

10:40 a.m.	14.	Update:	Executive Director Updates New Positions -- NLF Deputy Director begins March 23, Energy Trainer, Techs, EIP Inspectors Covered Office Manager/Admin - January, Feb. EDD Director - Jan, Feb, March. HR - until now. Facilitated a Work Session for the Vail Valley Theater Company, March 7th -- Req by Avon Jenna Skinner Facilitated RTCC retreat	
10:45 a.m.	15	Discussion:	Member Engagement Goals First Review and Update	p. 43-45
TBD			Colorado House Speaker Julie McCluskie to call in about HB 1317 around 11 am	
11:00 a.m.	16.	Discussion:	Around the Table Member Updates and Discussion	
11:30 A.M.	17.	Discussion:	Congresional Updates	
	18.		Articles: New Mexico is making child care free for allworking parents. Why isn't Colorado?, By: Taylor Dolven (2026) Legislature rejects attempt to let Colorado communities increase taxes on often-vacanthomes, By: Jason Blevins (2026) Shoshone Water Rights Preservation: A Legacy of Preservation for the Colorado River Aspen might weigh more aggressive restrictions on water use, By: Lucy Peterson (2026) Report: Colorado needs additional \$50M annually for water projects, By: Jerd Smith (2026) Energy Star has emerged stronger after Trump's EPA tried to end it, By: Jeff Brady (2026) Trump Allies Near 'Total Victory' in Wiping Out U.S.Climate Regulation, By: Friedman and Joselow (2026) 134 more people laid off from federal renewalenergy lab in Golden, By: Michael Booth (2026) Congressional Press Release - Hickenlooper and Bennet (2026) AMERICA ISN'T READY FOR WHAT AI WILL DO TO JOBS, By: Josh Tyrangiel (2026)	
	19.	Letters of Support:	Vintage ECH_Letter of Support Draft_Senior Dental Program - Vintage	p. 54
12:00pm	20.	*ACTION	Adjourn NWCCOG Council Meeting	
		LUNCH	Enzas Sandwiches and Pasta Salad with Chips	*Requires Vote

		NWCCOG Officers		
NWCCOG Council Chair	Alyssa Shenk	NWCCOG Council Secretary/Tresurer	Nina Waters	
NWCCOG Council Vice-Chair	Patti Clapper			
NWCCOG Executive Committee				
Region XII County Members	Nina Waters, **Patti Clapper, Tim Redmond, Tom Boyd, Randal George, Coby Corkle			
Municipal Members	Alyssa Shenk*	Dan Sullivan	Kristen Brownson	Vacant Vacant



NWCCOG EDD Board Meeting Agenda

Thursday, March 19, 2026

249 Warren Ave., Silverthorne, CO 80498 and Zoom Conference Call

Video & Phone Conference Information

Next COG EDD Meeting

Join Zoom Meeting:

<https://us06web.zoom.us/j/4343110995?pwd=rbIHmpYikShSFje2tpMbd1ODIEZrep.1&omn=8447140>

Meeting ID:

Passcode:

434 311 0995

119033

June 4, 2026

NWCCOG Gypsum Energy Warehouse
210 Spring Creek Road, Gypsum, CO 81637
12:30pm - 2:30pm

NWCCOG Economic Development District (EDD) Board Meeting

- | | |
|------------|---|
| 12:30 p.m. | <ol style="list-style-type: none"> 1. Call to Order - EDD Board Chair, 2. Roll Call and Determination of Quorum 3. ACTION: Approval of January 19th, 2026 Minutes p. 55-56 4. Discussion EDD Funding, Open Position, CEDS Implementation (Update Jon) 5. *ACTION: Approve Digital CEDS proposal, StateBook International 6. Discussion: House Bill 1317 Aligning Higher Ed and Workforce Development Article in Packet
 FYI: House Speaker Julie McCluskie -- will be calling in at 11 during a break in House Business |
| 1:00 p.m. | <ol style="list-style-type: none"> 7. PRESENTATION TBD 8. Discussion: EDD Summit - Draft Agenda (Jon)
Will have for Meeting - no item in packet 9. Discussion: |
| 2:00pm | <ol style="list-style-type: none"> 10. * ACTION Adjourn NWCCOG EDD Meeting |

*Requires Vote

NWCCOG EDD Officers

NWCCOG EDD Chair DiAnn Butler
NWCCOG EDD Vice-Chair Patti Clapper

NWCCOG EDD Secretary



Northwest Colorado Council of Governments

NWCCOG Council Meeting Minutes

Thursday, January 22, 2026

Executive Board Members

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

NWCCOG Staff

Jon Stavney – Executive Director
Becky Walter – Finance Director
Dana Wood – Mobility Director
Doug Jones – Energy Program Director
David Harris – EIP Director
Erin Fisher – Vintage Program Director
Anita Cameron – NLF Director
Nate Walowitz – Broadband Director

Members In-Person

Alyssa Shenk – Town of Snowmass
Patti Clapper – Pitkin County
Tim Redmond – Routt County
Gloria Kaasch-Buerger – Town of Basalt
Jeffrey Woodruff – Pitkin County
Scott Schreiner – Town of Eagle

Jonah Glassman – Silverthorne
Abigail Tietjen – Copper Mountain Metro District

Others Present

Tom Boyd – Eagle County
Samantha Martin – Jackson County
David “Ty” Wattenberg – Jackson County
Randy George – Grand County
Jenna Skinner – Town of Avon
Diane McBride – Town of Frisco
Sarah Nadolny – Town of Basalt
Melissa Matthews – Town of Red Cliff
Dan Sullivan – Town of Keystone
Kristen Brownson – Town of Breckenridge
Jacob Zook – City of Glenwood Springs
Karah Brubaker – State of Colorado
Janeth Stangle – Sen. John Hickenlooper
Patrick Ibarra – The Mejorando Group
Corry Mihm
Jonathan Godes – I-70 Coalition

ACTION: Call to Order NWCCOG Council Meeting

Alyssa Shenk, NWCCOG Council Chair, called the Northwest Colorado Council of Governments (NWCCOG) Meeting to order at 9:00 AM. Jon Stavney confirmed Quorum.

Financial Overview

Becky Walter presented a financial overview. The organization achieved 120% of projected revenues, largely due to the growth in the fee-for-service programs in the Energy Program, and revenues increasing due to enforcement in the Elevator Program. Doug Jones’s multi-year efforts in diversifying funding for the Energy program was acknowledged specifically. The indirect budget continues to run over budget, in part for adding new costs with the HR

position. Jon noted this is counterbalanced by increased revenues in Indirect from over 8 hires made or planned in 2026 that occurred after the budget was passed.

ACTION: Approve Amendments to Asset Capitalization Policy

Becky Walter proposed amendments to the asset capitalization policy to better reflect current economic conditions. Patti Clapper made a motion to approve; Jonnah Glassman seconded the motion.

Passed: Yes

ACTION: Approval of Additions to 2026 Budget and Wage Range

Jon Stavney presented an updated Wage Range to include new positions added in Indirect, and Energy. Patti Clapper made a motion to approve; Jeffrey Woodruff seconded the motion.

Passed: Yes

Brief Review of Council Bylaws and Rules of Conduct, LOS Policy

NWCCOG Director Jon Stavney reviewed Council Bylaws and Council Rules of Conduct, for incoming members.

ACTION: Election of New Officers for the NWCCOG Council Board

After a call for new Officers from the Chair, a motion was made in support of the existing Officers with Alyssa Shenk as Chair, Patti Clapper as Vice Chair, and Nina Waters as Secretary-Treasurer. Tom Boyd made a motion to approve all three by acclamation; Randy George seconded the motion.

Passed: Yes

ACTION: Election of Executive Committee Members

Jon Stavney clarified per the By Laws that each County's representative automatically has a seat on the Executive Committee, and that five Municipal appointees were required. He noted that in recent years, that only 3 have been appointed. He offered to bring an amendment of the By Laws to reflect this challenge of finding 5. Vice Chair Patti Clapper Recommended keeping the By Laws as is for now. Alyssa Shenk of the Town of Snowmass, Kristen Brownson of the Town of Breckenridge, and Dan Sullivan of the Town of Keystone, along with already sitting county representatives were nominated for the executive committee. Patti Clapper made a motion to approve; Tom Boyd seconded the motion. There was additional discussion that "Succession Planning" brought up in the Executive Director's review was to include discussing in a retreat how to create a bench of involved members at NWCCOG Council who would then take on leadership roles in future years.

Appreciation for the three officers commitment was expressed, with the caveat that it would be preferred to have a rotation of new leaders more often. Clapper will be ineligible in 2027.

Passed: Yes

ACTION: Elect 2 County Health Pool (CHP) Representatives for NWCCOG

Annually, the Council appoints two administrators for the County Health Pool (CHP) health plan for NWCCOG, the Town of Kremmling, and the Town of Walden. Jon Stavney (NWCCOG Executive Director) and Becky Baugh (NWCCOG HR Generalist) were appointed as County Health Pool Representatives for 2026. Alyssa Shenk made the motion to approve; Patti Clapper seconded the motion.

Passed: Yes

ACTION: Motion to Convene the Northwest Loan Fund Board

Patti Clapper made the motion to convene the Northwest Loan Fund Board; Alyssa Shenk seconded the motion.

