by aligning state and regional strategies and actions. NWCCOG EDD was invited to participate in this effort; the kick-off meeting was April 17.

## Other

EDD Director participated in the EDA Denver Regional Conference April 10-12 in Denver.

## Vintage – Erin Fisher, Director

**FREE**

**JUNE 15, 2023**

**CAREGIVER**  
*Seminar*

Guest speaker  
**KIM MOONEY**

**THE MOST IMPORTANT THINGS IN MY LIFE**

Join us for our capstone caregiver series presentation by Thanatologist, Kim Mooney.

In this presentation, through stories, discussion and exercises, we'll look at how some of the funniest, hardest and most serious things we've gone through can fuel our passion for living out loud.

**Details**

When: June 15th @ 9am-12pm  
Where: Glenwood Springs Community & Rec Center  
100 Wulfsohn Rd, Glenwood Springs, CO 81601

Registration Required by June 1st for lunch:

- Online: [www.vintage.com/2023-caregiverseminar](http://www.vintage.com/2023-caregiverseminar)
- Questions or to register by phone: 970-665-0041

Need ASL Interpretation? Let us know by June 1st.  
Email: [efisher@nwccog.org](mailto:efisher@nwccog.org)

Free Grab and Go Lunch & Goodie Bag included!  
RSVP by June 1st.

Sponsored By:

## Aging Unbound: Celebrating Older Americans Month

May is a very special month for older adults living in the United States because this is when we celebrate Older Americans Month (OAM), led by the Administration for Community Living. The theme for May 2023 is *Aging Unbound*, which provides a great opportunity to recognize the breadth of experiences that older adults possess. It's also a great time to examine aging stereotypes.

This year, the theme of Aging Unbound challenges us to look at aging in a new way. Rather than viewing this stage of life as one of frailty and loss, Aging Unbound encourages us to celebrate the diversity of the aging experience. Check out our [Facebook Page](#) to see our Aging Unbound video series on social media.



**Elevator Inspection Program (EIP)** – David Harris – Director

New hires are in training. Program continues to grow and produce significant revenues above projections.

**Northwest Loan Fund (NLF)** – Anita Cameron, Director

Continues to review a number of loan opportunities in process. Should have no trouble in 2023 spending all of the state allocation and perhaps more. This is encouraging according to Anita that businesses are opportunistically expanding in spite of the rising interest rates.

**Northwest Region Healthcare Coalition (NWRHCC)** – Carmen Flores, Readiness and Response Coordinator

**Grant progress:** Since the last grant update, the NWRHCC has updated our Coalition's Preparedness Plan and we have written a Radiation Annex to our Response Plan. To test our new Radiation Annex, we hosted a Radiation "tabletop" exercise, where our partners are presented with a radiation emergency incident and we talk through what our response would look like as a healthcare system.

**HCC Program Sustainability:** In March 2023, the Colorado Department of Public Health & Environment notified us that we will be receiving a funding increase for the fiscal year beginning July 2023 that totals to an increase of around \$18,000. Additionally, the NWRHCC has experienced some staffing changes over the last few months with the addition of the Assistant Readiness and Response Coordinator (RRC). Our Coalition staff now includes a Readiness & Response Coordinator, Assistant RRC, and Clinical Advisor. Our Clinical Advisor position was recently filled by Olivia Scheele, who is a Registered Nurse and the Director of Infection prevention at Memorial Regional Health.

**Response(s):** The NWRHCC is currently concerned about the potential impacts of flooding throughout the Northwest Region. Although none of our major hospitals are nervous about flooding at their facilities, the consequences of community flooding will inevitably impact our healthcare partners, so we are tracking flooding and providing planning resources as needed.

**Water Quality & Quantity Committee (QQ)** – Torie Jarvis, Director and **Watershed Services & Summit Water Quality Committee (SWQC)** –

Torie provides summaries after each QQ meeting. If you don't receive these but would like to, let Talai or Torie know so they can add you to the list.

### **Broadband Program** – *Nate Walowitz, Regional Broadband Coordinator*

#### **Broadband Highlights – May 2023**

Local broadband efforts continue in communities across the NWCCOG region as well as statewide on behalf of DOLA to provide technical assistance in support of local broadband efforts.

#### **Community meetings of note:**

In the Roaring Fork valley, both Snowmass Village and Town of Basalt are awaiting significant fiber builds that will connect these communities. DOLA is partially funding this construction and materials.

Eagle County has identified that broadband in Dotsero needs improvement. After working with their consultant HR Green, they have chosen to work with Vero Broadband to provide improved broadband services in the community. Project THOR was offered and rejected by Eagle County because Vero Broadband has existing connectivity to Dotsero.

Working with Grand, Clear Creek, Gilpin and other foothills counties and towns providing Broadband technical assistance for the DOLA Resilience and Recovery Project. This has expanded to a project in partnership with DRCCOG to help these communities submit a grant application to the CBO for middle mile and last mile solutions. Nate Walowitz has reached out to a few of the ISPs in these communities and they would be willing to cooperate with community efforts.

Clear Creek County meetings about their numerous fiber to the premise and local middle mile fiber projects to support Fiber to the Premise and wireless broadband options in Idaho Springs, Georgetown, Empire, Dumont, Evergreen, and St Mary's. This work includes program review, fiber, broadband services and wireless tower leasing advisory.

Clear Creek County has had 3 Lumen 911 outages in the past month and a half. As soon as this occurred, the Clear Creek County Sheriff's Office had 911 calls redirected to their PSAP administrative virtual phone numbers which operate on Project THOR. Project THOR was not affected by the Lumen fiber cuts. Nate Walowitz and Clear Creek County are having ongoing conversation with Lumen/CenturyLink offering Lumen/CenturyLink access to Project THOR from both the East and West into Georgetown to act as a backup connection so 911 calls continue seamlessly to Clear Creek County and their 911 callers. This serves as another example of mission critical nature of the Project THOR network to our mountain communities. This could be duplicated across our other communities.

