		<b>NWCCOG Full Council, EDD Board, and NLF Board Meeting Agenda</b>	
		<b>Thursday, December 4, 2025</b> <b>Gypsum Conference Room NWCCOG Energy Office and Zoom Conference Call</b> <b>210 Spring Creek Rd., Gypsum, CO</b>	
<b>Video &amp; Phone Conference Information</b> <b>Join Zoom Meeting:</b> <a href="https://us06web.zoom.us/j/4343110995?pwd=rblHmpYikShSFje2tpMbd1ODlEZrep.1&amp;omn=8389472490">https://us06web.zoom.us/j/4343110995?pwd=rblHmpYikShSFje2tpMbd1ODlEZrep.1&amp;omn=8389472490</a> <b>Meeting ID:</b> <b>434 311 0995</b>		<b>Passcode:</b> <b>119033</b>	
		<b>NEXT NWCCOG Council Meeting</b> January 22, 2026 Silverthorne Conference Room <b>249 Warren Ave.</b> <b>Silverthorne, CO</b>	
9:00 a.m.		EXECUTIVE COMMITTEE ONLY - Discuss Executive Director's Performance Review	
10:00 a.m.	1.	Call to Order	NWCCOG Chair - Alyssa Shenk
	2.	Roll Call and Determination of Quorum NWCCOG Council, NWCCOG Foundation and NLF Board	Requires 7 or more representatives or alternates
NWCCOG Foundation Board Meeting			
The Foundation is a nonprofit department of NWCCOG designed to accept donations for local projects. The Foundation Board meets in December of each year. The Foundation Board is the same as the NWCCOG Executive Committee.			
	3.	*ACTION:	Approval of Foundation Minutes from December 05, 2024 Meeting* Pg. 3
	4.	*ACTION:	Approve Approve 2026 NWCCOG Foundation Budget Website Do you have a Foundation Project for 2026? Keep us in mind.  Concept for Use of NWCCOG Foundation - NWCCOG and QQ Regional Speaker Series
	5.	*ACTION:	Adjourn NWCCOG Foundation Board
NWCCOG Northwest Loan Fund Board of Directors			
	6.	ACTION:	Approve DiAnn Butler as Loan Committee member representing Grand County Pgs. 4-7
	7.	ACTION:	Adjourn NLF Board
NWCCOG Council Meeting			
10:15a m	8	UPDATE:	Council Chair to update Council on Executive Committee Discussions with Executive Director
10:20 a.m.	9.	*ACTION:	Approval of Council Meeting Minutes from October 23, 2025 Meeting* Pgs. 8-10
	10.	*ACTION:	Approve Phase 1 Regional Behavioral Health Review Phase 1 Pgs. 11-12 I approve the 2026 project, and authorize Executive Director to enter into contract
	11.	*ACTION:	One-Time Contribution to QQ from NWCCOG Pgs. 13-17
	12.	*ACTION:	Approve Revised 2025 and 2026 NWCCOG Budgets Website Memo of Budget Adjustments and Changes since October 23 Hearing Pgs. 18-19 Final Budget on Council Packet Page (with revisions in Memo)
11:00am		PRESENTATION:	Hanna Scovil - Senior Economist & Director of Economic Competitiveness - Metro Denver Economic Development Corporation Available on Website after meeting I-70 Congestion Study - Base Traffic Conditions, Tourism Impact, Business Impact, etc.
	13.	DISCUSSION:	Around the Table Member Updates and Discussion
	14.	DISCUSSION:	Congresional Updates
		UPDATE:	January Meeting Items Reminder for jurisdictions to identify Council Members and Alternatives

Reminder that Executive Committee and Officers Elections occur in January

15. **UPDATE:** **Executive Director Updates**

16. **Articles:** ***The Colorado Sun -*** [Website](#)  
*Budget Pain Comes For Local Governments SNAP*  
*Mountain Town Opposition to Taxes on Tourists*  
*Lodging Taxes November 2025*  
*Ballot Measure to Boost Child Care Funding Headed to Victory*  
***CBS News Colorado -***  
*ICE Arrest of Durango Family*  
***Bloomberg Nov 2025***  
*\$16 Billion Slate of Bond Measures*  
***FYI -***  
*Status of Ag Economics 101 and Current SOA Request*

12:00pm 15. **\*ACTION:** **Adjourn NWCCOG Council Meeting**

**\*Requires Vote**

**NWCCOG Officers**

<b>NWCCOG Council Chair</b>	Alyssa Shenk	<b>NWCCOG Council Secretary/Treasurer</b>	Nina Waters
<b>NWCCOG Council Vice-Chair</b>	Patti Clapper		

**NWCCOG Executive Committee**

<b>Region XII County Members</b>	Nina Waters, **Patti Clapper, Tim Redmond, Tom Boyd, Randal George, Coby Corkle
<b>Municipal Members</b>	Alyssa Shenk* Geoff Grimmer Kristin Brownson Vacant Vacant



**NWCCOG EDD Board Meeting Agenda**

**Thursday, December 4, 2025**

**Gypsum Conference Room NWCCOG Energy Office and Zoom Conference Call**  
**210 Spring Creek Rd., Gypsum, CO**

**Video & Phone Conference Information**

**Join Zoom Meeting:**  
<https://us06web.zoom.us/j/4343110995?pwd=rblHmpYikShSFje2tpMbd1ODIEZrep.1&omn=83894724901>  
**Meeting ID:** **Passcode:**  
**434 311 0995** **119033**

**Next COG EDD Meeting**

January 22, 2026  
Silverthorne Conference Room  
249 Warren Ave.  
Silverthorne, CO

**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:** **Minutes of October 2025 EDD Meeting**

Pgs. 20-21

7. **Discussion:** **Roundtable discussion of Economic Development News from Members**