Passed: Yes

Northwest Loan Fund Board Discussion

The annual Northwest Loan Fund board meeting included the approval of minutes from previous meetings on September 18th, 2025, December 4th, 2025, and the preliminary end-of-year financials were not yet ready to published. Current loan status was explained, highlighting concerns about certain loans classified as special assets, which had increased risk ratings.

An overview of the activities in 2025 was provided, including the new CDBG grant application and the closeout of the 2020 grant, which involved an audit that led to changes in loan agreements. The designation as a community-based development organization was achieved, allowing continued access to CDBG funds. Additionally, it was reported that 101 loans have been issued since 2014, creating 128 jobs across various communities.

ACTION: Motion to Approve Minutes from Previous Year's NLF Board Meeting

Approval of minutes from September 18th, 2025 and December 4th, 2025 NLF board meetings. Alyssa Shenk, motioned to approve; Tim Redmond seconded the motion.

Passed: Yes

ACTION: Motion to Appoint Officers to 2026 Northwest Loan Board

As per NLF By Laws, the NWCCOG Officers are appointed annually as the NLF Board Officers. Alyssa Shenk was appointed as Chair, Patti Clapper was appointed as Vice Chair,

and Nina Waters was appointed as Secretary-Treasurer of the Northwest Loan Board for 2026. Alyssa Shenk made a motion to approve; Patti Clapper seconded the motion.

Passed: Yes

ACTION: Motion to Reconvene Northwest Colorado Council of Governments

A motion to reconvene the Northwest Concord Council was made. Alyssa Shenk made the motion; Patti Clapper seconded the motion.

Passed: Yes

Succession Planning Presentation and Discussion

Jon Stavney explained that Succession Planning was a concept discussed in his December Review. After seeking recommendations from peers across the region, he contacted a consultant who has presented at CCCMA and whose work on the subject is highlighted by ICMA on their website. Patrick Ibarra of The Mejando Group presented remotely on the concept and why it is valuable to organizations as they mature. Ibarra said that public sector organizations to evolve in response to changing workforce dynamics. He pointed out that many employees now seek productive and enjoyable work environments, which necessitates a shift in succession planning and talent retention strategies. Ibarra emphasized the importance of preparing employees for key roles and adapting recruitment strategies to attract talent. He outlined the concept of succession planning as a risk management strategy essential for continuity of operations. He also pointed out that seniority does not guarantee competence and stressed the importance of developing employees' skills through upskilling, reskilling, and new skilling. Ibarra emphasized the need for organizations to actively recruit and build their talent pipeline rather than waiting for vacancies to arise. The PowerPoint utilized in the presentation is available on the NWCCOG Website attached to materials for this meeting.

Congressional Updates

Janeth Stangle, representing Senator Hickenlooper, discussed significant federal funding challenges facing rural Colorado, including the veto of a clean drinking water project and cuts to childcare funding that could severely affect local school districts. She also mentioned the Senator's opposition to funding for DHS and ICE.

Executive Director Updates

- In reference to keeping program funding, the Council spoke on the importance of empowering directors to write advocacy letters for funding without needing prior approval for each instance. Nina Waters suggested identifying COG program directors who could engage with elected officials from specific towns.

Roundtable Discussion

- Patti Clapper noted that Pitkin County is in the process of appointing a new county manager following the resignation of Kelly McNicholas-Kury from the Board of Pitkin County Commissioners. Kara Silbernagel is currently serving as the interim county manager, while applications for the position are being accepted until February 25th.
- Dana Wood noted that there are ongoing discussions about funding cuts to senior services and transportation routes in the region. Including the possibility of losing a RFTA bus route due to loss of funding from Garfield County.
- Commissioner Redmond: Routt County’s Craig Station requires approximately 2 million dollars in repairs before it can be operational again, while Hayden Station is currently down due to a scrubber collapse.
- Commissioner Redmond: The \$85 million expansion of Yampa Valley Regional Airport is underway, along with the initiation of an apprenticeship program for building trades, aimed at supporting local workforce development.
- Jena Skinner from the Town of Avon provided updates on the town's initiatives regarding wildfire resilience and housing development. She noted collaboration with Eagle County to create a regional housing authority and emphasized the importance of aligning wildfire codes across jurisdictions.

ACTION: Adjournment

Patti Clapper made a motion to adjourn the meeting at 12:13 pm; Tim Redmond seconded the motion. All in attendance were in favor.

Alyssa Shenk, NWCCOG Council Chair

Date

Northwest Colorado Council of Governments
Balance Sheet - Northwest Loan Fund
As of December 31, 2025

	<u>TOTAL</u>
ASSETS	
Current Assets	
Checking/Savings	
1015 · 1st Bank NLF Checking	3,417.79
1065 · NLF Alpine Operating	64,591.38
1070 · NLF Alpine Money Market	259,333.20
1071 · NLF Alpine ICS	2,924,267.78
1073 · NLF Mountain Valley Bank	251,558.74
1075 · NLF Yampa Valley Bank	255,498.48
Total Checking/Savings	<u>3,758,667.37</u>
Other Current Assets	
1090 · Undeposited Funds	17,569.00
1315 · NLF - Allowance for Loan Loss	-433,162.80
Total Other Current Assets	<u>-415,593.80</u>
Total Current Assets	<u>3,343,073.57</u>
Other Assets	
1615 · NLF Loans Receivable	
CDBG-20-630-Covid	657,003.91
1615b · CDBG-16-602	250,763.44
1615c · CDBG-20-630	903,534.79
1615d · CDBG-25-700	105,000.00
1615f · Forest Service	303,055.44
1615o · OEDIT-2017	7,904.43
1615r · Revolved	1,874,767.32
1615s · CO Start-Up	142,444.97
Total 1615 · NLF Loans Receivable	<u>4,244,474.30</u>
Total Other Assets	<u>4,244,474.30</u>
TOTAL ASSETS	<u><u>7,587,547.87</u></u>
LIABILITIES & EQUITY	
Liabilities	
Current Liabilities	
Total Accounts Payable	238.01
Total Credit Cards	1,728.87
Total Other Current Liabilities	<u>5,433.42</u>
Total Current Liabilities	<u>7,400.30</u>
Total Liabilities	7,400.30
Equity	
Total 3000 · Fund Balance	7,678,351.17
Net Income	-98,203.61
Total Equity	<u>7,580,147.56</u>
TOTAL LIABILITIES & EQUITY	<u><u>7,587,547.86</u></u>

Northwest Colorado Council of Governments
Statement of Revenue & Expenditures - Northwest Loan Fund
January through December 2025

	Jan - Dec 25	Budget	% of Budget
Ordinary Income/Expense			
Income			
4000 · Grant Income			
4100 · Federal Grant Income	0.00	350,000.00	0.0%
4200 · State Grant Income	50,000.00	200,000.00	25.0%
4250 · Admin - State Funds	2,500.00	10,000.00	25.0%
4251 · Admin - Federal Funds	0.00	56,000.00	0.0%
Total 4000 · Grant Income	52,500.00	616,000.00	8.52%
4510 · Local Funding			
4520 · Other Local Funding	0.00	100,000.00	0.0%
Total 4510 · Local Funding	0.00	100,000.00	0.0%
4720 · Loan Interest Income			
Revolved Interest	72,364.41		
4720 · Loan Interest Income - Other	132,466.27	246,170.00	53.81%
Total 4720 · Loan Interest Income	204,830.68	246,170.00	83.21%
4730 · Fee Income	30,866.59	17,480.00	176.58%
4820 · Interest Income	26,584.10	21,000.00	126.59%
Total Income	314,781.37	1,000,650.00	31.46%
Gross Profit	314,781.37	350,650.00	89.77%
Expense			
6100 · Payroll Expenses			
6112 · Program Director	121,176.00	121,417.00	99.8%
6210 · Taxes & Benefits	24,529.63	25,248.00	97.16%
Total 6100 · Payroll Expenses	145,705.63	146,665.00	99.35%
6410 · Contract Staff	56,043.60		
6520 · Outside Contract			
6510 · Contractor	1,612.50	10,000.00	16.13%
6515 · Loan Administrator	1,987.50	3,000.00	66.25%
Total 6520 · Outside Contract	3,600.00	13,000.00	27.69%
6610 · Office Supplies	966.35	1,000.00	96.64%
6615 · Loan Loss Reserve	114,658.19		
6620 · Bank Charges	161.00	170.00	94.71%
6640 · Postage	301.83	1,000.00	30.18%
6655 · Program Expense	3,051.30	5,000.00	61.03%
6660 · Advertising Expense	386.20	1,000.00	38.62%
6665 · Meeting Expense	2,158.64	3,500.00	61.68%
6680 · Dues & Subscriptions	5,187.49	6,000.00	86.46%
6720 · Rent & Utilities	3,497.28	3,497.00	100.01%
6730 · Telephone Expense	1,308.67	1,800.00	72.7%
6811 · Vehicle Gas/Oil/Supplies	5,585.85	3,000.00	186.2%
7110 · Program Supplies	1,420.00	1,000.00	142.0%
7130 · Travel & Meeting	11,042.26	9,000.00	122.69%
7320 · Pass-Through Funds	110,820.04	110,810.00	100.01%
7910 · Indirect Cost Allocation	19,994.03	20,034.00	99.8%
Total Expense	485,888.36	326,476.00	148.83%
Net Ordinary Income	-171,106.99	24,174.00	-707.81%
Net Income	-171,106.99	24,174.00	-707.81%
Less Loan Disbursements	1,359,224.67	650,000.00	
Total Net Income	-1,530,331.66		

