



2026 NWCCOG Council Retreat

The Hoffmann Hotel
30 Kodiak Drive, Basalt, CO 81621

RETREAT AGENDA

Purpose of Strategic Planning Retreat — Chart the Next Three Years

To ground NWCCOG Council in NWCCOG's strengths, and current work, to understand the direction programs, brainstorm and agree upon some practices and priorities that will engage Council and the membership, to improve meetings, increase member participation & engagement, and leave with a shared vision for the work in Member Services — clear enough to inform a shared path for the Executive Director to lead the organization.

What we want to walk away with

- A renewed, shared sense of why NWCCOG matters to our 31 member communities, clients and stakeholders, how to engage member representatives in that purpose.
- Clarity on what we are best positioned to lead, to partner or appreciate.
- Honest continue/stop/start discussions about programs & services, tied to the value of member dues where dues fund those efforts.
- A short, ranked list of priorities for the next three years.
- A vision for a higher sense of purpose and direction for Council

Pre-Event Materials

- This Agenda, Regular Meeting Agenda
- PPT of NWCCOG progression from there to here
- PDF of all NWCCOG Program Goals with Member Services first
- Draft Behavioral Health Landscape Report, Draft CEDS, Draft CBO Middle Mile Report

Roles

Questions: jstavney@nwccog.org , 970 471-9050

- Facilitator **Executive Director, Jon Stavney**
- Lead Meeting **NWCCOG Officers:** Council Chair Alyssa Shenk (Muni Rep TSMV, Council Vice-Chair Patti Clapper (County Rep. Pitkin), Council Sec/Treasurer Nina Waters (County Rep. Summit)
- Participate **Council Representatives, NWCCOG Program Directors, EDD Board and Stakeholders, NWCCOG Executive Committee** consists of Region XII County Members are Tim Redmond (Routt), Tom Boyd (Eagle), Randal George (Grand), Coby Corkle (Jackson), Municipal Members are Dan Sullivan (Keystone), Kristen Brownson (Breckenridge).
- Observe - **All other visitors**



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Wednesday, August 5th

Reception, Evening Kickoff, Welcome Dinner

An informal, place-based start. We gather over dinner and open with story rather than slides — grounding the two days in why this work matters before we get into decisions.

5:00 PM—Doors Open, Mt. Sopris Room

The Hoffman Hotel, 30 Kodiak Drive, Basalt, CO, 81621

5:30 PM — NWCCOG Welcome Reception, Mt. Sopris Room Patio

Crudites: house-made hummus, ranch dressing, carrots, celery, cucumbers, Naan-bread.

Bar: Pinot Noir, Chardonnay, Import & Craft Beers. Station: Water, Iced Tea, Lemonade.

6:30 - 7:30 PM — Welcome & Dinner, Mt. Sopris Room (Seated)

Taco Bar Buffet: *Carne Asada, chicken adobo, grilled shrimp and seasonal veggies, lettuce, tomatoes, cheese, sour cream, Pico de Gallo, tortillas, black bean & sweet corn salad. Assorted desserts. Water, lemonade, iced tea.*

Dinner paid by NWCCOG. Cash Bar till 8PM.

7:15 PM — Opening Reflections

Chair Welcomes Group

Executive Director with Video: *Why NWCCOG Matters, My How We've Grown,*

Program Directors Stand and Deliver: *Program Successes, Innovations, Goals and Upcoming Plans that get Directors excited. (Jon will keep time – 5-7 minutes each)*

Chair: Setting the Table for Tomorrow *Chair previews agenda and asks participants to name in one word what they are most looking forward to tomorrow.*

8:15 PM-ish – Adjourn



Thursday, August 6th

Full Day Snapshot— Breakfast, the scheduled August Council meeting, Morning Informational Sessions, Working Lunch, Afternoon Workshop Sessions until 3 pm, Members Only Workshop Sessions until 5 p.m.