8. **Discussion:** **New Business**

*Brainstorm and tentatively schedule featured presentations for 2026 EDD Meetings*

2:00pm 9. **\* ACTION** **Adjourn NWCCOG EDD Meeting**

**\*Requires Vote**

**NWCCOG EDD Officers**

<b>NWCCOG EDD Chair</b>	DiAnn Butler	<b>NWCCOG EDD Secretary</b>	Nina Waters
<b>NWCCOG EDD Vice-Chair</b>	Patti Clapper		



# Northwest Colorado Council of Governments

## NWCCOG Foundation

### Meeting

December 5, 2024

#### **Board Members:**

Alyssa Shenk – Town of Snowmass Village  
Patti Clapper – Pitkin County  
Jeanne McQueeney – Eagle County

#### **NWCCOG Staff:**

Jon Stavney  
Becky Walter  
Anita Cameron  
Moir Vander Meer  
Jonathan Godes  
Greg Ociepa  
Rachel Tuyn

#### **Others Present:**

Carolyn Tucker – SBDC  
DiAnn Butler – Grand County  
Thayer Hirsch – Summit Economic Partnership  
Kris Mattera – Basalt Chamber of Commerce  
Josh Blanchard – Colorado Creative Industries  
Sara Nadolny -Town of Basalt  
Corry Mihm – Project Works  
Jacob Zook – City of Glenwood Springs  
Michael Buccino – City of Steamboat Springs  
John Bristol – Routt County  
Tom Redmond – Routt County  
Jonah Glassman – Town of Silverthorne  
Matt Kireker – Regional Director US Senator Bennet's Office  
Dan Sullivan – Town of Keystone  
Alan Walker – Grand Lake Creative District  
Kristin Brownson – Town of Breckenridge

#### **ACTION: Call to Order**

Alyssa Shenk, NWCCOG Council Chair, called the Northwest Colorado Council of Governments (NWCCOG) Foundation meeting to order at 10:00 am. Quorum was confirmed with introductions of attendees .

#### **ACTION: Approval of December 2023 Foundation Meeting Minutes**

M/S: Alyssa Shenk made a motion to approve the December 2023 NWCCOG Foundation Meeting Minutes as presented. Motion seconded by Patti Clapper.

***Passed: Yes***

#### **ACTION: Approval of NWCCOG 2025 Foundation Budget.**

Alyssa made a motion to approve the NWCCOG Foundation 2024 Budget. Patti Clapper seconded.

***Passed: Yes***

#### **ACTION: Adjournment of NWCCOG 2024 Foundation Meeting.**

Alyssa made a motion to adjourn the NWCCOG Foundation Meeting. Patti Clapper seconded. The board adjourned the Foundation meeting.

***Passed: Yes***

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Alyssa Shenk, NWCCOG Council Chair

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Date



November 17, 2025

To: NLF Board

From: Anita Cameron

Action requested: Approve Grand County Loan Committee Member

DiAnn Butler has agreed to serve on the Loan Committee. She not only fills the vacancy for Grand County but also satisfies the CBDO Community Representative requirement and she is a prior business owner!

# DIANN BUTLER

P.O. Box 1153, Grand Lake, CO 80447 ♦ 970-531-1343 ♦ diannjourneysgrand@gmail.com

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## ECONOMIC DEVELOPMENT COORDINATOR

**Visionary Strategist ♦ Hands-On, Engaged Management ♦ A Recognized Leader in Community Development**

Pioneering specialist in the vacation market with a solid track record of success through innovative product & services development and consistent, well-run operations. Proven visionary strategist in building a highly successful vacation rental company from inception into a \$1.5MM+ annual revenue operation. Additionally recognized for ingenuity in conceiving and growing a unique travel adventure company; garnering national recognition from Disney's Family Fun. Demonstrated infectious leadership; effectively galvanizes diverse stakeholders towards a common, shared vision and goal. Deeply passionate about Grand County businesses and their economic growth.travel and tourism;

### —AREAS OF EXPERTISE—

Brand Development & Marketing ♦ Product & Services Development ♦ Consumer Market Research & Analytics  
Media Relations ♦ Affiliated Partnerships ♦ Guest Services ♦ Stakeholder Relations (Community, Public, Private and Nonprofit)  
Day-to-Day Operations ♦ Financial Management ♦ P&L Responsibility  
Employee Empowerment, Commitment & Accountability ♦ Hands-On, Engaged Leadership

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## PROFESSIONAL NARRATIVE & KEY ACHIEVEMENTS

**GRAND COUNTY ECONONIC DEVELOPMENT COORDINATOR**, Grand County, CO

**2012 – Present**

Developed and coordinate a countywide economic development program within Grand County, Colorado. Established a solid seven objective program for community, business and economic development. Certified Coach for Community Heart and Soul. Current serving on Downtown Colorado, Inc., DOLA Main Street and as Chairman for the Northwest Colorado Council of Government Economic Development District. Leading a Space to Create live/work affordable housing development in Grand Lake, Colorado.

**Journeys Grand, LLC**, Grand Lake, CO

**2011 – Present**

**Owner & Manager**

Developed and facilitated planning, development, team building and business growth for Grand County and regional partnerships. Current clients Grand Lake Creative District, Rocky Mountain Folk School and Community Heart and Soul.