Portfolio Summary Report -- ACTIVE ACCOUNTS
By Master Loan
(All transactions)

02/28/2026 05 30 PM

Page 2 of 2

LoanID	Borrower	Close Date	Loan Amount	Principal Balance	Cumulative Pmts		Latest Pmts		Periods Past Due						
					Principal	Interest	Amount	Date	30d	30d +	60d +	90d +	120d +	150d +	180d +
2020-0514	[REDACTED]	05/18/2020	170,000.00	131,195.98	38,804.02	35,935.11	2,500.00	11/25/2025	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	21,625.00
2021-0610-2	[REDACTED]	06/21/2021	54,000.00	12,693.02	28,020.78	5,043.24	1,025.24	11/25/2025	56.60	74.85	749.00	1,025.24	1,025.24	1,025.24	8,868.30
2021-0610-3	[REDACTED]	07/28/2021	75,000.00	4,706.31	70,293.69	6,982.90	2,256.25	11/25/2025	20.98	27.75	16.82	26.07	25.23	26.07	4,612.12
2021-0408-2	[REDACTED]	07/19/2021	200,000.00	120,663.14	79,336.86	31,295.64	2,048.75	02/03/2026							
2023-0914	[REDACTED]	10/19/2023	300,000.00	250,368.78	49,631.22	47,592.92	3,739.39	01/26/2026							
2023-0209	[REDACTED]	02/16/2023	100,000.00	84,802.24	15,197.76	10,821.24	4,750.00	09/30/2025	1,636.00	1,636.00	1,636.00	1,636.00	1,636.00	1,636.00	8,338.00
2019-1010	[REDACTED]	11/07/2019	100,000.00	17,337.04	82,662.96	19,628.04	1,115.00	01/26/2026							
2021-0610-1	[REDACTED]	10/15/2020	162,665.38	85,028.27	76,264.00	18,906.31	2,200.00	01/16/2026							
2023-0413-2 R	[REDACTED]	04/28/2023	46,428.00	33,712.53	12,715.47	10,508.28	800.79	02/03/2026							
2024-0314-2	[REDACTED]	04/15/2024	202,500.00	85,838.80	116,661.20	28,098.80	6,580.00	02/18/2026							
2025-0814-2	[REDACTED]	08/22/2025	400,000.00	341,063.72	11,751.78	12,654.42	4,900.00	02/05/2026							
2023-0413	[REDACTED]	05/05/2023	300,000.00	213,821.77	86,178.23	45,736.77	4,604.00	01/05/2026	4,604.00						
2024-0509	[REDACTED]	06/17/2024	25,000.00	16,118.36	8,881.64	3,189.16	616.00	02/18/2026							
Report total: 37 loans			6,428,048.23	4,217,635.08	1,856,075.34	793,750.95	101,822.46		23,101.50	12,601.56	10,601.82	6,487.31	6,486.47	6,487.31	58,708.42

Risk Ratings Report through 02/28/2026
 By Master Loan
 Grouped by Risk Rating > Loan ID

LoanID	Borrower	Loan Amount	Principal Balance	30d	30d +	60d +	90d +	120d +	150d +	180d +	Risk Rating	Rating Date	Reserve Percentage	Reserve Amount
Risk Rating: A. Satisfactory														
2021-0408-2	██████████	200,000.00	120,663.14								A. Satisfactory	07/19/2021	1.00%	1,206.63
2021-1014-1	██████████	243,000.00									A. Satisfactory	11/09/2021	1.00%	
2021-1116	██████████	40,000.00	9,896.17	760.00	76.00						A. Satisfactory	01/10/2022	1.00%	98.96
2023-0413	██████████	300,000.00	213,821.77	4,604.00							A. Satisfactory	05/05/2023	1.00%	2,138.22
2023-0608	██████████	80,000.00	62,774.83								A. Satisfactory	06/08/2023	1.00%	627.75
2023-0914	██████████	300,000.00	250,368.78								A. Satisfactory	10/31/2023	1.00%	2,503.69
2023-1011	██████████	100,000.00	84,367.62								A. Satisfactory	10/31/2023	1.00%	843.68
2024-1114	██████████	250,000.00	235,213.79	3,033.00	2,586.95						A. Satisfactory	11/29/2024	1.00%	2,352.14
2025-0710-1	██████████	400,000.00	340,000.00								A. Satisfactory	07/17/2025	1.00%	3,400.00
2025-0814-2	██████████	400,000.00	341,063.72								A. Satisfactory	08/22/2025	1.00%	3,410.63
A. Satisfactory : 10 loans														
2,313,000.00														
1,658,169.82														
Risk Rating: B. Watch														
2017-0914	██████████	250,000.00	109,815.56								B. Watch	03/31/2020	10.00%	10,981.56
2018-0305	██████████	280,000.00	70,815.36	4,400.00	4,400.00	4,400.00					B. Watch	03/31/2020	10.00%	7,081.54
2019-1010	██████████	100,000.00	17,337.04								B. Watch	08/04/2022	10.00%	1,733.70
2019-1216	██████████	50,000.00	27,520.11								B. Watch	03/31/2020	10.00%	2,752.01
2020-0330	██████████	100,000.00	79,852.94								B. Watch	03/31/2020	10.00%	7,985.29
2021-0610-2	██████████	54,000.00	12,693.02	56.60	74.85	749.00	1,025.24	1,025.24	1,025.24	8,868.30	B. Watch	01/10/2022	10.00%	1,269.30
2021-0610-3	██████████	75,000.00	4,706.31	20.98	27.75	16.82	26.07	25.23	26.07	4,612.12	B. Watch	07/28/2021	10.00%	470.63
2021-0708-2	██████████	80,000.00	50,398.25	42.92							B. Watch	08/10/2021	10.00%	5,039.83
2022-0113-2	██████████	250,000.00	170,667.19								B. Watch	02/16/2022	10.00%	17,066.72
2022-0714	██████████	232,650.00	108,955.32								B. Watch	08/04/2022	10.00%	10,895.53

Risk Ratings Report through 02/28/2026
 By Master Loan
 Grouped by Risk Rating > Loan ID

LoanID	Borrower	Loan Amount	Principal Balance	30d	30d +	60d +	90d +	120d +	150d +	180d +	Risk Rating	Rating Date	Reserve Percentage	Reserve Amount
2023-0413-2R	██████████	46,428.00	33,712.53								B. Watch	04/28/2023	10.00%	3,371.25
2023-511	██████████	565,000.00	376,897.87								B. Watch	05/16/2023	10.00%	37,689.79
2024-0314-2	██████████	202,500.00	85,838.80								B. Watch	04/15/2024	10.00%	8,583.88
2024-0509	██████████	25,000.00	16,118.36								B. Watch	06/17/2024	10.00%	1,611.84
2024-1212	██████████	100,000.00	91,217.38								B. Watch	12/30/2024	10.00%	9,121.74
2025-0612	██████████	150,000.00	147,559.57								B. Watch	06/25/2025	10.00%	14,755.95
2025-0710-2	██████████	60,000.00	55,827.12								B. Watch	07/17/2025	10.00%	5,582.71
2025-0710-3R	██████████	281,433.05	280,995.83								B. Watch	12/12/2025	10.00%	28,099.58
2025-0814-1	██████████	100,000.00	65,806.75								B. Watch	08/23/2025	10.00%	6,580.68
2025-1230	██████████	250,000.00	47,530.10								B. Watch	01/14/2026	10.00%	4,753.01
B. Watch: 20 loans		3,252,011.05	1,854,265.41											185,426.54
Risk Rating: C. Substandard														
2021-0610-1	██████████	162,665.38	85,028.27								C. Substandard	01/06/2025	30.00%	25,508.49
C. Substandard: 1 loans														
Risk Rating: D. Doubtful														
2020-0514	██████████	170,000.00	131,195.98	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	21,625.00	D. Doubtful	09/30/2025	60.00%	78,717.58
2023-0209	██████████	100,000.00	84,802.24	1,636.00	1,636.00	1,636.00	1,636.00	1,636.00	1,636.00	8,338.00	D. Doubtful	09/30/2025	60.00%	50,881.34
D. Doubtful: 2 loans		270,000.00	215,998.22											129,598.92
Risk Rating: F. Foreclosure														
2022-0113-R9	██████████	50,000.00	40,636.23								F. Foreclosure	11/01/2023	80.00%	32,508.98
2023-0713	██████████	61,800.00	53,565.22	1,300.00	1,300.00	1,300.00	1,300.00	1,300.00	1,300.00	15,265.00	F. Foreclosure	04/03/2025	80.00%	42,852.18
F. Foreclosure: 2 loans		111,800.00	94,201.45											75,361.16
Risk Rating: Unassigned														
2019-0515-P	██████████	213,571.80	205,388.44	4,748.00		0.01					Unassigned			