Town of Eagle has soft launched a Town of Eagle branded wireless broadband service through a partnership with Aspen Smart Networks. They launched this service because in some locations in town there is no affordable broadband available, especially in their downtown business district and other locations. The service has launched with a \$60/month for up to 600 Mbps rate plan with up to 2 GB upload and download plans available. The wireless system installed is also supporting Town of Eagle for other town functions including water tank and well monitoring, irrigation management at the town park, internet along the Eagle River. These broadband services use the town's Project THOR connections for resilient broadband service to Denver.

Town of Eagle standalone Meet Me Center at public works will have Project THOR equipment installed and integrated when the new NWCCOG/Project THOR network hardware arrives.

#### **Other Meetings:**

The Colorado Broadband Office has issued their 5 year Broadband Roadmap. This provides details on strategies they have developed to achieve their goal of deploying broadband to 99% of Colorado households.

<https://drive.google.com/file/d/1dexRO7TJc3xQxTuxbmrRNjl9Do2TNNHJ/view>

Conversations with Estes Park's ISP, Trailblazer, related to backing up their front range transport connections to Denver leveraging Project THOR with reciprocal benefits to Project THOR through their network. March - October 2023 their forward connection will be down for replacement, so their connection to Project THOR will be pressed into service as needed.

#### **Project THOR**

Executed IRU agreement between NWCCOG and Holy Cross Energy on behalf of the Roaring Fork Broadband Fiber Project. The participating local governments needed NWCCOG to act as a coordination point for management and operation of this regional fiber project. The fiber project will serve communities between Glenwood Springs and Aspen and Snowmass Village and provide This project is awaiting local fiber work to complete final connectivity.



NWCCOG has signed a 3 year contract with VistaBeam who provides wireless and fiber services to Walden and the North Park Schools. This will serve the North Park Schools and assist VistaBeam in serving communities in Jackson County.

NWCCOG has signed a 3 year contract with Vero Broadband for Project THOR to provide protected transport services in Copper Mountain and Town of Eagle. Nate Walowitz and Summit County staff previously worked with the Copper Mountain Metro District to help them support a provider other than Lumen provide improved broadband to Copper Mountain. In Eagle, Project THOR will connect Vero's existing (acquired) fiber network in Eagle and Gypsum to improve their ability to deliver high quality broadband to their existing and new subscribers. I am also working on additional request to build out and provide services at Town of Avon as well.

DOLA Broadband Grant - NWCCOG continues to leverage our no-match DOLA grant, to enhance our network equipment with Ekinops. When complete, this equipment will result in a significant expansion of network capabilities by 200%, greater reliability, US based 24x7 support for 40% lower cost, and no need to replace equipment for 10 - 15 years. The new network equipment will be delivered and installed in June-July 2023.

Nate is engaged in continuing conversations with Strata Networks to gain affordable access to a reliable network backup path to Salt Lake City. If the network loses Denver, all network traffic will still be able to connect to the internet in Salt Lake City. This is an item that is of growing importance to our Project THOR Stakeholders, customers and ISPs.

Price quotes have been obtained and Nate awaits approval from the Project THOR stakeholders to order this service.

#### **Energy Program** – *Nate Speerstra, Manager*

The Weatherization Assistance Program (WAP) will wrap up its 22/23 grant at the end of June. There are 68 jobs that are finished, 36 jobs in progress, and 19 jobs that have been audited. The contracted number of units for the grant is 119 and we are hopeful that Energy Program staff can complete the contracted number. The Colorado Energy Office (CEO) has sent out a Quarter 3 Metrics Report for all the sub-grantees across the state. According to these metrics our production rate is a little bit better than the state-wide average. We are leading the state in targeting propane and electrically heated homes. The driving factor for targeting these homes is that the fuel costs associated with them are much higher than heating with natural gas. 38% of our total production this year has been on propane or electrically heated homes. The state-wide average is 14%. Another metric that CEO is tracking is estimated energy savings which is measured in mmBtus (million Btus). The goal that CEO set for energy savings was 23.8 mmBtus. The Energy Program is leading all agencies in the state with an average of 39.7 mmBtus saved per home. The Energy Program CEO has started doing follow up surveys on evaluating our clients' experience with the WAP. 700 clients responded to the survey and state-wide results include: 81% rated their service provider as Exceeding Expectations with 55% rating it as Outstanding. With regards to quality of work done on the home again 81% rated the work at the highest two levels of ranking- Exceeding Expectations or Outstanding.

The CARE program and the ReEnergize program have been restructured some since last year. CARE now has a dedicated crew in each office and a dedicated manager. The ReEnergize program also has a dedicated person and crew. The production goals for this year are similar to last year's. The Crisis Intervention Program has worked on 73 homes already this year. Last year we didn't get to 73 jobs until sometime in August so there was a definite increase in no-heat emergencies this year.

We have filled three positions for Energy Efficiency Technician positions in the last couple months and will be hiring a **Workforce Development Manager** at the end of May. Her name is Darcy Owens and she has a perfect background for shaping this new position. Recruiting and retaining staff will be her main goals with an emphasis on finding suitable employees for the Gypsum office.



May 2, 2023

TO: CHP Contacts

FROM: Marissa Gaertner, CTSI Benefits Manager

RE: COVID-19 Emergency Relief Ending

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The COVID-19 Public Health Emergency (PHE) will end on May 11, 2023.

With the COVID-19 PHE ending, CHP will continue to cover the following:

- COVID-19 Vaccines will continue to be reimbursed without cost-sharing when administered by in-network providers and pharmacies
- COVID-19 Testing will continue to be reimbursed for in-network providers, but cost-sharing will apply similar to other lab-services
- Most telehealth flexibilities will remain in place as part of ongoing benefit coverage

Please note that the above are subject to plan parameters depending on which plan you are enrolled in for any cost sharing. SBC's and Plan Documents are available at [www.ctsi.org](http://www.ctsi.org).

If you have any questions or concerns, please contact your CHP Benefits Administrator.

Thank you!