### EXPANDING BUSINESS IN GRAND COUNTY AND LEVERAGING PARTNERSHIPS

- **Granby Ranch:** Identified expansion opportunities and facilitated a revenue opportunity with call center.
- **Daven Haven:** Analyzed current business model and developed creative strategies to take advantage of current market conditions.
- **Devils Thumb Ranch:** Working on team building development and vision planning with the Ranch Creek Spa team through "storyboarding" workshop retreats.
- **Ameristar Hotel and Casino:** Initiated and designing a "four prong" marketing plan for a Mountain Sales program.
- **Grand Lake Area Community:** Developing a community vision workshop as a facilitator for economic development for the chamber, town and community.
- **Grand Lake Creative District and Rocky Mountain Folk School:** Service as Executive Director and programmer for both Grand Lake Creative District and Rocky Mountain Folk School.

**DESTINATIONS WEST**, Winter Park, CO

**1988 – 2011**

**Owner & Manager**

*Conceived, developed and grew a successful vacation rental company generating \$1.5MM+ in sales annually. Managed 8 to 15 employees and 75+ homes and units from Winter Park to Grand Lake. Trademarked and sold business in 2011.*

### HANDS-ON MANAGEMENT IN OPERATIONS AND GUEST SERVICES

- **Defined scope, strategy, and operations for Destinations West;** managing all aspects of brand positioning, product and services development, marketing, sales, guest services, operations, housekeeping and financial management.
- **Grew business from inception to \$1.5MM+ in annual sales;** carefully crafting and evolving strategy in inventory, pricing, guest services, package development, marketing, and brand positioning build a profitable, sustainable business.

- **Managed 75+ home properties from and up to 3,000 reservations annually;** establishing a solid operating foundation and high performance team that could effectively manage high volume and provide personalized service to guests.
- **Expertly managed stakeholders' expectations** (guests, home owners, vendors and employees); providing hands-on, engaged leadership that infused teamwork and cultivated a shared vision and cohesiveness among all those involved.
- **Judiciously managed monthly budgets, forecasting, billing, and financial systems;** analyzing financials to ensure operating margin benchmarks met. Identified trends and reshaped inventory and pricing strategy accordingly.

DIANN BUTLER ♦ 970-531-1343 ♦ dbutler@mtnlodging

PAGE 2

DESTINATIONS WEST, Winter Park, Co (Continued)

1988 – 2011

### **VISIONARY LEADERSHIP IN BRAND POSITIONING & PRODUCT DEVELOPMENT**

- **Provided razor-sharp intuition and visionary leadership to maintain dominance in the market;** constantly keeping abreast on ever-shifting consumer travel trends, industry regulations, and lifestyle changes to respond quickly as needed.
- **Became recognized as a regional leader in Grand County Property Management;** innovating services and amenities for second homeowners and guests of Grand County.
- **Created customized packages for the niche travel market consumer;** developing packages that leverage all of Grand County activities and assets.
- **Continually sought out innovative partnerships to capture incremental revenues;** forging creative vendor partnerships to provide unique services and activity packages.

### **HIGHLY SUCCESSFUL IN DRIVING REVENUE GROWTH**

- **Executed ambitious national-level marketing platform;** crafting highly targeted campaigns utilizing social media, digital and media relations strategy. Leveraged Facebook, Twitter, blogs, and e-newsletters to increase brand visibility.
- **Capitalized on multi-tiered, integrated marketing strategies to grow the business;** expanding reach through online partnerships, community outreach, established industry relations, and piggy-backing on partner marketing initiatives.
- **Actively involved in the business community and tourism industry;** serving as a Board Member, Officer, and Member of the Grand County Tourism for 11+ years and a VRBO Consultant for the Colorado Association of Ski Towns for 2 years.
- **Adapted marketing strategy to shifting consumer trends following 2008 recession;** quickly responding to the market by redefining targeted consumer audience(s), brand positioning, and messaging.
- **Introduced an 'Operation Vacation' program for military families;** coordinating donated vacation packages that became hugely popular to provide goodwill and support the company's positioning in our community.

KIDS GO TOO TRAVEL PROGRAM, Winter Park, CO

1995 – Present

Owner & Manager

*Conceptualized, developed and managed a travel tour company that provided customized adventure vacations to families.*

### **VISIONARY LEADERSHIP IN PRODUCT DEVELOPMENT & GUEST SERVICES**

- **Defined scope, strategy, and operations for Kids Go Too Travel Program;** managing all aspects of brand positioning, product and services development, marketing, sales, guest services, operations, and financial management.
- **Grew business from inception to booking 400+ customized family vacations in three years;** carefully crafting itineraries, travel and reservation arrangements, and unique travel packages throughout the U.S. and abroad.
- **Gained national recognition from** publications Disney's Family Fun conceiving unique, highly customized travel experiences for the family. Developed and escorted group travel trips.
- **Provided unparalleled, personalized guest services;** consistently delighting the guests by creating one-of-a-kind travel experiences leveraging 20+ years of extensive global personal travel to provide the best insight, ideas and support.

### **EARLIER EXPERIENCE:**

Overseeing of the Fraser Visitors Center, Event & Sales Coordinator at Western Riviera Lakeside Event Center; Spa Receptionist at Devils Thumb Ranch; Marketing & Sales Director at Beaver Village.