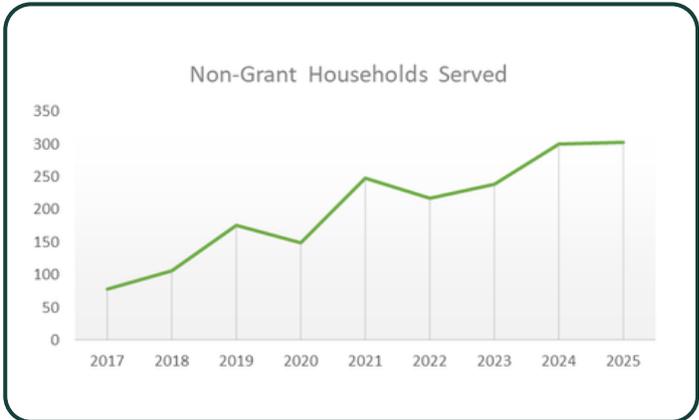
Energy Program Profit Sharing FY2025

2025 Fee for Service Programs	\$	Comments
CARE Revenue	\$ 532,849.85	Net income after reserve allocations and prior-year profit-sharing disbursements
CIP Revenue	\$ 42,789.04	Stable with marginal growth. CIP fiscal year is 10/01/2024-09/30/2025
ReEnergize Routt Revenue	\$ (6,707.31)	New program with negative net results driven by partnership development and management training costs.
ReEnergize CORE Revenue	\$ 39,598.42	Division of ReEnergize Eagle - merging with ReEnergize Eagle in 2026
ReEnergize Eagle Revenue	\$ 247,178.50	Revenue increased by more than 100%
ReEnergize Garfield Revenue	\$ 39,487.96	Stable with marginal growth
TriState Revenue	\$ 19,568.00	Program is in its initial implementation phase.
Training Center Revenue	\$ 3,282.29	Stable with marginal growth
NEEP Revenue	\$ -	No NEEP activity recorded for the fiscal year
Fee-For-Service Revenue	\$ (1,780.89)	No revenue recognized this year; net negative variance attributable to unfunded warranty callback work.
TOTAL	\$ 916,265.86	
Portion for Profit Sharing	\$ 458,132.93	50% of total revenue
Portion for Program Reserves	\$ 458,132.93	50% of total revenue
Profit Sharing Allocations		
Total Shares	\$ 28.64	Based on number of staff and tenure
Full Share	\$ 14,397.46	Available per employee, including fringe
Reserve Fund Balances as of 12-31-2025:		
CARE	\$ 814,816.47	
CIP	\$ 126,943.59	Through 9/30/2025
ReEnergize Routt	\$ (6,707.31)	New Program
ReEnergize CORE	\$ 39,598.42	
ReEnergize Eagle	\$ 348,483.76	
ReEnergize Garfield	\$ 82,264.16	
TriState	\$ 19,568.00	
Training Center	\$ (101,399.34)	Spent \$105,620.84 from reserves to build training center
NEEP	\$ 36,217.27	
Fee For Service	\$ 8,447.25	
Other	\$ 24,110.46	Prior programs that no longer exist
Total:	\$ 1,392,342.73	

How Non-Grant Reserves Strengthen NWCCOG and Colorado Families

Overview

Since 2015, the Energy Program has grown from a single federally funded Weatherization Assistance Program to a portfolio that now includes ten non-grant programs. This expansion reflects more diversified and stable funding, as well as increased energy-saving resources for income-qualified families across Northwest Colorado. In 2025 alone, our non-grant programs generated an additional \$3.2 million, allowing us to serve 303 families. The impact has extended beyond the Energy Program itself. This growth has strengthened NWCCOG, supporting an expanded finance department, experienced leadership, and stronger collaboration across programs. Continued growth in non-grant revenue demonstrates solid program performance and responsible financial stewardship, enabling us to sustainably support staffing, operations, community initiatives, and households throughout the region.

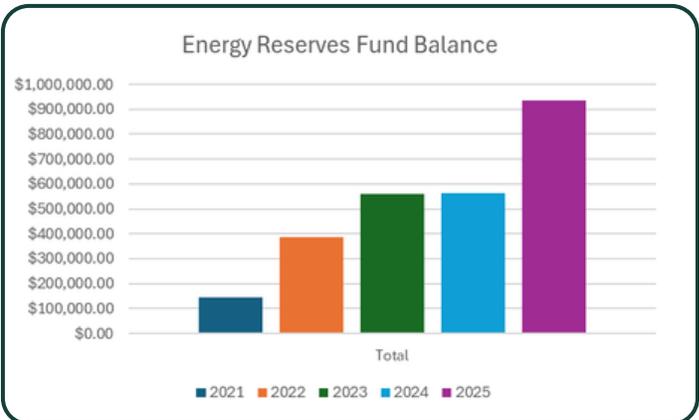


Achievements:

- Stable, Skilled Workforce
- Expanded Training and Career Opportunities
- Strong Partnerships with Non-Profits, Local Governments, and Utility Companies
- Established a Statewide Training & Certification Center for Staff and Partners
- Expanded Support For Local Families and Households
- Sustainable, Reliable Program Delivery
- Lower Greenhouse Gas Emissions



Reserves cover up to 5 months of operating expenses



Reserves Expenses



2023 Reserves Expenses

\$133,000	Tenant Finish Gypsum Office
\$13,000	Employee Technology
\$32,000	4 Gypsum Office EV Chargers
\$2,000	Conferences/Trainings
\$180,000	2023 Total Expenses

2024 Reserves Expenses

\$90,000	Training Center
\$26,000	Conferences/Trainings (NREL, Energy Out West, Mtn Towns)
\$3,000	Partnership Support
\$14,000	Carry-Over Work
\$3,000	PY24-25 WAP RFA (cannot be charged to WAP grant)
\$136,000	2024 Total Expenses

2025 Reserves Expenses

\$2,000	Training Center Improvements
\$15,000	Silverthorne Office EV Charging Station
\$3,000	Partnership Support
\$3,000	Conferences/Trainings (Mtn Towns)
\$23,000	2025 Total Expenses

Vintage Area Agency on Aging seeks Proposals for Services

Vintage Area Agency on Aging (AAA), is seeking proposals from qualified organizations interested in contracting to provide specific services to older adults (age 60+) and caregivers.

Older Americans Act (OAA) & State Funds for Older Adult Services will be awarded to organizations that provide the following services within the Vintage service region of Eagle, Grand, Jackson, Pitkin, Summit and Routt counties for programs from July 1, 2026 to June 30, 2028. Service specifications and proposal guide may be obtained via email (efisher@nwccog.org) or a hard copy at 249 Warren Avenue, Silverthorne, CO 80498.

Services for which funding is available:

- **Case Management** - Assistance, either in the form of access or care coordination, in circumstances where the eligible individual and/or their caregivers are experiencing diminished functioning capacities, personal conditions, or other characteristics which require the provision of services by formal service providers. Activities of case management shall include: assessing needs, developing care plans, authorizing services, arranging services, coordinating the provision of services among providers, follow-up, and reassessment, as required.
- **Congregate Meals** - A meal provided to an eligible individual in a congregate or group setting. Meals must meet all OAA requirements and State and Local laws.
- **Evidence-based Disease Prevention and Health Promotion** - A program that meets the current definition of evidence-based disease prevention and health promotion as defined by the Administration on Aging. Accepted programs may be found here: <https://www.ncoa.org/evidence-based-programs>
- **Home Delivered Meals** - A meal provided to a qualified individual in their place of residence. Meals must meet all OAA requirements and State and Local laws.
- **Legal Assistance** - Legal advice and representation provided by an attorney to older individuals with economic or social needs as defined in the OAA.
- **Material Aid** – Aid in the form of food (restaurant vouchers or groceries)
- **Nutrition Counseling** – Individualized guidance that addresses options and methods for improving nutrition status with a measurable goal to people who are at nutritional risk. Provided by a Registered Dietitian (RD).
- **Nutrition Education** – An intervention targeting OAA participants and caregivers that uses information dissemination, instruction, or training with the intent to support food, nutrition, and physical activity choices and behaviors (related to nutritional status) in order to maintain or improve health and address nutrition-related conditions.



INFORMATION | RESOURCES | ADVOCACY

PO Box 2308
Silverthorne, CO 80498
p:970.468.0295

YOURVINTAGE.ORG

- **Nutrition Consultation** – congregate and home delivered meal analysis to meet OAA nutrition guidelines. Provided by a Registered Dietitian (RD).
- **Information & Referral** - A service that: (A) provides individuals with information on services available within the communities; (B) links individuals to the services and opportunities that are available within the communities; (C) to the maximum extent practicable, establishes adequate follow-up procedures.
- **Transportation** - Transportation is travel to or from one location to another in a vehicle.
- **Caregiver Information & Assistance** - A service that provides individuals with current information on opportunities and services available to the individuals within their communities.

Targeting of Services

The OAA requires that Area Agencies on Aging and providers target “older individuals with the greatest social need, greatest economic need, low-income minority individuals, and those with limited English proficiency.”

A Proposer’s Conference will be held virtually via Zoom on March 9, 2026, from 9-10:30am.

Zoom Conference Link: <https://us02web.zoom.us/j/86798500703>

The conference will be recorded, and proposers may attend the meeting live or watch the recorded presentation which will be uploaded to the YourVintage.org website. Per State policy, **attendance at the conference is required to be considered for funding.**

The official Request for Proposal (RFP) will be released and available for completion beginning March 9, 2026 @ 11 am and will close on March 30, 2026 @ 12pm.