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**County Technical Services, Inc.**

**Administration & Loss Control**

Phone: (303) 861-0507  
Fax: (303) 861-2832

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Phone: (303) 861-0507 1 (800) 544-7868  
Fax: (303) 861-1022



## Safe and Secure Investment Choices for Local Government Funds

Colorado Surplus Asset Fund Trust (CSAFE) provides two Local Government Investment Pool (LGIP) funds offering short-term and intermediate-term investments for local government cash and reserves. The CSAFE funds eliminate the need or complexity for governments to select and manage individual market investments. CSAFE funds do not offer a mechanism of guarantee or zero risk. However, there are many layers of structure and oversight enabling a high level of safety and security.

### Safety – Liquidity - Yield

Safety, a foundation of CSAFE funds, is a fundamental priority. Liquidity of CSAFE funds is also a high priority. The funds are structured to give investors immediate or next-day access to their funds. The portfolios have specific liquidity guidelines for the underlying investments and the liquid nature of each investment including daily and weekly targets. The CSAFE funds are managed to offer competitive yields within the marketplace at or exceeding appropriate benchmarks.

### Governing Documents

CSAFE Trust was established by an Indenture of Trust in 1988. The Indenture establishes the Trust and sets guidelines for the overall governance and operation of the Trust and its funds. The indenture is acknowledged by each participating investor government entity when establishing an account. Changes to the Indenture of Trust are ratified by a vote of all participants. The Information Statement catalogs the many guidelines and operational standards of the underlying portfolios and the nature of investing and transaction with the funds.

### Board of Trustees

CSAFE Trust is governed by a Board of Trustees comprised of finance professionals with investment responsibility from participant investor local governments. The Board meets quarterly and reviews financial reports, policies and has oversight over the various service providers. A primary focus of the board is the safety and security of the CSAFE funds.

### Colorado Revised Statutes

CSAFE funds maintain continual compliance with Colorado Revised Statutes, including C.R.S. 24-75-601 regarding investment of public funds; and C.R.S. 24-75-701 regarding Local Government Pooling. The funds also comply with C.R.S. 11-10.5-101, Public Deposit Protection for deposits in any commercial banks.

### Investment Policy

CSAFE Funds' Investment Policies dictate the allowed investments in the underlying fund portfolios including limits on maturity, exposure and quality. The highest priorities of the policies are safety and liquidity followed by yield.

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## Ratings Agencies

The CSAFE Cash fund is rated AAmmf by Fitch Ratings, the highest principal stability fund rating available from Fitch. Strict requirements govern the composition, maturity, and type of investments. The CSAFE Colorado CORE Fund is rated AAAf/S1 by Fitch Ratings. Fitch measures the overall credit risk as well as the fund's shadow Net Asset Value sensitivity to changes in market interest rates, credit spreads, and other market risk factors. Fitch applies robust analysis annually prior to assigning the ratings designations.

## Portfolio Management

The underlying investment portfolios are professionally managed by a team of experienced investment professionals who have dedicated many career years directly in government investment portfolio investing and management. The team includes portfolio managers and robust credit analysis functions.

## Colorado Division of Securities

The Colorado Division of Securities examines the CSAFE Funds on an annual basis. This analysis focuses on the safety and security of the funds. The Division is the regulator of LGIPs in Colorado.

## Third Party Audit

CSAFE funds undergo an annual financial audit by a recognized CPA firm with abundant experience auditing Local Government Investment Pools.

## Stress Tests

Principal Stability Fund Rating Sensitivity Matrix stress testing is administered monthly on the CSAFE funds. The tests indicate the degree of fund stability as the funds are applied with hypothetical increases and decreases in market interest rates, concurrent with potential fund redemptions elapsing a short period of time.

## GASB Adherence

The CSAFE Cash fund adheres to Government Accounting Standards Board (GASB) Statement 79. The Colorado CORE fund adheres to GASB Statements 72 and 31. These statements dictate liquidity guidelines as well as market valuation and risk tolerance.

## Record-keeping and Fund Administration

Online computer access to client accounts is maintained by a secure login encrypted using an Entrust security platform. Account transactions are only available to authorized users.



**5975 S. Quebec St. • Ste 330 • Centennial, CO 80111**

**303-296-6340 • 800-541-2953**

***csafe.org***



March 24, 2023

Board of Directors  
Northwest Colorado Council of Governments  
Silverthorne, Colorado

We are engaged to audit the financial statements of the governmental activities and each major fund of Northwest Colorado Council of Governments as of and for the year ended December 31, 2022. Professional standards require that we communicate to you the following information related to our audit. We will contact you to schedule a meeting to discuss this information since a two-way dialogue can provide valuable information for the audit process.

**Our responsibility under Auditing Standards Generally Accepted in the United States of America, *Government Auditing Standards*, and Title 2 U.S. Code of Federal Regulations Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards* *Financial statements, internal control, and compliance***

We will conduct our audit in accordance with auditing standards generally accepted in the United States of America (U.S. GAAS); the standards for financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States; and audit requirements of Title 2 U.S. Code of Federal Regulations Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards* (Uniform Guidance). Those standards require us to be independent of the entity and to meet our other ethical responsibilities, in accordance with the relevant ethical requirements relating to our audit. Those standards also require that we exercise professional judgment and maintain professional skepticism throughout the planning and performance of the audit. As part of our audit, we will:

- Identify and assess the risks of material misstatement of the financial statements and material noncompliance, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinions. The risk of not detecting a material misstatement or a material noncompliance resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. However, we will communicate to you in writing any significant deficiencies or material weaknesses in internal control relevant to the audit of the financial statements that we identify during the audit that are required to be communicated under U.S. GAAS and *Government Auditing Standards*.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the financial statements, including the amounts and disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.