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## PROFESSIONAL AFFILIATIONS

Grand County Tourism, Board Member, 2011 to Present, President two terms  
Colorado Association of Ski Towns, VRBO Consultant, 2010 - 2011

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## EDUCATION

Bachelor of Science in Therapeutic Recreation with a Minor in Psychology, University of Colorado  
*While attending college went overseas to start a paraplegic sled program in New Zealand.*



# Northwest Colorado Council of Governments

## NWCCOG Council Meeting Minutes

October 23, 2025

### **Executive Board Members**

Alyssa Shenk – Town of Snowmass  
Patti Clapper – Pitkin County  
Nina Waters – Summit County

### **NWCCOG Staff:**

Jon Stavney  
Becky Walter  
Moira Vander Meer  
Doug Jones – Energy Program  
Anita Cameron – NLF  
Jonathan Godes – Grants Navigator  
Nate Walowitz – Broadband  
Nate Speerstra – Enrgy Program  
Dana Wood – RTCC Mobility

### **Others Present**

DiAnn Butler – Grand County  
Eric Heil – Town of Avon  
Jonnah Glassman – Town of Silverthorne  
Kristen Brownson – Town of Breckenridge  
Heather Trish – Mtn Mental Behavior Health Network  
Director, Katz Amsterdam Foundation  
Sara Nadolny – Town of Basalt  
Delany Deskin – Senator Bennet’s Office  
Janeth Stangle – Senator Hickenlooper’s Office  
Diane McBride – Town of Frisco  
Brian London – Insights Collective  
Maragret Bowes – Colorado Ski Town  
Chris Romer – Vail Valley Partnership  
Geoff Grimmer – Town of Eagle  
Jon Bristol – Routt County  
Tom Boyd – Eagle County  
Erin McCuskey – Eagle County  
Carolyn Tucker – SBDC  
Britta Gustafson – Town of Snowmass Village  
Randy George – Grand County  
Diane McBride – Town of Frisco  
Riley Scott – Office of Senator Hurd  
Dan Sullivan – Town of Keystone  
Corry Mihm – Project Works  
Jacob Zook – City of Glenwood Springs

### **ACTION Call to Order NWCCOG Council Meeting**

Patti Clapper, NWCCOG Council Vice Chair, called the Northwest Colorado Council of Governments (NWCCOG) meeting to order at 9:01 am. Quorum was confirmed with introductions of attendees.

### **ACTION Approval of August 2025 Council Minutes**

M/S: Patti Clapper made a motion to approve the August 2025 NWCCOG Minutes as presented. The motion was seconded by Tom Boyd.

***Passed: Yes***

### **ACTION Motion to Approve Q3 Financials**

M/S: Patti Clapper made a motion to approve NWCCOG Q3 Financials as presented. Alyssa Shenk seconded the motion.

***Passed: Yes***

### **ACTION Convene as the NLF Board**

M/S: Patti Clapper made a motion to pause the NWCCOG Council Meeting and convene as the NLF Board. Alyssa Shenk seconded the motion.

***Passed: Yes***

### **ACTION NLF Resolution Designating the Northwest Loan Fund as a Community-Based Development Organization**

M/S: Alyssa Shenk made a motion to approve the results of the NLF Resolution. Patti Clapper seconded the motion.

***Passed: Yes***



### **ACTION Adjourn as the NLF Board and Reconvene the NWCCOG Council Meeting**

M/S: Patti Clapper made a motion to adjourn the NLF Board and reconvene as the NWCCOG Council. Kristen Brownson seconded the motion.

***Passed: Yes***

### **Presentation – Overview of Evolving Community Models for Addressing Behavioral Health**

Focus on Pitkin, Eagle and Routt Counties. Heather Trish, NCC, LPCC, LMHC, LPC, Mountain Mental Health Network Director for the Katz Amsterdam Foundation, presented.

A new mental health collaboration in Routt and Moffat counties was highlighted, initiated this summer following tragic events in the community. The program involves 50 partners and aims to enhance support for mental health, particularly in response to suicide incidents. A co-response initiative with UC Health and the Sheriff's office was also mentioned as promising developments. The HOPE initiative was presented, which aims to provide continuous peer support and mental health resources in Colorado. It was noted that while communities are increasingly collaborating on mental health issues, challenges remain, particularly in addressing the needs of specialty populations. A discussion was also engaged about developing co-response strategies in Grand County, emphasizing the importance of partnerships between health and law enforcement. The full presentation is available on the NWCCOG website.

### **Presentation – Budgeting Insights and Survey Results**

The findings from a survey aimed at understanding budgeting strategies among various organizations for 2026 were presented. The survey indicated that 6% of respondents are contemplating staff reductions, while a significant portion is either hiring or leaving positions vacant. Additionally, revenue projections for the current year have been favorable, with many organizations reporting better-than-expected revenues. Insights on budgeting for 2026 were presented, indicating that most municipalities expect flat or slight increases in sales and property tax revenues. It was noted that 34% of respondents reported experiencing funding cuts, while 84% plan to increase wages by 3% to 6%. Questions were raised about the differences in funding impacts between municipalities and counties, leading to a discussion on the importance of staffing and the challenges of maintaining workforce levels amid budget constraints.

### **Presentation – Review of 2026 Draft Budget and Wage Ranges**

The elevator program's achievement in exceeding revenue projections was highlighted, along with the need to consider future dues adjustments. Becky pointed out that the THOR program is now self-sustaining, reducing reliance on grant funding. The importance of member dues in supporting key programs and the ongoing development of the Economic Development Director position was also discussed. Project Update on Community Challenges and Strategic Tensions Alyssa Shenk praised the budget presentation and acknowledged Becky's contributions.

### **Presentation – Status Update: Regional Statistical Analysis Project (Mayor Interviews and Survey)**

Brian London, Managing Director, Insights Collective – The Travel Economy Think Tank, discussed the project's focus on collecting insights from mayors and municipal leaders about local challenges, including affordable housing, childcare accessibility, and transportation issues. He encouraged open discussion among participants to identify under-the-radar concerns affecting their communities. Brian London shared insights from interviews with mayors and community leaders, emphasizing the need for effective community engagement strategies. The conversation highlighted the varying levels of accessibility for residents to connect with their elected officials and the implications for long-term quality of life. It was discussed that the upcoming survey development aimed at gathering broader input from city leaders and civic groups included the role of tourism revenue in local budgeting and community sentiment.