For additional information and to access the official RFP when it opens, please visit www.yourvintage.org/for-professionals.

Vintage’s mission is to provide and connect our community with supports and services that promote aging with independence and dignity for individuals sixty and older and their caregivers in their community of choice.

Additional information about the RFP and Vintage may be directed to Erin Fisher at efisher@nwccog.org or 970-455-1067 and found at www.yourvintage.org. *Si usted necesita ayuda o información en español, llame a Ceci Peterson al 970-531-4087*



NWCCOG CULTURE & WELLNESS COMMITTEE



2024 STAFF SURVEY RESULTS

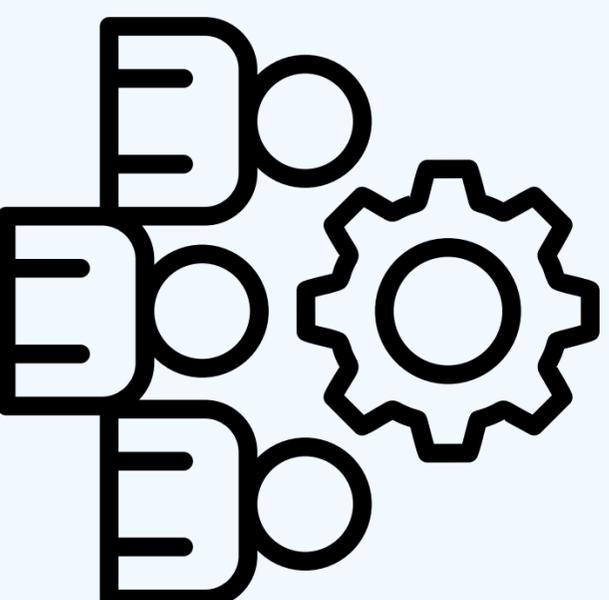
27 Respondents
September 2024

➤ **HIGH SATISFACTION**
85% were satisfied with NWCCOG
as a place to work

➤ **BELONGING**
59% always feel appreciated
37% sometimes feel appreciated

➤ **CULTURE**
96% think job is important
93% think someone at work cares about them

➤ **CREATION OF COMMITTEE**
In charge of planning inclusive
activities, presentations, and
advocating for staff culture &
wellness



2025 CULTURE & WELLNESS COMMITTEE EVENTS & SUCCESSSES

- TOUR OF THE EISENHOWER JOHNSON TUNNELS
- SUMMER STAFF HIKE AT LOWER CATERACT LAKE
- STAFF DAY AT THE GLENWOOD CAVERNS ADVENTURE PARK
- IMPLEMENTED QUARTERLY EMPLOYEE WELLNESS NEWSLETTER
- END OF THE YEAR STAFF PARTY
- VARIOUS PRESENTATIONS AT MONTHLY STAFF MEETINGS



2026 STAFF SURVEY RESULTS

31 Respondents

February 2026

➤ HIGH SATISFACTION

84% were satisfied with NWCCOG as a place to work

➤ BELONGING

58% always feel appreciated
42% sometimes feel appreciated

➤ CULTURE

100% think job is important
97% think someone at work cares about them

➤ FOCUS IN 2026

- Staff meetings in Silverthorne & Gypsum
- Inclusive, all-staff events like whitewater rafting or attending a sports event
- Including Contractors in events
- Educational & Benefits Training at staff meetings
- Recycling at the office



2024 VS 2026 STAFF SURVEY COMPARISON

➤ IMPROVEMENTS

- Perceived inclusion
- Cultural stability
- Learning opportunities
- Recognition consistency (slight)
- Tone of staff commentary

➤ WHAT STILL NEEDS ATTENTION

- Recognition still isn't universal.
- Neutral satisfaction responses increased.
- One persistent “Never” in recognition – two years in a row.



2026 NOTABLE QUOTES

I liked the group activities we did last year. They were fun and interesting.

I love what the wellness team has been doing.

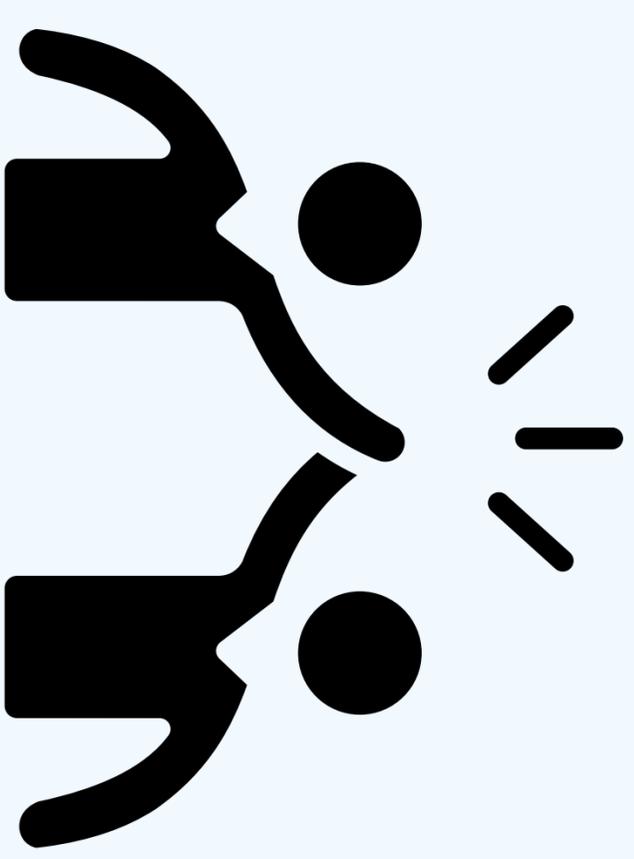
I think having meetings at both locations (gypsum and silverthorne) and activities spread throughout the region is making it more inclusive.

Better recognition that Silverthorne isn't the only place employees live.

Having leadership put culture as a priority not a distraction.

Focusing on building strong managers/leaders would be helpful in building a strong workplace culture.

If the culture is for all departments to keep to themselves and not come into the office, and have no interaction between departments... nailed it.





NWCCOG Annual Employee Satisfaction Survey

February 2026

ChatGPTs analysis of Year 1 vs Year 2's survey:

1 Overall Satisfaction

Year 1

- 23 Satisfied
- 2 Dissatisfied
- 1 Somewhat satisfied
- 1 Neutral

Year 2

- 26 Satisfied
- 4 Neutral
- 1 Dissatisfied

What this tells us:

- Satisfaction remains strong.
- Dissatisfaction decreased slightly.
- Neutral responses increased.

That “neutral creep” is worth watching. It’s not bad — but neutral is often quiet disengagement. It doesn’t scream. It just slowly detaches.

2 Recognition & Appreciation

Year 1

- 16 Always
- 10 Sometimes
- 1 Never

Year 2

- 17 Always
- 12 Sometimes
- 1 Never
- 1 Mixed (“Always, Sometimes”)

Translation:

Recognition stayed steady to slightly improved.

But here’s the nuance:

The number of “Sometimes” responses also increased.

That means recognition is happening — but it’s not consistently felt across everyone.

This is a systems issue, not a morale issue.

3 Growth & Development

Year 1

- 26 Yes
- 1 No

Year 2

- 30 Yes
- 1 No

This is excellent.

People overwhelmingly feel they have opportunities to grow. That's culture health. That's forward momentum.

That doesn't happen accidentally. Something intentional shifted between years.

Tone of Open-Ended Responses

This is where the deeper story lives.

Year 1 Themes:

- Silos
- Lack of trust “at the top”
- Favoritism concerns
- Inclusion questions
- People feeling left out of activities

There was visible friction in culture.

Year 2 Themes:

- “Inclusive”
- “Empowering”
- “Camaraderie”
- “Wellness group helped”
- Fewer questions about culture
- More “none” responses to concerns

That is not subtle.

There is a shift toward stability and cohesion.

The absence of questions about culture is actually a strong signal — people don't feel confused or unsettled the way they did.

5 What Actually Improved

- Perceived inclusion
- Cultural stability
- Learning opportunities
- Recognition consistency (slight)
- Tone of staff commentary

Something systemic matured.

That doesn't happen from vibes alone. It happens from leadership clarity and follow-through.

6 What Still Needs Attention

Here's where I'm going to be direct:

1. Recognition still isn't universal.
2. Neutral satisfaction responses increased.
3. One persistent "Never" in recognition — two years in a row.

That "Never" matters. That's someone unseen.

And in small organizations, one unseen person affects the whole ecosystem.

Strategic Summary (If You Were Presenting This to a Board)

- Employee satisfaction remains high and stable.
 - Perceived growth opportunities improved.
 - Cultural cohesion and inclusion show meaningful improvement.
 - Recognition practices are improving but require consistency.
 - Focus area: move "Sometimes" and "Neutral" toward "Consistently Positive."
-

I would:

- Double down on structured recognition systems.
- Have supervisors trained specifically on consistent praise and micro-affirmations.
- Interview the “neutral” group quietly.
- Publicly reinforce growth and development pathways.

Culture is never “done.”

It’s either strengthening or drifting.

And right now?

You’re strengthening.