- Conclude, based on the audit evidence obtained, whether there are conditions or events, considered in the aggregate, that raise substantial doubt about the entity's ability to continue as a going concern for a reasonable period of time.
- Form and express opinions about whether the financial statements prepared by management with your oversight are fairly presented, in all material respects, in conformity with accounting principles generally accepted in the United States of America.
- Plan and perform the audit to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with U.S. GAAS and the standards for financial audits contained in *Government Auditing Standards* will always detect a material misstatement when it exists. Misstatements, including omissions, can arise from fraud or error and are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the financial statements.
- Perform, as part of obtaining reasonable assurance about whether the financial statements as a whole are free from material misstatement, tests of the entity's compliance with provisions of laws, regulations, contracts, and grant agreements that have a material effect on the financial statements. However, the objective of our tests is not to provide an opinion on compliance with such provisions and we will not express such an opinion in our report on compliance issued pursuant to *Government Auditing Standards*.
- Provide a report (which does not include an opinion) on internal control over financial reporting and on compliance with the provisions of laws, regulations, contracts, and grant agreements, noncompliance with which could have a material effect on the financial statements, as required by *Government Auditing Standards*.
- Obtain an understanding of internal control over compliance relevant to the audit in order to design audit procedures that are appropriate in the circumstances and to test and report on internal control over compliance, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control over compliance. However, we will communicate to you in writing any significant deficiencies or material weaknesses in internal control over compliance that we identify during the audit that are required to be communicated.
- Plan and perform the audit to obtain reasonable assurance about whether material noncompliance with the applicable compliance requirements occurred. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with U.S. GAAS, *Government Auditing Standards*, and the Uniform Guidance will always detect material noncompliance when it exists. Material noncompliance can arise from fraud or error and is considered material if there is a substantial likelihood that, individually or in the aggregate, it would influence the judgment made by a reasonable user of the report.

- Perform tests of controls over compliance to evaluate the effectiveness of the design and operation of controls that we consider relevant to preventing or detecting material noncompliance with the direct and material compliance requirements applicable to each major federal award program. However, our tests will be less in scope than would be necessary to render an opinion on those controls and, accordingly, no opinion will be expressed in our report on internal control issued pursuant to the Uniform Guidance.
- Consider internal control over compliance with requirements that could have a direct and material effect on a major federal program in order to determine our auditing procedures for the purpose of expressing our opinion on compliance and to test and report on internal control over compliance in accordance with the Uniform Guidance.
- Perform tests of transactions and other applicable procedures described in the “OMB Compliance Supplement” for the types of compliance requirements that could have a direct and material effect on each of the entity’s major programs. The purpose of these procedures will be to express an opinion on the entity’s compliance with requirements applicable to each of its major programs in our report on compliance issued pursuant to the Uniform Guidance. While our audit will provide a reasonable basis for our opinion, it will not provide a legal determination on the entity’s compliance with those requirements.
- Provide a report on internal control over compliance related to major programs and express an opinion (or disclaimer of opinion) on compliance with federal statutes, regulations, and the terms and conditions of federal awards that could have a direct and material effect on each major program in accordance with the Uniform Guidance.
- Communicate significant matters related to the financial statement audit that are, in our professional judgment, relevant to your responsibilities in overseeing the financial reporting process. However, we are not required to design procedures specifically to identify such matters.
- Communicate circumstances that affect the form and content of the auditors’ report.

Our audit of the financial statements does not relieve you or management of your responsibilities.

***Supplementary information in relation to the financial statements as a whole***

Our responsibility for the schedule of expenditures of federal awards (SEFA) accompanying the financial statements, as described by professional standards, is to evaluate the presentation of the SEFA in relation to the financial statements as a whole and to report on whether the SEFA is fairly stated, in all material respects, in relation to the financial statements as a whole. We will make certain inquiries of management and evaluate the form, content, and methods of preparing the SEFA to determine whether the SEFA complies with the requirements of the Uniform Guidance, the method of preparing it has not changed from the prior period, and the SEFA is appropriate and complete in relation to our audit of the financial statements. We will compare and reconcile the SEFA to the underlying accounting records used to prepare the financial statements or to the financial statements themselves.

Because we were engaged to report on the supplementary information accompanying the financial statements, our responsibility for other supplementary information accompanying the financial statements, as described by professional standards, is to evaluate the presentation of the supplementary information in relation to the financial statements as a whole and to report on whether the supplementary information is fairly stated, in all material respects, in relation to the financial statements as a whole. We will make certain inquiries of management and evaluate the form, content, and methods of preparing the information to determine whether the information complies with accounting principles generally accepted in the United States of America, the method of preparing it has not changed from the prior period, and the information is appropriate and complete in relation to our audit of the financial statements. We will compare and reconcile the supplementary information to the underlying accounting records used to prepare the financial statements or to the financial statements themselves.

#### ***Required supplementary information***

With respect to the required supplementary information (RSI) accompanying the financial statements, we will make certain inquiries of management about the methods of preparing the RSI, including whether the RSI has been measured and presented in accordance with prescribed guidelines, whether the methods of measurement and preparation have been changed from the prior period and the reasons for any such changes, and whether there were any significant assumptions or interpretations underlying the measurement or presentation of the RSI. We will compare the RSI for consistency with management's responses to the foregoing inquiries, the basic financial statements, and other knowledge obtained during the audit of the basic financial statements. Because these limited procedures do not provide sufficient evidence, we will not express an opinion or provide any assurance on the RSI.

#### **Planned scope and timing of the audit**

An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements; therefore, our audit will involve judgment about the number of transactions to be examined and the areas to be tested.

Our audit of the financial statements will include obtaining an understanding of the entity and its environment, including internal control, sufficient to assess the risks of material misstatement of the financial statements and to design the nature, timing, and extent of further audit procedures. Material misstatements may result from (1) errors, (2) fraudulent financial reporting, (3) misappropriation of assets, or (4) violations of laws or governmental regulations that are attributable to the entity or to acts by management or employees acting on behalf of the entity. We will generally communicate our significant findings at the conclusion of the audit. However, some matters may be communicated sooner, particularly if significant difficulties are encountered during the audit where assistance is needed to overcome the difficulties or if the difficulties may lead to a modified opinion. We will also communicate any internal control related matters that are required to be communicated under professional standards.

Although our audit planning has not been concluded and modifications may be made, we have identified the following significant risk(s) of material misstatement as part of our audit planning:

- Management override of controls
- NFL loans

As a result of unexpected events, changes in conditions, or the audit evidence obtained from the results of audit procedures performed, we may need to modify the overall audit strategy and audit plan and, thereby, the resulting planned nature, timing, and extent of further audit procedures, based on the revised consideration of assessed risks.

We expect to begin our audit in March 2023 and issue our report in June 2023.