### **Presentation – Navigating changes in Medicare for November 1 Open Enrollment**

Jonnah Glassman, State Health Insurance Assistance Program and NWCCOG SHIP Counselor, gave an overview of the Medicare open enrollment period starting October 15th, noting significant community concerns about the future of Medicare. It was reported that around 15 presentations were conducted to educate residents about changes, including the withdrawal of UnitedHealth Advantage plans, which could lead to higher costs for some individuals. The impact of the government shutdown on educational resources was also discussed.

### **Update – Congressional Updates**

Janeth Stancle reported on the government shutdown, highlighting Senator Hickenlooper's commitment to healthcare for 5 million Americans and concerns over Medicaid and SNAP cuts. Riley Scott shared Congressman Hurd's advocacy for extending premium tax credits and the need to reopen the government to facilitate disaster recovery and support military service members affected by the shutdown. The looming health care access crisis in Colorado was highlighted, stressing the need for bipartisan solutions to ensure residents do not face increased premiums. Senator Hurd's recent initiatives included a letter advocating for the immediate release of SNAP benefits and addressing the illegal cancellation of clean energy projects. An update on the Weatherization Assistance Program was provided, indicating that funding is secure through June, despite uncertainties beyond that.

### **Discussion – Meeting Structure and Attendance Strategies**

Patti Clapper discussed the benefits of extending meeting durations to allow for more in-depth discussions and presentations. She proposed creating online resources to help introduce new board members to the organization and suggested enhancing email invitations to boost attendance. Patti also mentioned the need to investigate the reasons behind low attendance by reaching out to non-participating members. The group also explored ideas for enhancing meeting engagement, such as starting meetings later in the day and including cocktail hours. Appreciation for previous dinner events was expressed by conference room participants, emphasizing the need for variety in meal options.

### **ACTION Adjournment of the NWCCOG Council Meeting**

Alyssa Shenk made the motion to adjourn the NWCCOG Council Meeting. Patti Clapper seconded the motion. The NWCCOG Council meeting was adjourned at 12:05 pm.

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Alyssa Shenk, NWCCOG Council Chair

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Date



## Proposal: Regional Behavioral Health Review, Phase 1

November 19, 2025

### Purpose and outputs

There have been significant successes made in the behavioral health system across many communities in the northwest region of Colorado and beyond. Understanding these investments and their outcomes will promote awareness of BH services and models that may be beneficial to those not already participating in or providing them. Additionally, surfacing challenges, barriers, and evolutions in BH services and models across the region will help crystallize key priorities, potentially underserved needs, and opportunities to boost behavioral health outcomes for additional communities.

GPS proposes a two-phase approach for this effort. **Phase 1** will focus on engaging community leaders across the NWCCOG region to understand their perspectives and gather input on dynamics, expectations, challenges, behavioral health priorities. GPS will also clarify what they stand to gain from case studies, better practices, and shared learning opportunities, including:

- What do community leaders need to know to better support regional collaboration?
- What are funding priorities related to behavioral health (e.g., short term v long term funds, sustainability of marijuana (MJ) revenues, state/local investment, Return on Investment (ROI)/cost avoidance, etc.)?
- What is needed to promote additional shared services or collaborative models of care, particularly for areas with limited services/providers/resources?

**Phase 2** will be designed based on the outcome of key insights from Phase 1, and will focus on showcasing key successes, critical lessons learned, and replicable examples of behavioral health models. Potential outputs of Phase 2 may include a written report with case studies and action guides, a series of community convenings for direct shared learning opportunities, or other formats. The goal of Phase 2 will be to create a resource or experience to amplify and expand behavioral health initiatives that reflect community-driven priorities.

### Approach

The engagement's stages, activities, and deliverables are outlined in the table below:

Stage and Purpose	Activities and Assumptions	Deliverables and Estimated Hours
<b>Stage 1: Kickoff and Planning</b>	<ul style="list-style-type: none"><li>• Identify the internal team and hold a kickoff session with NWCCOG leader(s) to review roles, expectations, interview participants, and key inquiry questions.</li><li>• Determine required communications and develop a communication plan to support clarity, awareness, and to help manage expectations</li><li>• Communicate to key informants and participants via email to welcome them, communicate the purpose of the effort to all affected stakeholders (answer "What's in it for us?"), and launch the scheduling process for interviews</li><li>• Build a detailed project plan w/ milestones</li><li>• Establish status reporting format and rhythm</li><li>• Handle logistics like establishing progress check-in dates, scheduling interviews, and managing calendars, invitations, and technology</li></ul>	<ul style="list-style-type: none"><li>• Project plan</li><li>• Communications materials</li><li>• Engagement logistics and invitations</li></ul> <p><i>Approximately 25 consulting hours for this phase</i></p>



Stage and Purpose	Activities and Assumptions	Deliverables and Estimated Hours
<b>Stage 2: Understand Current Behavioral Health Interests and Priorities and Develop Phase 2 Options</b>	<ul style="list-style-type: none"><li>• Develop a regional behavioral health repository with references and resources about behavioral health initiatives in rural communities (Colorado and other states)</li><li>• Conduct up to 15 interviews with community leaders across the NWCCOG region to understand their perspectives and gather input on dynamics, expectations, challenges, behavioral health priorities, and what they stand to gain from case studies, better practices, and shared learning opportunities:<ul style="list-style-type: none"><li>○ What do community leaders need to know to better support regional collaboration?</li><li>○ What are funding priorities related to behavioral health (e.g., short term v long term funds, sustainability of MJ revenues, state/local investment, ROI/cost avoidance, etc.)?</li><li>○ What is needed to promote additional shared services or collaborative models of care, particularly for areas with limited services/providers/resources?</li><li>○ Additional questions to be developed</li></ul></li><li>• Develop a documented summary of current state dynamics, themes, and opportunities (<i>format options include slide presentation, memo format, or others as determined during course of project</i>)</li><li>• Use the insight summary to create options and outcomes for exploration in Phase 2 (including potential financial partners for Phase 2)</li></ul>	<ul style="list-style-type: none"><li>• Information repository</li><li>• Interview guide and facilitated interviews</li><li>• Insight summary</li><li>• Phase 2 options</li></ul> <p><i>Approximately 55 consulting hours for this phase with work occurring 2 months (scheduling with interviewees is primary driver of time)</i></p>

## Staff

GPS will use two senior consultants for this engagement, Laura Sigrist and Brian Pool. Background details on each of these consultants are available upon request.