But don’t coast.



Digital CEDS™

Proposal for:

Northwest Colorado
Council of Governments



Submitted to:

Jon Stavney
Executive Director

Submitted by:

CALANDRA CRUICKSHANK
Chief Executive Officer
StateBook International

www.statebook.com
Email: calandra@statebook.com
845.853.3760



Digital CEDS™ Proposal

For the Northwest Colorado Council of Governments

To: Jon Stavney, Executive Director
For: Digital CEDS™

Dec. 5th, 2025

TABLE OF CONTENTS

Background & Objectives	Pg. 3
Digital CEDS Scope of Work & Timing	Pg. 4
Economic Resilience Scorecard	Pg. 5
Calypso API & Product Examples	Pg. 6
StateBook Support & Resources & Fees	Pg. 7
About StateBook	Pg. 8
StateBook Team	Pg. 9



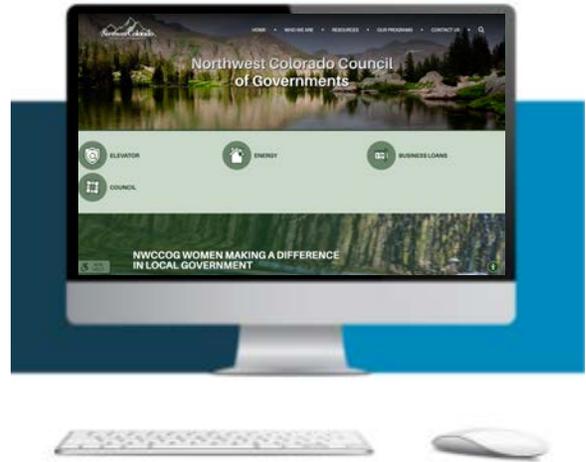
Digital CEDS™ Proposal

For the Northwest Colorado Council of Governments

BACKGROUND

StateBook is pleased to present the following proposal and scope of work to the Northwest Colorado Council of Governments (NWCCOG) to help transform its Comprehensive Economic Development Strategy (CEDS) report into a data-driven, always-updated, interactive digital resource.

Digital CEDS™ Powered by StateBook™ arms NWCCOG with powerful, evidence-driven data and analytics and digital resources to develop successful economic growth strategies, improve quality of life, and build more economically resilient businesses and communities.

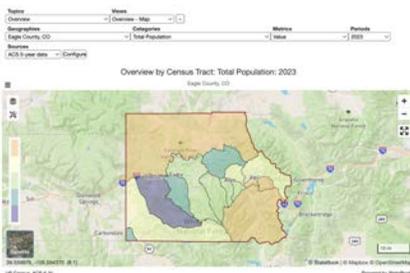


OBJECTIVES

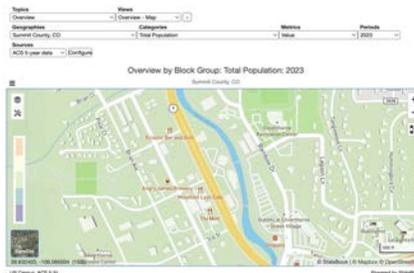
Digital CEDS™ would provide NWCCOG with:

1. Access to StateBook’s **award-winning data analytics** to efficiently assess economic conditions across NWCCOG’s counties.
2. **Visualized insights** to power developing evidence-based economic strategies for NWCCOG’s region.
3. The **Digital CEDS™ platform** to transform NWCCOG’s traditional Comprehensive Economic Development Strategy (CEDS) report from a static PDF report into an interactive, online, data-driven, digital resource accessible by stakeholders across NWCCOG’s region.
4. The **Economic Resilience Scorecard™** embedded into the Digital CEDS™ platform to meet EDA’s economic resilience requirements.
5. **Regular data updates** across all included data sets (see attached StateBook Data Overview for the full list of data categories) on an ongoing basis for the life of the contract, enabling NWCCOG to evaluate, track, and transparently report its progress in meeting the goals and objectives outlined in the CEDS over time.
6. **Customizable data, maps, charts, tables, and graphs** that can easily be downloaded and exported to include in NWCCOG’s grant applications, reports, and more.

Regional View



Neighborhood View



Street View

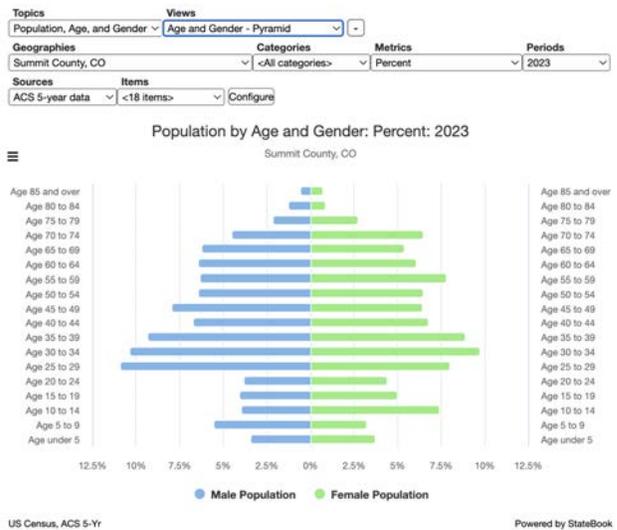
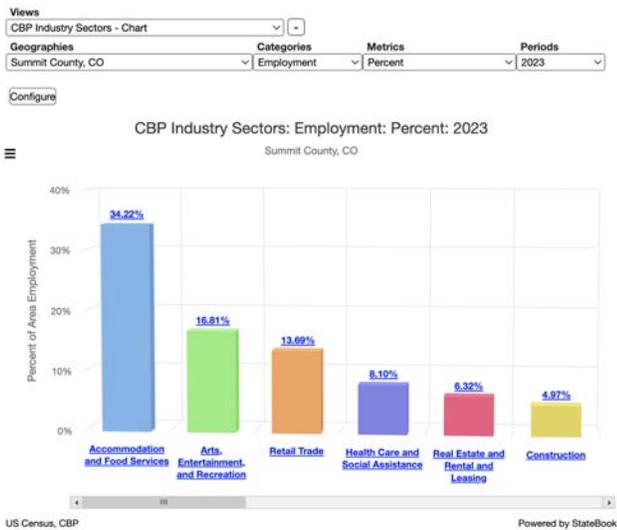


SCOPE OF WORK & TIMING

StateBook will provide NWCCOG with the following scope of work:

1. Upon contract signing, NWCCOG will be provided immediate access to and training on the data and visualizations for its region on StateBook.com.
 - a. This will enable NWCCOG to utilize StateBook’s 12+ years of visualized, mapped data to efficiently evaluate local and regional economic conditions and use the data to apply for grants, develop reports, and share with stakeholders.
 - b. With access, NWCCOG will be able to customize data views, export, and download data to complement its local and regional analyses.
 - c. On an ongoing basis, having access to StateBook data will strengthen NWCCOG’s ability to share valuable insights during the stakeholder engagement phase of the CEDS process, enabling stakeholders to make optimal, informed decisions and ensure a prosperous, equitable economic future for the region’s businesses, citizens, and the environment.
2. Within two months of signing the contract, StateBook will develop and deliver a best-in-class Digital CEDS™ platform for NWCCOG to transform its existing CEDS report into a full, online website and will bring the CEDS report to life with StateBook’s always-updated, interactive data and visualizations.
3. StateBook will host the site on NWCCOG.DigitalCEDS.com or another url of NWCCOG’s choosing.
4. Once the final Digital CEDS™ platform has been delivered to NWCCOG, StateBook will provide training to the NWCCOG team and stakeholders on how to use and edit the platform.
5. The StateBook team will maintain the platform and update the data and will be available for ongoing technical support throughout the term of the subscription.
6. The StateBook team will also optionally be available to update the platform on annual or five-year updates with content provided by NWCCOG for an additional update fee.

As part of the Digital CEDS™ subscription, StateBook will support NWCCOG throughout the CEDS process to effectively utilize StateBook data. StateBook staff is also available to join stakeholder engagement meetings, as desired by NWCCOG, to help make a data-driven case for the strategies NWCCOG develops for its region.



ECONOMIC RESILIENCE SCORECARD®

To empower communities to address the most critical issues in building economic resilience capacity, the Economic Resilience Scorecard™ (ERS) was developed by the International Sustainable Resilience Center (ISRC) in partnership with StateBook International. ERS can be integrated into NWCCOG's Digital CEDS™ platform as part of its always-updated economic resiliency reporting to EDA.

ERS enables local and regional economic development organizations to build resilience capacity, reduce damage, and recover more efficiently from business and economic losses due to disasters. ERS is the first digital resilience scorecard to provide both a self-assessment and a detailed step-by-step framework that communities can implement to improve resilience against a comprehensive suite of perils. ERS delivers a weighted score based on the importance of tangible resilience strategies, actions, networks, communication frameworks, and initiatives implemented at the local, regional, and state levels.