### **Other planning matters**

Recognizing the importance of two-way communication, we encourage you to provide us with information you consider relevant to the audit. This may include, but is not limited to, the following items:

- Your views about the following matters:
  - The appropriate person(s) in the entity's governance structure with whom we should communicate.
  - The allocation of responsibilities between those charged with governance and management.
  - The entity's objectives and strategies and the related business risks that may result in material misstatements.
  - Matters you believe warrant particular attention during the audit and any areas for which you request additional procedures to be undertaken.
  - Significant communications between the entity and regulators.
  - Other matters you believe are relevant to the audit of the financial statements.
- The attitudes, awareness, and actions of those charged with governance concerning (a) the entity's internal control and its importance in the entity, including how those charged with governance oversee the effectiveness of internal control, and (b) the detection or the possibility of fraud.
- The actions of those charged with governance in response to developments in law, accounting standards, corporate governance practices, and other related matters, and the effects of such developments on, for example, the overall presentation, structure, and content of the financial statements, including the following:
  - The relevance, reliability, comparability, and understandability of the information presented in the financial statements.
  - Whether all required information has been included in the financial statements, and whether such information has been appropriately classified, aggregated or disaggregated, and presented.
- The actions of those charged with governance in response to previous communications with the auditor.

- Your understanding of the risks of fraud and the controls in place to prevent and detect fraud, including your views on the following matters:
  - The “tone at the top” conveyed by management.
  - The risk that the entity’s financial statements or schedule of expenditures of federal awards might be materially misstated due to fraud.
  - Programs and controls that the entity has established to mitigate identified fraud risks or that otherwise help to prevent, deter, and detect fraud.
  - How and how often you review the entity’s policies on fraud prevention and detection.
  - If a fraud hotline is in place, how it is monitored and how you are notified of allegations or concerns.
  - How you exercise oversight of management’s processes for identifying and responding to the risks of fraud and the programs and controls management has established to mitigate those risks.
  - The risks of fraud at the entity, including any specific fraud risks the entity has identified or account balances, classes of transactions, or disclosures for which a risk of fraud may be likely to exist.
  - Examples of fraud-related discussions management has had with you.
  - Any actual or suspected fraud affecting the entity or its federal award programs that you are aware of, including measures taken to address the fraud.
  - Any allegations of fraud or suspected fraud (e.g., received in communications from employees, former employees, grantors, regulators, or others) that you are aware of.
  - Any knowledge of possible or actual policy violations or abuses of broad programs and controls occurring during the period being audited or the subsequent period.
  - Any accounting policies or procedures applied to smooth earnings, meet debt covenants, minimize taxes, or achieve budget, bonus, or other financial targets that you are aware of; and whether you are aware of any accounting policies that you consider aggressive.
- How you oversee the entity’s (1) compliance with laws, regulations, and provisions of contracts and grant agreements, (2) policies relative to the prevention of noncompliance and illegal acts, and (3) use of directives (for example, a code of ethics) and periodic representations obtained from management-level employees about compliance with laws, regulations, and provisions of contracts and grant agreements.
- Whether you are aware of any noncompliance with laws, regulations, contracts, and grant agreements, including measures taken to address the noncompliance.



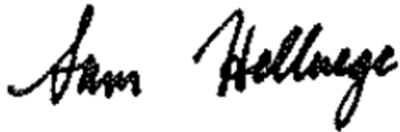
- If the entity uses a service organization, your knowledge of any fraud, noncompliance, or uncorrected misstatements affecting the entity's financial statements or federal award programs reported by the service organization or otherwise known to you.

\* \* \*

This communication is intended solely for the information and use of the Board of Directors and management of Northwest Colorado Council of Governments and is not intended to be, and should not be, used by anyone other than these specified parties.

Sincerely,

**CliftonLarsonAllen LLP**

A handwritten signature in black ink that reads "Sam Hellwege". The signature is written in a cursive, flowing style.

Sam Hellwege, CPA  
Principal  
303-439-6082  
Sam.Hellwege@CLAconnect.com

**2023 Super Call CDOT FTA 5310 Mobility Management and Operating Awards**

<b>Agency</b>	<b>Project Type</b>	<b>Project Description</b>	<b>Award Amount</b>
Durango, City of	Rural MM	Durango Transit 2023 Mobility Management	\$ 74,972
Mesa County RTPO	Small Urban MM	Mesa County Mobility Management Program	\$ 62,628
Montrose County Senior Citizens Transportation, Inc. (All Points Transit)	Rural MM	Regional Mobility Management at All Points Transit	\$ 113,260
Neighbor to Neighbor Volunteers	Rural MM	San Luis Valley Transit Network Project	\$ 32,600
North Front Range Transportation & Air Quality Council (NFRMPO)	Rural MM	Larimer & Weld Rural Mobility Management	\$ 28,968
North Front Range Transportation & Air Quality Council (NFRMPO)	Small Urban MM	Urban Weld County Mobility Management	\$ 117,300
Northwest Colorado Council of Governments (NWCCOG)	Rural MM	Mobility Management Programs (Ongoing)	\$ 75,260
Southeast Colorado Enterprise Development, Inc. (SECED)	Rural MM	SETran Regional Mobility Management/Facilitation	\$ 60,452
Via Mobility Services	Small Urban MM	Mobility Management for Older Adults & People with Disabilities	\$ 584,704
<b>Mobility Management Total</b>			<b>\$ 1,150,144</b>
Community Connections, Inc.	Rural Operating	Transportation Access for SWCO's Developmentally Disabled Adults	\$ 27,300
Developmental Disabilities Resources Center (DDRC)	Rural Operating	DDRC Supportive Transportation	\$ 140,000
East Central Council of Governments (ECCOG)	Rural Operating	Dynamic Dimension Inc. Operating Funds	\$ 30,612
HopeWest	Rural Operating	HopeWest PACE Transportation Operations	\$ 50,000
Mountain Family Center	Rural Operating	Grand Seniors Transportation in Grand County	\$ 51,000
Northwest Colorado Center for Independence (NWCCI)	Rural Operating	Accessible Transportation for Northwest Colorado Residents	\$ 88,009
Senior Resource Development Agency, Pueblo, Inc. (Pueblo SRDA)	Small Urban Operating	SRDA 5310 Operating	\$ 85,000
Southwest Center for Independence (SWCI)	Rural Operating	Accessible, demand-response transportation across La Plata County	\$ 65,000
Via Mobility Services	Small Urban Operating	Safe, Affordable, and Accessible Transportation	\$ 490,702
<b>Operating Total</b>			<b>\$ 1,027,623</b>