## Fees and Invoicing

GPS's consulting fees will be billed at \$285 per hour. Here is a summary of the not-to-exceed budget for Phase 1 in table form, inclusive of travel costs:

Description	Hourly Rate	Number of Hours	Total
Project tasks and deliverables described above	\$285 per hour	80	\$22,800

## Timing

The project will begin around January 2026 and could take as little as 3 months. It is estimated that all work for Phase 1 will be completed by April 1, 2026.

DATE: November 20, 2025

TO: Jon Stavney, NWCCOG Executive Director  
Becky Walter, NWCCOG Finance Director

FROM: Torie Jarvis  
Counsel to QQ (and Counsel to NWCCOG)



**RE: QQ REQUEST FOR CONTRIBUTION TO LEGAL DEFENSE FUND AND  
QQ ANNUAL BUDGET**

Dear Jon and Becky,

As you know, the Water Quality/Quantity Committee (QQ) serves as the water policy arm of NWCCOG, with separate dues and a separate funding structure. QQ is at an exciting juncture, with Kristin Green taking over the Director role served by Torie Jarvis for 12 years and significant transitions with all new QQ officers in the past 18 months. QQ also has three major study updates coming out next year: Water & Its Importance to the Headwaters Economy study update, the Regional Water Quality Management Plan, and the Plan to Address Nonpoint Source Pollution.

At the same time, it seems that water quality and quantity in the NWCCOG and QQ Region has never been more in peril—from loosening of federal environmental regulations to attacks to local authority to regulate for environmental protection in Colorado and new transmountain diversion expansion projects coming online.

At this key juncture, QQ requests, and very much appreciates consideration of, a contribution from NWCCOG for several critical aspects of its work:


**1. Infusion to the Legal Defense Fund.**

**Request: \$150,000 one-time contribution.**

**Background and Rationale:**

The QQ Legal Defense Fund ("Fund") was established in 1978 to fund unanticipated legal counsel, engineering consultation, or other experts to conduct legal work that goes beyond the annually-approved scope of services and budget. The Legal Defense Fund has been at \$100,000 for almost that whole time. When the Fund was





established, billing rates for attorneys and engineers were one-third of what they are today. Challenges to land use authority, transmountain diversion proposals, state rulemaking proceedings, and other unanticipated legal actions will likely create the need for increased professional services.

The Fund is designed to take care of the initial costs of legal actions to allow members time to strategize and develop a long-term approach for legal response. Today, a \$250,000 Legal Defense Fund would more realistically provide for this strategic initial legal work to defend [QQ policies](#).

## **2. Support for QQ Strategic Planning and Updates of Key Reports**

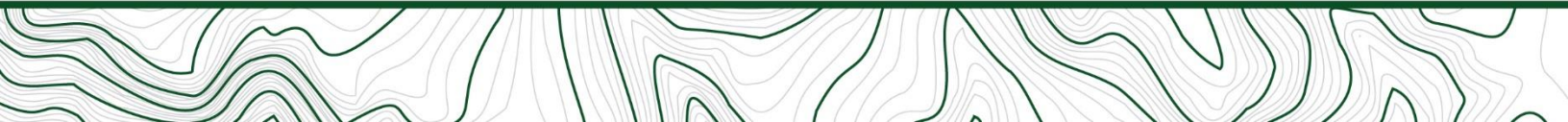
**Request: \$50,000.**

### **Background and Rationale:**

As mentioned above, QQ is in a time of transition—in the best possible way. There is a pivotal opportunity in the upcoming 18 months to transition to new leadership in a strategic way. With NWCCOG’s support, QQ will be able to spend additional consultant time conducting strategic planning through member visits, joint strategic planning, and training on local authority to regulation for water quality/quantity protection.

In addition, QQ expects the updates to its report *Water & Its Relationship to the Headwaters Economy* ([initially drafted in 2012](#)), the latest update of the Regional Water Quality Management Plan, and a new plan for addressing nonpoint source pollution in the NWCCOG Region (“Nonpoint Source Plan”) in 2026. NWCCOG’s contribution would help QQ enhance the design, readability, and general usability of these reports.

The request for the contribution to QQ includes:

- **\$10,000: Targeted Strategic Planning/ Member Interview Visits/ Retreat.** Increased travel in the QQ Region to meet with member boards and individual elects/ staff to discuss QQ’s mission, successes, and future priorities and QQ member strategic retreat.
  - **\$10,000: Member Training Re: Local Authority to Regulate.** A two-day workshop or multiple work sessions (TBD) to train QQ elected officials,
- 

attorneys, and staff on the legal underpinnings of QQ's successful legal approach to protecting water QQ in the region and the current status of local gov't legal authority.

- **\$30,000: Additional Finalization and Graphic Design for Updates to *Water & Relationship to Headwaters Economy Report* and *Regional Water Quality Management Plan*.** Currently budgets for projects did not include graphic design assistance. This supplement would help ensure these reports are widely used and accessible.