8:00 AM — Breakfast Mt Sopris Room: “Sopris Buffet:” scrambled eggs, bacon, sausage, Hoffman Potatoes, Assortment of toasted breads, Fresh Fruit, Granola, Greek Yogurt, Water, Juice. All Morning: Coffee & Tea, water.

8:30 AM-- NWCCOG Regular Council Meeting, Open, Consent Agenda, Adjourn.

8:45 AM — Session 1: Structure of NWCCOG Council Meetings, Discuss

Better Council Meetings: (15-30 min) Chair. Discuss Meeting Format Refinements.

Materials: Memo *Elements of Engaging NWCCOG Council Meetings*.

Action: The group may return to this topic to solidify direction later in the day. This is an identified interest by Council members prior to the retreat.

9:15 AM -- Session 2: Major Pending Action Items

A. Behavioral Health (40 min) Presentation by GPS consulting, NWCCOG 2026 Behavioral Health Landscape Assessment report. **Materials:** Session 2Aa Draft Report, final Publication imminent). Watermarked Draft Phase 2 document which outlines options for NWCCOG’s role. Through the extensive interview process arose a need for a regional role which could play out various ways and various levels. **Action:** NWCCOG will convene interviewees after getting direction from NWCCOG Council on interest in Phase 2 options.

B. Economic Development (40 Min) Presentation on [Draft CEDS](#) by Jon. Draft in packet, up for 30-day review and design work for final publication September 1. With vacant position, no word on funding, and notable portion

of Executive Director's time going toward grant closeout, application, CEDS, what are next steps?

C. Materials: [Draft CEDS](#) and [Updated 2026 White Paper](#).

Actions:

- i. [Click HERE to comment on Draft CEDS](#)
- ii. **Question:** *How much does NWCCOG Council want to weigh in on actions outlined in CEDS for NWCCOG?*
- iii. **CEDS ENVISIONS** an umbrella strategic framework for the District with an ambitious Director. Actions are outlined in each Pillar. This document could be a framework for EDD and Council priorities.
- iv. Still waiting on funding for next steps
- v. See White Paper for options and summary of 2026 activities

10:45 AM — Break

11:00 AM – Continue Major Pending Items, Program Goals and Big Picture

D. (20 Min) Middle Mile Broadband, Presentation by Jon (Regional Broadband Director, Nate Walowitz is on vacation). The Colorado Broadband Office has just published for comment a process driven by NWCCOG these past 3 years to address the state's role in middle mile broadband. The Report outlines an opportunity to imagine a time when NWCCOG is no longer "in the broadband business" because our groundbreaking Project THOR becomes the cornerstone of a larger system. **Materials:**

- a. [Session 2Ca. Memo CBO Middle Mile Announcement](#),
- b. [Session2Cc: CBO Middle Mile Announcement](#)
- c. [Session 2 Cb – CBO Middle Mile Report](#)

E. (20 Min) Review Program Goals & Objectives

- **Materials:** [Session 2D Combined Goals](#) PDF with proposed updated RB/MS Goals. **Action:** Adopt Goals and Objectives in Consent Agenda September 17th meeting.
- **Questions:** *What do you want to know about a program G&O?*
- *Which goals reflect priorities, which are inherited momentum?*
- *How do program G&O and day-to-day work relate to Council Retreat Objectives, and specifically Regional Business/Member Services Goals?*

F. (10 Min) Program Directors: aspirations for Existing Programs not covered the evening before, quick overview of what was covered the evening before. (Doug Jones returns from vacation on the 5th)

G. (30 Min) Overflow/Flex Time for unfinished morning topics

Alyssa Shenk, Chair. Wrap-up Morning, set stage for Afternoon

Break before lunch as time allows

12:00 PM — Working Lunch (See Next Page for Instructions)

Note Space:



12:00 PM — *Working Lunch*

Lunch -The Bells Buffet: *Caesar and Potato Salads. Turkey Pesto Wrap, Chicken/bacon wrap. Fries. Water, Iced Tea, Lemonade. Small Bite Desserts.*

Table Conversations: Choose a Table based on a Topic. Be sure to have **One NWCCOG Program Director** and **One Executive Committee Member** at each table discussing What Makes NWCCOG Distinct? Each table takes one of the topic sets below — tables may choose on arrival, or the Chair may assign to spread coverage. **Choose a participant to report out for the entire table after lunch.** Begin with assigned topic, cover others as desired.