# FACT SHEET

## Cash Fund

### Fund Facts (as of 3/31/2023)

Assets	\$3.2 Billion
1-day Yield*	4.89 %
7-day Yield*	4.87 %
30-day Yield*	4.77 %
Prior Quarter Avg. Expense	16 b.p.
WAM	44 Days
WAL	74 Days
Shadow NAV	0.999713824
Fitch Ratings	AAAmf

\*Yield is net of expenses.

### Transaction Facts

Redemptions	11:00 am
Purchases	1:30 pm
Free Check Writing	
Free Recurring ACH Option	
Transfer Between CSAFE Participants	

**Contact CSAFE**  
[www.csafe.org](http://www.csafe.org)  
 (303) 296-6340  
 (800) 541-2953  
[csafe@csafe.org](mailto:csafe@csafe.org)

### Participant Relations and Administration

Elevate Business Solutions  
 Bob Krug • (303) 720-8133 • [bkrug@csafe.org](mailto:bkrug@csafe.org)  
 Tim Kauffman • (303) 327-1436 • [tkauffman@csafe.org](mailto:tkauffman@csafe.org)  
 Elevate Business Solutions, LLC, a Registered Investment Adviser with the State of Colorado

### Portfolio Management

Morgan Stanley—Zephyr Group  
 (303) 316-5151

### Fund Administration

American Trust  
 (303) 296-6340 • [csafe@csafe.org](mailto:csafe@csafe.org)

### Board of Trustees

Alan Krcmarik, Chair - City of Loveland  
 Byron Jefferson, Vice Chair – South Adams County  
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 Jeff Hansen, Treasurer - City of Golden  
 Mark Czelusta - Teller County Treasurer  
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# FACT SHEET

## Colorado Core Fund

### Fund Facts (as of 3/31/2023)

Assets	\$2.9 Billion
1-day Yield*	5.01 %
7-day Yield*	4.99 %
30-day Yield*	4.91 %
Prior Quarter Avg. Expense	16 b.p.
WAM	64 Days
WAL	119 Days
Shadow NAV	1.999123319
Fitch Ratings	AAAf/S1

\*Yield is net of expenses.

### Transaction Facts

Redemptions	11:00 am (next day)
Purchases	1:30 pm (next day)
Free Recurring ACH Option	
Transfer Between CSAFE Participants	

**Contact CSAFE**  
[www.csafe.org](http://www.csafe.org)  
 (303) 296-6340  
 (800) 541-2953  
[csafe@csafe.org](mailto:csafe@csafe.org)

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 Jerry DiTullio - Jefferson County Treasurer  
 David Janak - Mapleton Public Schools  
 Molly Kostelecky - Metro Wastewater Reclamation District  
 Jonathan Levesque - Littleton Public Schools  
 Aneta Rettig - Denver Water  
 Jay Valentine - City of Grand Junction

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# Northwest Colorado Council of Governments

## Economic Development District (EDD) Board Meeting

March 23, 2023

### Council & EDD Board Members Present:

Josh Blanchard, Summit County  
 Erin McCuskey, SBDC  
 Tim Redmond, Routt County  
 Geoff Grimmer, Town of Eagle  
 Corry Mihm, Summit Chamber  
 Erin Young, CWDC  
 Watkins Fulk-Gray, Glenwood Springs  
 Randy George, Grand County  
 Britta Gustafson, Snowmass Village  
 Kris Mattera, Basalt Chamber  
 Chris Romer, Vail Valley Partnership  
 John Bristol, Routt County EDP  
 Melanie Leaverton, Jackson County

### Other Present:

Carolyn Tucker, CDLE  
 Trent Thomson, EDA  
 Dan Kojetin, EDA  
 Margie Joy, CHFA  
 Matt Kireker, Sen. Bennet

### NWCCOG Staff:

Talai Shirey  
 Rachel Tuyn  
 Jon Stavney  
 Jon Godes

### Call to Order:

Patti Clapper called the Economic Development District (EDD) Board meeting to order at 12:30 pm. Roundtable introductions were completed, and quorum was confirmed.

### Approval of January 2023 EDD Board Meeting Minutes

**M/S: Tim Redmond/Josh Blanchard** to approve January 2023 Board Meeting Minutes as presented.

**Passed: Yes**

### Approval of amended EDD Bylaws

The EDD Bylaws were amended as discussed at the January meeting.

**M/S: Randy George/Tim Redmond** to approve as presented.

### Trent Thompson and Dan Kojetin, Economic Development for Colorado

EDA is a funnel of opportunities available including:

- Public Works Economic Adjustment Assistance (90% of annual EDA budget)
  - CO Now Program focused on workforce development (allowed to use as match)
- University Center Program (includes all public, higher education)
- Build to Scale – National competition, no eligibility required, technology startup funding including administration seed funding.
  - Loveland Incubator Warehouse Hub is a good example of how EDA can help.
- Tech Hub with a specific number of them required to be located in rural areas for advanced technology (\$500M appropriated).
- America Recompets – Rural area with high unemployment; Colorado may not qualify.

Trent is available to discuss these in further detail for jurisdictions who need assistance.

Dan discussed Planning Partnership Program which helps fund Economic Development Districts through the SEDS process. The grant is planning to move from yearly to 3-year cycle so EDD's can look at long term initiatives.



**CHFA Presentation**

Margie Joy, Community Relationship Manager for CHFA discussed how they partner with local communities through homeownership, rental housing, business lending and other community partnerships. In addition, three times a year CHFA offers direct effect grants for nonprofit organizations; you may find grant information on the CHFA website. Please reach out to Margie if you have any questions [mjoy@chfainfo.com](mailto:mjoy@chfainfo.com)

**Workforce Update**

Chris Oxley provided a labor market analysis; the information is now available on demand per county at [www.nwcoworkforce.cdle.co](http://www.nwcoworkforce.cdle.co).