The Scorecard includes three components:

- A comprehensive, automated self-assessment questionnaire
- An automated weighting system to calculate scores based on the type of scorecard questions
- A comprehensive framework with step-by-step recommendations generated based on answers to Scorecard questions

Communities and counties that utilize the Economic Resilience Scorecard™ can realize the following benefits:

- Establish a baseline for current disaster resilience capacity
- Set priorities for investment and action to increase resilience
- Increase community awareness and understanding of resilience challenges
- Facilitate dialogue and consensus-building between key stakeholders on resilience
- Reduce short-term and long-term investment risk for new and resident businesses
- Provide an opportunity for competitive advantage by increasing or maintaining the score
- Build regional capacity by following the Scorecard's step-by-step framework to establish preparedness, response, and recovery communications and systems

The Scorecard's questions are grouped into five categories. Each question is scored depending on the percentage of each initiative completed:

- **Foundational resilience** is universally applicable and absolutely necessary for economic risk reduction from any adverse incident.
- **Natural disaster resilience** is the ability to withstand and recover from incidents caused by nature.
- **Pandemic resilience** is the ability to adapt to changes brought about by pandemics
- **Cyber resilience** is the ability to withstand and recover from cyber-attacks
- **Societal Resilience** is the ability to adapt to geopolitical, societal, and technological changes.

The Scorecard's framework provides step-by-step guidance, recommendations, best practices, and real-life examples to help the region develop and implement initiatives to increase the score. A flexible, individualized proposal may be requested for consultative support to improve all or selected categories. The Scorecard may be licensed as an optional add-on embedded in Digital CEDS™.

STATEBOOK'S CALYPSO API

Recognizing the power of visualized data, StateBook developed Calypso, an application programming interface (API) that can optionally easily be embedded into NWCCOG's website with as little as 10 lines of code.

Integrated into Digital CEDS™, Calypso delivers comprehensive data for NWCCOG, for each of the region's eight component counties and related cities, as well as at the metro area, state, and national levels – and even at the hyper-local Census tract and block group and at the Congressional District and school district levels.

Calypso features StateBook's always-updated data already visualized as fully interactive and exportable GIS maps, tables, charts, and graphs. Calypso also includes the ability to aggregate and export data for custom radii, drive times, and other geographies.

Calypso is designed to save time and resources by providing you with comprehensive, always-updated data for your region, allowing your team to focus on the insights and drivers that will help improve your region, make it more competitive and attractive for investment, and improve overall business conditions and quality of life.

Visit this link to explore an example of Calypso integrated into an economic development website or see one of the other below examples.

PRODUCT EXAMPLES

Demos available upon request.

DIGITAL CEDS™

- [Piedmont Triad Regional Council, NC](#)
- [South Delta Planning and Development District, MS](#)
- [Southeastern Connecticut Enterprise Region, CT](#)

CUSTOM PLATFORMS & APIS

- [StateBook for Public Health](#) – the first comprehensive health needs assessment platform developed for Blue Cross Blue Shield.
- [Blount County Profile Tool](#) – an example of StateBook's interactive, always-updated data dashboards for economic development.

CORE PLATFORM

- [StateBook.com](#)
- [StateBookInsights.com](#)

STATEBOOK SUPPORT & RESOURCES

The following StateBook support and resources will be included throughout the life of the contract:

- Training and support for NWCCOG's team to maximize productivity using StateBook's interactive, visualized data analytics.
- Data maintenance and updates as source data is refreshed
- Ongoing technical support

FEES

The following annual fees are required to fulfill the scope of work above.

DIGITAL CEDS™

- One-time setup fee - \$5,000 (waived with a two or three-year agreement)
- Annual license - \$20,000

ECONOMIC RESILIENCE SCORECARD®

- One-time setup fee - \$5,000 (waived with a two or three-year agreement)
- Annual license - \$10,000

CALYPSO DATA API

- Annual license - \$5,000 (discounted from \$10,000 with Digital CEDS™ subscription)

Payment is due upfront to cover StateBook's costs for the subscription to the StateBook platform, StateBook's data and research support for your CEDS update, and the development costs that will be incurred to build the Digital CEDS platform. A two or three-year license to Digital CEDS™ may be locked in at a \$20,000 annual rate. If a multi-year Digital CEDS™ subscription is contracted, the initial one-time fee is waived. Similarly, a two or three-year license to the Economic Resilience Scorecard™ may be locked in at a \$10,000 annual rate, waiving the set up fee for multi year contracts.

We look forward to providing NWCCOG with data-driven analysis and cutting-edge technology to support your CEDS updates with our innovative Digital CEDS platform. We are proud to partner with and support you in these endeavors.

Thank you!

Best regards,

Calandra Cruickshank

Chief Executive Officer, StateBook International
calandra@statebook.com | 845.853.3760

About StateBook

StateBook is the first company to provide a digital, data-driven platform solution for corporate location decision-making and economic development efforts. Trusted by the U.S. Department of Commerce and companies like Amazon, IBM, and DuPont, real estate brokerage firms like Colliers and Cushman Wakefield, as well as by hundreds of economic development organizations across the U.S., StateBook's patented, proprietary data solutions give communities a competitive edge and enable companies to research optimal, sustainable location decisions by accessing reliable, sourced information.

StateBook data, which is standardized for every community across the U.S., includes workforce, infrastructure, industries, utility costs, and many other important economic factors. Our team of experts in big data and sophisticated technology solutions is agile in developing new, data-driven solutions customized to our clients' specific needs, such as the Comprehensive Health Needs Assessment platform StateBook created for Blue Cross Blue Shield Louisiana.

In 2020, feedback from economic development organizations prompted us to develop Digital CEDS™, a new technology solution to transform traditional PDF reports into easy-to-update, interactive online resources featuring StateBook's always-updated data.

Responding to the demand for evidence-based solutions to address climate change, StateBook added the FEMA National Risk Index to its arsenal of data. StateBook also partnered with the International Sustainable Resilience Center to develop the Economic Resilience Scorecard™, a framework for assessing and improving community resilience to natural and manmade disasters, pandemics, cyber, terrorism, and more. To meet evolving regional needs, StateBook also recently added comprehensive energy and infrastructure data and visualizations to its suite of data.

StateBook data and visualizations can be embedded into any platform or online application via the StateBook data APIs in as little as 10 lines of code. StateBook data is also available through subscriptions to the StateBook.com platform.

StateBook data assists in numerous economic development activities and is the go-to resource for Fortune 500 Companies, federal and local government agencies, and technology companies for trusted data analytics and visualizations. StateBook data facilitates priority projects in:

- Workforce Development
- Industry Assessments
- Infrastructure Rehabilitation
- Energy Transition
- Small Business Recovery
- Business Attraction, Retention, Expansion
- Real Estate
- Health
- Insurance Risk

StateBook Team

Calandra Cruickshank is founder and CEO of StateBook International®, the premiere location intelligence company providing strategic economic insights powered by data science to inform the optimal locations for investment in real estate, health care, insurance, economic growth, and climate resilience. Calandra has more than a decade of experience supporting Fortune 500 corporations, developers, lenders, investors, and economic development organizations with interactive, digital solutions to inform strategy across a broad spectrum of industries.

Calandra serves on the International Advisory Board for CU Boulder's Real Estate Center and on the Mason Center for Excellence in Government Cybersecurity Risk Management and Resilience for George Mason University. She serves as a Senior Advisor and Fellow for the Institute for Sustainable Development and on the Advisory Board for the International Sustainable Development Center. She teaches a data science class at MIT's Center for Real Estate and chairs CoreNet NYC's PropTech Committee. Calandra previously served on the Board of Directors for the International Economic Development Council and served as a Select Global Women in Tech mentor for SelectUSA, supporting women bringing innovative technologies to the U.S.. She is a frequent guest speaker at industry events.

Eric Savage serves as StateBook's Chief Technology Officer, responsible for the technical direction and development of the StateBook platform. Eric has spent over 25 years creating database search engines and business analytics platforms, helping many Fortune 1000 companies create high-performing and intuitive solutions. Eric has focused extensively on deploying "very large databases" requiring both flexible search and instantaneous access, and has been a pioneer in developing alternative database technologies. After many years living in the San Francisco Bay Area, Eric now lives with his family in beautiful Boulder, Colorado.

Jeff Beliveau serves as StateBook's Chief Economist with primary responsibility for assuring StateBook's data conceptualization, design, modeling, implementation, and quality assurance. An economist and expert in primary research, Jeff provides strategic vision and leadership around StateBook's data to deliver actionable economic insights derived from analysis of the US economy and local geographic trends. Jeff has a knack for turning difficult concepts into easy-to-understand language. Jeff earned his Master's degree in Economics from Binghamton University and his BA in Economics from Marist College.

Dana Valdez serves as StateBook's Director of Operations. Dana is responsible for overseeing daily business activities, managing resources and accounting, and ensuring effectiveness across operating platforms. Dana also provides exceptional customer experience to StateBook customers, ensuring their outcomes are substantive and actionable. She helps coordinate across multiple partners and business types to provide seamless coordination and integrations. Dana originally comes out of the advertising industry, and has worked as an account executive for several agencies in New York and Washington, D.C. Dana graduated with a BS in Business Administration from the University of Vermont and lives in Simsbury, CT.

FW: Colorado's 10-Year Plan is now available for public review!

From Dana Wood <dwood@nwccog.org>

Date Wed 1/28/2026 9:38 AM

-Dana

From: Colorado Department of Transportation <dot_dtd_statewideplanning@state.co.us>

Sent: Monday, January 26, 2026 2:59 PM

To: Dana Wood <dwood@nwccog.org>

Subject: Colorado's 10-Year Plan is now available for public review!