Materials: [This document is also a stand-alone document online.](#)

ALL TABLES Topic — Our Distinctive Value

- What do we do, or focus on, that other organizations are not?
- Where do we add value that no one else does?

Table Topic A — Where We Lead vs. Where We Are One of Many

- Action Sectors: What issues are we best positioned to lead on?
- Where are we simply one option among many, and is there a narrow lane for us in, for instance tracking sustainability/climate change efforts across region, more economic development coordination across region, more topic-focused gatherings?

Table Topic B — Tools & Direct Services to Members

- What Member Services tools are the most impactful? We publish reports regularly, write and report on topics related to local governance, facilitate, assist manager services, present to councils; what should we do more of and why?
- What opportunities exist for providing direct services to members?

Table Topic C — Entrepreneurial Spirit & Where It Could Grow

- Many programs have an entrepreneurial spirit, leadership recognized by state and national peers, and have high-performing teams (Energy, VINTAGE, Broadband, Elevator come to mind) — where else in the organization could that develop, and how?

Table Topic D — A Deeper Dive on Behavioral Health, and Economic Development / CEDS

- Review Phase 2 actions in BH report, talk about NWCCOG .
- What active role should NWCCOG play in this sector: convene, coordinate, deliver, or step back? What does that role ask of members?
- What additional resources (funding, staffing, member commitment) for that role to work?
- If we do not take this on, who does, and what is lost for the region if no one does?

Table Topic E — Our Convener Role in the Region

- When is convening the highest-value thing we do, versus delivering a service ourselves?
- Which emerging regional issue most needs a table that only NWCCOG can set?
- Do the peer groups for Managers and Planners point to a model we should expand?

Table Topic F — What Would Make Showing Up Worth It

- What would make a member representative rearrange their calendar for a Council meeting?
- What do you need to take back to your (home) board or council to justify membership in NWCCOG, and the dues?
- What would make the biggest difference NWCCOG could make to improve member engagement, awareness of the organization?

All Tables — Closing Question

- Takeaways from the retreat so far.

Note Space:

1:00 PM — Session 3: Putting It All Together (Led by Chair, Facilitator take notes)

- (30 min) **Report-in from Table Conversations** (Al and Jon take notes on White Board)
- (30 min) **Chair leads Open Discussion** on Report-ins (Continue notes)

2:00 PM – Session 4: Funding Priorities & Dues Conversation

1. (10 min) **Presentation: Member Dues for 2027** (Becky Walter)
 - a. How do we feel about upward pressure on Dues vs Added Value?
 - b. Additional FTE adding revenue to Indirect has allowed smooth absorption of Human Resources Position, and room for wage increases for key staff in 2027.
2. (10 Min) **Discussion: Current Uses of Member Dues** (Jon Stavney)

VERY ROUND PROPORTIONS – varies budget to actual, esp. first and last. Note: DOLA Funding has dried up entirely for Broadband, and nearly so for special projects.

 - a. Executive Director (**25%** depending on other sources, less with EDD)
 - b. Broadband Director (**15%** with Project THOR funding remainder)
 - c. Economic Development Director (**15%** at current levels)
 - d. Outside Contracts, (**10%** Special Projects, Research, Reports)
 - e. VINTAGE supplemental funding (20% in 2026 budget)
 - f. All other expenses (**15%**) Travel & Meetings (includes HR & Admin travel, council meeting expenses), Wellness Committee, Watershed Services, advertising, office supplies, bonuses for non-Energy revenue sharing staff.
3. (10 min) **Discussion: Options for 2027 Impacting Proposed Dues**
 - a. Increase Dues 6.1% to cover base increases (approved this morning)
 - b. Reshuffle proportions to Programs, or further increase Dues 10-15%
 - For Economic Development District Director with budget
 - For Staffing a Behavioral Health Position, make it ripe for grant funding if NWCCOG had a strong match - \$50,000?
 - What reports and projects are a priority for Special Projects funding, a strong budget that leaves options open and ability to seize unseen opportunities - \$30,000?
 - Mentioned in EDD Summit and CEDS, New Impact of Second Homes Report
 - c. Recent Manager and Planner Peer group facilitation, pilot in 2026 with Cathie Pagano, fund at \$35,000 in 2027, anticipate supplemented by other sources.