Erin McCuskey, SBDC provided a reminder of the resources for small business around the region SBDC provides. New structuring at SBDC with new leadership that will modernize and market the SBDC.

**Adjournment:**

***M/S: Geoff Grimmer/Josh Blanchard*** adjourned the EDD meeting at 1:47 p.m.

***Passed: Yes***

DiAnn Butler, EDD Chair

Date



# MEMORANDUM

**To:** NWCCOG Economic Development District Board of Directors  
**From:** Rachel Tuyn, EDD Director  
**Date:** May 17, 2023  
**Re:** **Existing Comprehensive Economic Development Strategies Implementation Grant**

---

The State of Colorado recently announced a non-competitive grant opportunity for EDDs with established CEDS. This grant is being offered through OEDIT. This grant is available to any Economic Development District that operates an authorized Comprehensive Economic Development Strategy, and wishes to use these funds to implement a project, or a phase within a project, that is outlined in their regional CEDS. We will have a discussion at the May 25 EDD board meeting to brainstorm ideas for this grant.

**Information about the grant:**

The Office of Economic Development and International Trade (OEDIT) recognizes the importance of advancing these goals through tangible actions. This is why, with support from the Colorado Economic Development Commission, OEDIT's Business Support and Rural Development Divisions are offering regions the opportunity to receive up to \$40,000 as a reimbursement grant to complete a qualified objective cited in their CEDS plan. Funding up to \$40,000 will be provided to support a project identified in an authorized, regional comprehensive economic development strategy (CEDS). Additional expenses toward the project will be the responsibility of the regional team. Fiscal agents will be reimbursed for all eligible costs, up to \$40,000.

The Office of Economic Development and International Trade will conduct rolling reviews of all project proposals through December 31, 2023. Once a grant proposal has been approved, OEDIT will start the state procurement process and once a purchase order has been established, reimbursable expenses can begin accruing. Reimbursements will be accepted through June 30, 2024. Participating Economic Development Districts (EDD) will be reimbursed for all costs, up to \$40,000 associated with the selected project.

**Application Requirements:**

A formal request, not more than two pages, is required to be eligible for project funding. Applicant must be an established EDD. Proposal must address which strategy or goal within the current regional CEDS will be addressed. The Regional Action Plan contained within the current NWCCOG CEDS is attached, a proposal from NWCCOG would likely be to fund a proposed project identified in the regional action plan.

We will have a discussion on this grant at the May 25, 2023 EDD board meeting. If you cannot make the meeting, your thoughts on this grant are welcome, please email me at [rtuyn@nwccog.org](mailto:rtuyn@nwccog.org).

**NWCCOG Economic Development District  
Comprehensive Economic Development Strategy – Regional Action Plan  
October 1, 2021 – September 30, 2026**

## **Workforce**

### **Strategies:**

**W1. Support the region's programs, policies, and incentives which aim to increase the availability and affordability of housing for the workforce**

#### **Proposed Actions:**

- Assist towns and counties navigate and utilize new funding sources now available via recent legislation passed.
- Continue to monitor state, federal and local legislation as it pertains to affordable and attainable housing
- Provide information to stakeholders regarding programs, funding opportunities, success stories and best practices in affordable workforce housing
- Collaborate with community partners to expand the reach of the region's workforce housing efforts.
- Convene regional think tanks on key issues like housing, workforce
- Bring attention to the unique needs of our region; advocate for designated funds for the NWCCOG Region

**W2. Support efforts that seek to provide affordable health insurance options as well as other benefits such as retirement for individual wealth building**

#### **Proposed Actions:**

- Assist towns and counties navigate funding sources and new programs which seek to connect the workforce with benefits such as affordable health insurance and retirement plans

**W3. Support efforts to develop and improve workforce needs and services including broadband, transportation, childcare, education, training, healthcare, and mental health services**

#### **Proposed Actions:**

- Support actions in NWCCOG Regional Assessment of Child Care Industry Report (Feb. 2021)
- Continue Project THOR to improve broadband in the region
- Provide information on funding sources for improvements to workforce needs such as broadband, childcare, healthcare, mental health services, transportation, education and training

**W4. Network, support, and partner with other organizations on workforce development efforts**

#### **Proposed Actions:**

- Support local and regional and statewide workforce development efforts which seek to providing training, education, and career pathways

- Work with partner organizations to provide small business development training and education throughout the region
- Engage K-12, CMC, CDLE, Workforce Centers on resources for mapping career pathway opportunities; work with partners to develop and promote programs in this area
- Explore regional training programs for the trades
- Promote on the job training programs within businesses in the region

## Economy

### Strategies:

#### **E1. Support, strengthen, build capacity in our region's key industries and existing businesses**

##### Proposed Actions:

- Connect economic development stakeholders with resources and information
- NWCCOG EDD Resources Bulletin
- NWCCOG EDD website: [nwccog.org/edd](http://nwccog.org/edd)
- Establish regional business retention and expansion program/position to support existing businesses and all key industries in the region
- Provide access to capital for existing businesses
- Provide education and workshops on succession planning and exit planning for businesses

#### **E2. Partner with stakeholder organizations to provide business training opportunities**

##### Proposed Actions:

- Provide business training program

#### **E3. Tell the region's success stories through newsletters, website, and other modes of communication to promote a positive vision for the region**

##### Proposed Actions:

- NWCCOG EDD website
- CEDS
- Success Stories Bulletins

#### **E4. Support our communities' efforts towards responsible tourism**

##### Proposed Actions:

- Support local strategies outlined in local destination management plans and other plans dealing with responsible tourism

#### **E5. Support the development of an entrepreneurial ecosystem in the region**

##### Proposed Actions:

- Develop entrepreneurial resources in the region including mentorship programs, investors, venture capital, angel investment networks, accelerators incubators, events, co-work spaces, training programs
- Monthly call on workforce, SBDC, CMC, business support community, chambers; organizations working on entrepreneurship