Thank you for your consideration of this request and NWCCOG's ongoing support of, and partnership with, QQ.

Sincerely,

A handwritten signature in cursive script that reads "Torie Jarvis".

Torie Jarvis

CC:

Nina Waters, QQ Chair

Tom Boyd, QQ Vice-Chair

Barbara Green, counsel to NWCCOG and QQ

Ashley Bembenek, Alpine Environmental Consultants LLC, consultant to QQ

Kristin Green, consultant to QQ

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## Shoshone and Dredge and Fill updates= busy times!

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From Torie Jarvis <torie@sullivangreenseavy.com>

Date Thu 11/20/2025 1:48 PM

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Hello QQ'ers,

A couple of updates for you:

1. The Colorado Water Conservation Board unanimously accepted the Shoshone Water Rights Instream Flow proposal from the River District yesterday! Recall that the CWCB is statutorily authorized to manage instream flow water rights in Colorado, so their acceptance of the proposal was crucial (and not exactly easy). This is a significant hurdle for the River District acquisition of the Shoshone water right.
  - a. QQ Chair Nina Waters (Summit), Vice-Chair Tom Boyd (Eagle), and Grand Commissioner Merrit Linke all testified in support of the River District's proposal.
  - b. Next steps include:
    - i. Adding instream flows as an additional use of the Shoshone water right – in water court; and
    - ii. obtaining the “frozen” \$40 million in federal funding to complete acquisition of the water right.
2. The Water Quality Control Commission (WQCC) rulemaking to adopt regulations for the new Dredge and Fill Control Regulation (Regulation 87) is underway. QQ is a party and has submitted its [responsive prehearing statement](#) and its [rebuttal](#) to other parties' positions. The hearing is scheduled for December 8-10<sup>th</sup>.
  - a. Recall that Colorado is developing this Dredge and Fill permit program in response to the Supreme Court case narrowing the meaning of “waters of the US” (“WOTUS”) subject to the Clean Water Act. For background, see [this QQ Memo](#). The EPA and Corps recently [announced a](#) new regulatory proposal to further narrow WOTUS. In Colorado, Dredge and Fill (404) has been the only Clean Water Act permit program administered federally that was impacted by the WOTUS changes. The Colorado Water Quality Control Division is responsible for implementing other sections of the CWA, including classifying and regulating other discharges into the much broader “state waters.”
  - b. Overall, QQ supports the Water Quality Control Division's regulatory proposal, as it closely matches the existing federal program, it addresses impacts of activities that result in dredging and filling, and it maintains appropriate exemptions for regular maintenance activities of local governments.
  - c. QQ plans to focus its testimony on requesting the Division explicitly consider the economic impacts to the QQ region's rec/tourism economy for large scale dredging and filling projects in the headwaters that may require state permitting (think future new TMD projects).

Reach out with any questions. Thank you!

Torie



**Torie Jarvis**

Sullivan Green Seavy Jarvis LLC

*(she, her, hers)*

[torie@sullivangreenseavy.com](mailto:torie@sullivangreenseavy.com)

cell: 970-596-5039 (call or text)



# MEMORANDUM

To: NWCCOG Council  
From: Jon Stavney, Executive Director  
Date: November 2025  
Re: **Final NWCCOG 2025 and Revised 2025 Budgets - Revisions since Oct 23**

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## Revised 2025 Budget

ITEM	Program	Amount	Page
1. Added total EV Project to Building Fund	Building	(Net Zero)	18
2. 249 Office IT Closet Climate Control	Building	\$15,183	18
➤ Equipment Standards for Heat			
3. With Director Transition moved to contract	EDD	(Net Zero)	21
4. Elevator Program Additional Revenues	EIP	\$88,700	23
5. Elevator Program Transfer - Net Adjustments		\$156,275	23
➤ For Building Fund & QQ Infusion			
6. RTCC CAMP Grant	RTCC	\$28,000	27
➤ For 2026 equipment ordered in 2025			
7. Added Cost for Lind assisting Anita	NLF	\$15,000	33
8. Merit Bonus – Finance Director	RB	\$10,000	38
➤ Implementing Paycom (Time & Quality)			
9. QQ Legal Defense Fund Infusion	QQ Reserve	\$150,000	50
➤ See QQ Memo			

## Narrative of above changes to 2025 Budget since October 23:

**Building Fund.** Added \$16,000 for climate control in server room. Added total cost of EV project to building fund (revenues and expenditures) which resulted in a net zero change in fund (One third grant-funded, one third Energy, one third Building Fund). The meeting room ceiling rebuild was moved to 2026 (leaving mitigation in 2025). Added Elevator revenues to Building Fund balance.

**EDD:** With Director transition, moved \$10,000 to Outside Contractor, Jon can charge some time.

**Elevator Inspection Program:** Increased projected revenues by \$89,000 (again!), and adjusted transfers out (less to RB because of DOLA), added QQ legal defense fund transfer. Transferred more to Building Fund to keep fund balance up.

**RTCC:** Bought some equipment in 2025 for CAMP grant that was previously budgeted in 2026.

**NLF:** Contract Staff line increased for Lind work through November (actual at \$27,000 through October, guessing another \$15,000 for November).

**RB:** Added to staff bonus for merit to Finance Director for initiative on researching HR platforms, and extra hours worked implementing on top of regular work.