4. (20 min) **Discussion (Chair) An Honest look at the NWCCOG portfolio of Member Services, anchored to the value members get for their dues.**
 - a. What should we continue — the activities clearly worth the investment?
 - b. What should we stop doing?
 - c. What should we be doing over the next three years that we aren't today?
 - d. How does Member Dues value show up in each of these?

2:45 PM—3:15 PM Cold Soft Drink Bar:

2:50 PM — Wrap up and Thank You to Retreat Participants. (Chair)

This Retreat is just the beginning of this process which will produce Goals and Objectives for Member Services, clarify Member Roles, and overall priorities for NWCCOG. Work product from the retreat will be shared at August 11 Staff Leadership Meeting, again on September 17th at the NWCCOG Council meeting and infused into the 2027 Budget for work-session in October. NWCCOG Program Directors, participants and visitors are excused for travel, self care or whatever (just don't go back to your workspace after a retreat). All NWCCOG Member Representatives are invited to remain.

(End of Retreat for all except Executive Committee and Council Representatives, Executive Director and HR Specialist)

3:00 PM — Break

3:15 PM — NWCCOG Member Representatives Only

Session 5: Leveraging Membership, Council & Executive Committee

1. (45 min) How do we deepen engagement, ownership, and visibility of the organization — and elevate the status of showing up — among our members, Council, and Executive Committee?
 - a. Review Memo Elements of Engaging NWCCOG Council Meetings from morning
 - b. How do we build greater engagement, ownership, and visibility of NWCCOG among our member communities?
 - c. What would elevate the status and value of attendance at Council and committee meetings?
 - d. What roles can the Council and Executive Committee take on to champion NWCCOG in their own communities?

- e. Is it time to pay our officers, or provide stipends for members who travel to meetings?
- f. What would stronger member and Council engagement make possible that isn't today?
- g. Is it time for a Council Budget to separate out cost of increased catering, events like this retreat, and Dinners before Council Day that have increased participation and engagement already?
- h. Is it time to provide stipends for Officers? Direct pay for Representatives who attend in-person?

4:00 PM — Session 6: Leveraging the Executive Director & Building Capacity

- 1. (10 min) **Materials: Member Services Draft Goals and Objectives** pre-populated with Draft CEDS items, AI review of Program G&O, Agenda and Executive Director 2025 Review documents.
- 2. (30 min) The Executive Director is the primary implementer of Council priorities while running a 60-person organization.

Additions in Finance, HR, and Admin add support, but workload outpaces capacity.

- a. Which of the Executive Director's talents are we leveraging well?
- b. Which are we underusing — and what would it take to free them up?
- c. When will NWCCOG have capacity to fund a Deputy Director, Research Assistant or other related role that could assist with the high-level member services work?
- d. Given finite capacity, where should the ED and organization focus?
- e. What structures would most expand our capacity to deliver?

4:15 PM — Session 7: Check in on NWCCOG Communications

- 1. Favorite Newsletter and Report Topics so far. Materials
- 2. What other areas relevant to NWCCOG Members could be covered? (eg. more Program Director Guest FDD, More Member Guest FDD?)
- 3. Are there Policy Topics NWCCOG can agree are safe for Newsletter advocacy

4:30 PM –Session 8: The Next Three Years — From Discussion to Priorities

- What are the three-to-five priorities that matter most for the next three years?
- For each participant: what does success look like, and what does it ask of the Council, the ED, and staff?