## **E6. Encourage the development of higher-paying jobs outside of the tourism industry**

### **Proposed Actions:**

- Support development of “Good Jobs”
- Disseminate and present information in the Colorado Self-Sufficiency Standard; Colorado Legislative Council Cost of Living Study (every other year); have more participation in the development process so that the numbers accurately reflect the conditions in our region; make data readily available and as useful as possible to be used as a benchmark

## **Community**

### **Strategies:**

## **C1. Support efforts to strengthen community infrastructure including broadband, transportation systems, healthcare facilities, mental health services, educational opportunities, and community amenities**

### **Proposed Actions:**

- Help communities navigate and take full advantage of new funding available (Federal – American Rescue Plan; State - HB 21-1271 Innovative Affordable Housing Strategies; HB 21-1253 Renewable and Clean Energy Infrastructure; HB 21-1289 Broadband Development.)
- NWCCOG Project THOR; Support efforts to strengthen high-speed internet in the region
- Provide letters of support, grant writing and technical assistance as requested

## **C2. Serve as a community development and planning resource to our region**

### **Proposed Actions:**

- Provide data, research, and other resources to inform policymaking and planning
- Develop and maintain a regional data clearinghouse on the EDD website
- Disseminate regional economic and demographic data on a regular basis
- Respond to data requests
- Conduct studies and prepare reports on topics of regional interest and value
- Collect, present, analyze, and disseminate regional data for use in policy making and business development (Qtrly Economic Updates; community profiles; website)

## **C3. Cultivate placemaking creating desirable places to live, visit, and recreate**

### **Proposed Actions:**

- Partner with organizations to offer resources on placemaking



#### **C4. Support the region's efforts to combat climate change**

##### **Proposed Actions:**

- Monitor and disseminate information on new legislation and funding sources to fund sustainable resource use and production
- Encourage installation of renewable energy technologies and sustainable resources
- Monitor and disseminate information on new legislation and funding sources to fund renewable energy technologies
- Create a clearinghouse of plans in the region which encourage use of energy efficiency technologies and share best practices (such as Summit County Climate Action Plan and Sustainable Building Code)

## **Resiliency**

### **Strategies:**

#### **R1. Encourage diversity in industry and jobs**

##### **Proposed Actions:**

- Support efforts to grow new industries not tourism-related
- Support workforce development and training programs which seek to train the workforce in in-demand skills for higher paying jobs in new industries

#### **R2. Cultivate entrepreneurship as a strategy towards economic recovery and long-term resilience**

##### **Proposed Actions:**

- Provide access to capital for startups
- Provide equitable access to opportunity

#### **R3. Maintain strong partnerships between regional stakeholders to share problems, data, stories, and solutions**

##### **Proposed Actions:**

- Maintain frequent communication between federal, state, regional, and local partners

#### **R4. Provide a forum for regional communication, collaboration, and information sharing**

##### **Proposed Actions:**

- EDD Board of Directors meetings (in conjunction with NWCCOG Council meetings)
- Convene a regional economic forum
- Conduct studies/surveys/prepare reports on economic development topics of regional interest and value

#### **R5. Collaborate with the region's counties on economic recovery and resiliency plan development**

##### **Proposed Actions:**

- Partner with counties on DOLA Regional Resiliency Roadmaps (Eagle, Grand, Pitkin, Summit – all submitted applications)

- Carry out all projects/activities/deliverables of the EDA CARES Act grant (\$400,000) - report out on county-level projects; COVID lessons learned/best practices report from RBRC
- Utilize the work of the Mountain Migration Report; present strategies and identify those the region's stakeholders want to focus on which will bolster the long-term economic durability of the region
- help coordinate best practices for the region on recovery plans

**R6. Encourage opportunities for community collaboration with respect to wildfire preparedness and mitigation**

**Proposed Actions:**

- Climate Change: Gather all county plans together. Convene regional climate change forum
- Disseminate information on funding opportunities and support local efforts for wildfire mitigation and forest health management



# MEMORANDUM

**To:** NWCCOG Council & Economic Development District Board of Directors  
**From:** Rachel Tuyn, EDD Director  
**Date:** May 16, 2023  
**Re:** Recap: 2023 NWCCOG Regional Economic Summit

The 2023 NWCCOG Regional Economic Summit was held on Thursday, May 4 at the Silverthorne Pavilion. There were 87 attendees, 13 of which were speakers. Budget for the event as follows:

<b><u>Revenues</u></b>		
Summit Econ Partnership		
Sponsorship	\$	500.00
CHFA Sponsorship	\$	2,000.00
<b><u>Registration Fees</u></b>		
(\$25/ea)	\$	1,650.00
<b>Total</b>	<b>\$</b>	<b>4,150.00</b>
<b><u>Expenses</u></b>		
Silverthorne Pavilion	\$	1,000.00
Catering: Red Buffalo	\$	2,325.00
Gift Baskets	\$	222.57
Misc supplies	\$	55.00
Table Cloths	\$	202.24
<b>Total</b>	<b>\$</b>	<b>3,804.81</b>
<b>Revs over Exps</b>	<b>\$</b>	<b>345.19</b>

All materials related to the summit can be found here: <https://www.nwccog.org/nwccog-regional-economic-summit-2023/>. If we were to keep with previous years' summits as far as timeframe, the 2024 Summit could potentially be on Thursday, May 2, 2024. Feedback from this year's summit, including survey responses as well as input from NWCCOG Council and EDD board will be used to plan for next year. Some initial feedback received was very positive, including that the event was great opportunity to make connections with others working on similar projects, and with funding agencies that could potentially be financial supporters of projects. A few things that were noted as being beneficial for next year include having a QR code on the table which links to a survey to provide immediate feedback, and to videotape the event. An email was sent to all attendees asking to complete this one-minute survey, feel free to complete it here: <https://forms.office.com/r/fEZzXC1cAv>. Also feel free to reach out to me with any feedback and suggestions for next year! [rtruyn@nwcco.org](mailto:rtruyn@nwcco.org). We will be doing a de-brief of the event at the May 25 EDD board meeting.