**QQ:** See Memo.

## 2026 Budget

ITEM	Program	Amount	Page
1. 249 Office Meeting Room Drop Ceiling ➤ New ceiling, new electrical	Building	\$30,000	18
2. Director transition, some wage to contract	EDD	\$10,000	21
3. Less Transfer to RB , increased to QQ	EIP	\$20,000	23
4. NLF Deputy Director (wage plus fringe)	NLF	\$128,847	33
5. DOLA Grant Broadband Director J-A ➤ Supplemental TBA Nov	RB	\$43,333	39
6. DOLA Grant BB Director M-D ➤ New Grant, April Round	RB	\$87,000*	39
7. Projects, Reports Budget ➤ Initially removed in draft budget	RB	\$50,000	39
8. Wellness Committee ➤ For \$10k total, per request	RB	\$4,000	39
9. Regional Behavioral Health Project a. Per Draft Proposal	RB	\$22,800	39
10. QQ Strategic Planning ➤ See QQ Memo	QQ	\$50,000	50

Narrative of above changes to 2026 Budget since Oct 23<sup>rd</sup> meeting:

**Building Fund:** Moved Meeting Room Ceiling replacement to 2026 from 2025.

**Economic Development:** Amending EDA PPG contract (admin) to charge time for contractors in 2026, shifting some of the costs for both years from the Salary line for EDD Director. May shift some of Executive Director time to EDD. Not adjusting for unknowns that will likely be adjusted: actual wage for new Director, travel budget including vehicle, what SOW may be shifted to contractors for CEDS. Will have to apply for new PPG grant round by March and complete CEDS by September. Cautious optimism from EDA for funding to be level or possibly increase. Will not know likely until after end of Q1 in 2026.

**Elevator:** Reduced transfer to Regional Business because of DOLA grants and added transfer to into QQ for special projects. See Memo.

**NLF:** Added position for Deputy Director (\$100,000 plus overhead) and reduced Contract Staff budget. Finance did Wage Range analysis – higher than previous Loan Assistant position.

**Regional Business:** Added anticipated DOLA funding at current level via conversations (\$43,333 applied for, remainder to be applied for in March), added Behavioral Health project (\$22,800) and Projects budget. Heard back from Wellness Committee on their projected initiatives for 2026 and added to that line item. Reallocated more Executive Director time from Indirect to RB.

**QQ:** See Memo.



# Northwest Colorado Council of Governments

## NWCCOG EDD Meeting Minutes

October 23, 2025

### Executive Board Members

Alyssa Shenk – Town of Snowmass  
Patti Clapper – Pitkin County  
Nina Waters – Summit County

### NWCCOG Staff:

Jon Stavney  
Becky Walter  
Moira Vander Meer  
Doug Jones – Energy Program  
Anita Cameron – NLF  
Jonathan Godes – Grants Navigator  
Nate Walowitz – Broadband  
Nate Speerstra – Enrgy Program  
Dana Wood – RTCC Mobility

### Others Present

DiAnn Butler – Grand County  
Eric Heil – Town of Avon  
Jonah Glassman – Town of Silverthorne  
Kristen Brownson – Town of Breckenridge  
Sara Nadolny – Town of Basalt  
Delany Deskin – Senator Bennet’s Office  
Janeth Stangle – Senator Hickenlooper’s Office  
Diane McBride – Town of Frisco  
Brian London – Insights Collective  
Maragret Bowes – Colorado Ski Town  
Chris Romer – Vail Valley Partnership  
Geoff Grimmer – Town of Eagle  
Jon Bristol – Routt County  
Tom Boyd – Eagle County  
Erin McCuskey – Eagle County  
Carolyn Tucker – SBDC  
Britta Gustafson – Town of Snowmass Village  
Randy George – Grand County  
Diane McBride – Town of Frisco  
Riley Scott – Office of Senator Hurd  
Dan Sullivan – Town of Keystone  
Corry Mihm – Project Works  
Jacob Zook – City of Glenwood Springs

### **ACTION** Call to Order NWCCOG EDD Meeting

DiAnn Butler, NWCCOG EDD Chair, called the Northwest Colorado Council of Governments (NWCCOG) EDD meeting to order at 12:30 pm. Quorum was confirmed with introductions of attendees.

### **ACTION** Approval of August 7, 2025, EDD Minutes

M/S: Patti Clapper made a motion to approve September 18, 2025, NWCCOG EDD Minutes as presented. The motion was seconded by Tom Boyd.

**Passed: Yes**

### Discussion: Next Steps for EDD Program and Staffing

The discussion centered on the future of the EDD program, with the need for increased funding and a more engaged staffing approach being highlighted, especially following Rachel's transition from a full-time role. Federal funding and its impact on the EDD program as well as the role and responsibilities of the EDD Director led to talk of the next steps for the EDD Program and immediate tasks at hand. A conversation was proposed regarding the traits and culture for the future EDD Director, with a suggestion to focus on collaboration and mentorship. Concerns were expressed about the uncertainty of federal funding impacting their plans, while it was noted that the CEDS update could serve as a roadmap for defining the EDD role. Agreement was reached on the importance of waiting for funding clarity before making decisions. John Bristol thanked participants for their efforts and initiated a discussion about the timeline for the next three-year contract with the EDD, highlighting the \$70,000 funding due in March. The importance of the CEDs, which are due in September, was clarified, suggesting options for either a minimal approach or a more extensive outreach strategy. The discussion on Workforce Development and Board Structure began with Corry Mihm’s involvement in

workforce development and offered to support Rachel in her role, emphasizing her flexibility in taking on additional responsibilities if needed. Corry proposed that the December meeting include updates from new staff at the Colorado Workforce Development Center to enhance communication and outreach. DiAnn Butler supported this idea, suggesting Corry connect with the new staff for the next meeting.

**ACTION – Adjournment of the NWCCOG EDD Meeting**

DiAnn Butler made the motion to adjourn the NWCCOG EDD Meeting. Tom Boyd seconded the motion. The NWCCOG EDD meeting was adjourned at 1:28pm.

***Passed: Yes***

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DiAnn Butler, NWCCOG EDD Chair

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Date