5:00 PM — Closing: Commitments & Next Steps Chair and Facilitator



NWCCOG 2026 Council Retreat Evaluation — Session by Session

Please complete this before you leave and hand to Jon or leave at your seat. Circle a rating for each session, 1 (not useful) to 5 (very useful), and add a note where you have one — the notes are what we act on.

Session	Circle one	What worked / what to change
Wed. Evening Kickoff — Why NWCCOG Matters	1 2 3 4 5	
Session 1 — Structure of Council Meetings (8:45)	1 2 3 4 5	
Session 2 — Major Pending Action Items	1 2 3 4 5	
Program Goals & Big Picture (10:30)	1 2 3 4 5	
Working Lunch — Table Conversations	1 2 3 4 5	
Session 3 — Putting It All Together	1 2 3 4 5	
Session 4 — Funding Priorities & Dues	1 2 3 4 5	
— 3:15 PM Break — NWCCOG Member Representatives Only for Sessions 5–8 —		
Session 5 — Leveraging Membership & Council	1 2 3 4 5	
Session 6 — Leveraging the ED & Capacity	1 2 3 4 5	
Session 7 — NWCCOG Communications	1 2 3 4 5	
Session 8 — The Next Three Years	1 2 3 4 5	
Closing — Commitments & Next Steps	1 2 3 4 5	
Overall retreat (pace, venue, materials)	1 2 3 4 5	

Write on the Back:

What was the single most valuable hour of the two days?

What did we not talk about that we should have?

What is the one thing you will do differently as a Council because of this retreat?



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My Note Space:

Facilitator Notes — Sessions 7 & 8

Session 7 — Check in on NWCCOG Communications (15 min)

- Purpose: a quick pulse, not a deep dive — what members actually see, read, and forward.
- Format: round-robin, one comment per representative; ED or scribe captures on the wall.
- Prompts: Which NWCCOG communications reach your board or council? What should we send less of? Who else in your organization should be on our list?
- Hard stop at 4:30 — Session 8 needs its full 30 minutes.

Session 8 — The Next Three Years: From Discussion to Priorities (30 min)

- Purpose: convert the day's wall notes into three to five ranked priorities.
- Materials: wall notes from Sessions 3–6, sticky notes, markers, dots.
- Format (10+ in room): 5 min silent write — each rep's top three; post and cluster on the wall; three dots per person to rank.
- Format (fewer than 10): skip the dot vote — go around the table twice, first for priorities, then for what each asks of Council, the ED, and staff.
- Close each priority with: what does success look like, and what does it ask of the Council, the ED, and staff?
- Before the room clears: photograph the ranked wall. This is the retreat work product for the September 17th Council meeting and the 2027 budget.

Reference Chart: NWCCOG is a dynamic, adaptive organization

Past Programs and Roles: • Mountain Ride Call Center, VTCLI Grant • I-70 Coalition • Summit Water Quality Committee • RSVP volunteer coordination program • Energize Colorado Grant program • Bark Beetle response funding • Homeland Security & Emergency Management grant coordination* (still doing for Jackson County only) • Community surveys tracking QOL data across and within communities over time • Advocacy for USFS staffing and funding • COVID Grant distribution through NLF, Vintage	Structural / Ongoing Programs and Roles: • Water Quality/Quantity (QQ): TMD & water policy • Vintage: AAA, Older Americans Act • Energy: LEAP/WAP weatherization management • Northwest Loan Fund • Elevator Inspection Program • Broadband (Project THOR) • Economic Development District • Mobility • Northwest All Hazards Emergency Management Grant • Hospital Preparedness Grant (CDPHE) • GIS Services • BEECH Program with Eagle County • Crisis Intervention Program (CIP)	• Requested/Discussed Near-term opportunities: • Advocacy for USFS and public land management • Learning and leading on AI for the public sector • Home Modifications Program (Joint effort between Vintage and Energy, piloted in Grand County) • Facilitate mid-level staff training on public facilitation (Vail req) • Support groups for New Managers, and for Planners (in progress) • Behavioral Health (see report recommendations) • Beneficial Electrification Programs with Garfield and Pitkin Counties
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