This sender is trusted.



CDOT's Updated 10-Year Plan is Available for Public Review

The Colorado Department of Transportation's 10-Year Plan covering fiscal years 2027 to 2036 is now available for public review and comment. This plan is CDOT's roadmap for prioritizing and investing in critical transportation

projects across the state for the next decade. Based on the long-term vision of [CDOT's 2050 Statewide Transportation Plan](#), this 10-Year Plan takes the long-range planning vision from the 2050 Statewide Transportation Plan and creates a strategic project pipeline that helps guide major infrastructure investments across the state with a clear, action-oriented investment strategy.

The projects listed in this 10-Year Plan were identified based on extensive public and stakeholder engagement processes and are designed to help us meet CDOT's three policy directive goals to Fix our Roads, Advance Transportation Safety, and Sustainably Increase Transportation Choice.

The public comment period will run from January 26, 2026 to February 9, 2026. [Please visit our 10-Year Plan information page to review the draft of the 10-Year Plan and to provide comment.](#)

For more information, please contact:

Aaron Willis, CDOT Statewide and Regional Planning Manager

aaron.willis@state.co.us



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Colorado Department of Transportation · 2829 W. Howard Place Denver, CO 80204 · 303-757-9011

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DEPARTMENT GOALS & OBJECTIVES 2024

PO Box 2308 • 249 Warren Ave • Silverthorne, CO 80498
 • 970-468-0295 Fax 970-468-1208 • www.nwccog.org

DEPARTMENT: NWCCOG Member Services/Regional Business		SUBMITTAL DATE: August 2023
STATED MISSION STATEMENT *overall purpose of department*	The purpose of the NWCCOG is to be responsive to our local government members' needs and interests when acting as a region. To do that, NWCCOG manages programs that deliver direct services to clients across the region and distributes grant funding to agencies and clients. NWCCOG also provides leadership, guidance and assistance in problem solving, information sharing and partnership building, advocating members interests and needs with local, state and federal entities.	

GOAL 1: Increase the visibility and presence of the organization within the region		
OBJECTIVES	1. Observe, track and report on relevant and evolving policy/issues across the region	
	2. Grow awareness of programs across the region	
	3. Expand in-person outreach when relevant & efficient	
MEASUREABLE OUTCOMES *how will you know when you meet these goals?*	*Research and publish reports on relevant topics *Track YOY hits on website (increase), assess most used page content *Perform Member Survey - bi-annually (2023), look for % increases for value programs *Increase requests for NWCCOG trainings, facilitation, participation *Develop "canned" presentations, on-boarding elected officials' workbook *Visit member jurisdictions when opportunities arise *Write and publish NWCCOG Newsletters, have more published in local papers	
WHY THESE GOALS? *audit review, team aspiration, client input, survey results, etc.*	Recent Member Surveys confirmed many of our top values being "providing relevant regional information, cross jurisdictional idea sharing, bringing regional perspective to local issues." By focusing on telling their stories, we also tell ours: communicating our usefulness and reinforcing the value of our work so members become champions of our programs	

GOAL 2: Strengthen the Organization through Excellence from identifiable risks		
OBJECTIVES	1. Seek peer recognition for Program excellence in Colorado, continue being a model for excellence and best practices across the organization	
	2. Develop internal professional development resources and trainings for staff	
MEASUREABLE OUTCOMES *how will you know when you meet these goals?*	*Continue review and update of all Policies & Procedures, draft a schedule for this *Achieve Excellence in compliance with State & Federal program guidelines and audits	

*Updated August 2023

GOAL 3: Strengthen the Organization through Resilience from identifiable risks	
OBJECTIVES	1. Continue focus on best practices and information technology, HR and other risk areas
	2. Continue to diversify and strengthen program fee-for-service funding streams to combine with dues to add value to the region
MEASUREABLE OUTCOMES *how will you know when you meet these goals?*	*Draft COOP plan for Council Approval in 2024 *Manage and update cross training matrix *Confirm that all employees have “instruction manuals” for transitions (ED also)
WHY THESE GOALS? *audit review, team aspiration, client input, survey results, etc.*	With so many diverse and complex content areas, grants, federal & state programs and agencies each managed with expertise by a small department, the organization is at risk from this isolation of expertise. Similar situation exists with funding for services dependent on federal allocations.

GOAL 4: Expand Direct "Member Services" to Jurisdictions	
OBJECTIVES	1. Develop professional development resources and trainings
	2. Promote use of council/ board facilitation services
	3. Promote Program specific trainings to members
MEASUREABLE OUTCOMES *how will you know when you meet these goals?*	*Produce reports * Conduct trainings and materials for trainings
WHY THESE GOALS? *audit review, team aspiration, client input, survey results, etc.*	Based on Member Surveys, membership value development of standardized, resources for elected officials in content areas not currently emphasized by CML, CIRSA or other basic elected official training.

GOAL 5: Continue to advocate on issues of regional interests on behalf of membership	
OBJECTIVES	1. Continue to connect members with state and federal officials related to current and emerging issues of regional importance
	2. Seek regional study/analysis/projects on topics pertinent to region
	4. Continue to collaborate with partner organizations so as not to duplicate efforts
	5. Strategize on how best to manage federal Land Management policy and keep members informed

<p>MEASUREABLE OUTCOMES *how will you know when you meet these goals?*</p>	<p>Feedback from Member Survey</p>
<p>WHY THESE GOALS? *audit review, team aspiration, client input, survey results, etc.*</p>	<p>Members need a good stream of information on regional and national issues and have a larger presence when pulling resources together.</p>



DEPARTMENT GOALS & OBJECTIVES 2026

PO Box 2308 - 249 Warren Ave - Silverthorne, CO 80498 - 970-468-0295 -
 Fax 970-468-1208 - www.nwccog.org

DEPARTMENT:		SUBMITTIAL DATE:	
STATED MISSION STATEMENT *overall purpose of department*			

GOAL 1:			
OBJECTIVES	1.		
	2.		
	3.		
MEASUREABLE OUTCOMES *how will you know when you meet these goals?*			
NARRATIVE OF GOAL PURPOSE *audit review, team aspiration, client input, survey results, etc.*			

GOAL 2:			
OBJECTIVES	1.		
	2.		
	3.		
MEASUREABLE OUTCOMES *how will you know when you meet these goals?*			
NARRATIVE OF GOAL PURPOSE *audit review, team aspiration, client input, survey results, etc.*			

GOAL 3:	
OBJECTIVES	1.
	2.
	3.
MEASUREABLE OUTCOMES *how will you know when you meet these goals?*	
NARRATIVE OF GOAL PURPOSE *audit review, team aspiration, client input, survey results, etc.*	

GOAL 4:	
OBJECTIVES	1.
	2.
	3.
MEASUREABLE OUTCOMES *how will you know when you meet these goals?*	
NARRATIVE OF GOAL PURPOSE *audit review, team aspiration, client input, survey results, etc.*	

GOAL 5:	
OBJECTIVES	1.
	2.
	3.
MEASUREABLE OUTCOMES *how will you know when you meet these goals?*	
NARRATIVE OF GOAL PURPOSE *audit review, team aspiration, client input, survey results, etc.*	

Bill Overview | Unification of Higher Education & Workforce Development

Speaker McCluskie, Rep. Taggart; Sen. Bridges, Sen. Frizell

Bill Summary:

This bill establishes a Transition Advisory Committee (TAC) of 26 members including representatives from state agencies, institutions of higher education, apprenticeship programs, organized labor, local workforce centers, non-profit associations, and the business community.

The TAC is tasked with creating a transition plan by November 30, 2026 that makes recommendations on the structure of an agency that includes higher education, federally funded workforce development programs, the state apprenticeship agency, adult education and family literacy, and other education and skill development programs.

The bill also makes conforming amendments to Title 23 to establish a Department of Higher Education and Workforce Development by July 1, 2028, uniting several programs under a single agency and mission—education, training, and support that helps Coloradans access meaningful opportunity.

Section-by-Section Summary:

Section 1 is the legislative declaration.

Section 2 establishes the transition advisory committee within the Governor’s Office with a purpose to develop a transition plan that includes recommendations to integrate the state’s delivery of public programs and services that support postsecondary education, training, or employment. Membership and appointing authorities are described below:

Transition Advisory Committee			
Role	Appointing Entity	Role	Appointing Entity
CDLE ED	Governor - Ex Officio	State Apprenticeship Council	Governor
CDHE ED	Governor - Ex Officio	Apprenticeship Sponsor - related instruction provider	Governor
OEDIT ED	Governor - Ex Officio	Apprenticeship Sponsor - employer	Governor
Director of Occupational Education	Governor - Ex Officio	Labor	Senate President
Governor's Office	Governor	4 year IHE	Governor
CWDC Chair	Governor - Ex Officio	4 year IHE	Speaker
CCHE Chair	Governor - Ex Officio	2 year or LDC	Governor
Large Business, HR Expertise	Governor	2 year or LDC	Senate President

Business Association	House Minority Leader	ATC	Governor
Small Business	Senate Minority Leader	Higher Ed Faculty	Governor
Local Workforce Area Director	Governor	K12	Governor
Local Workforce Area Director	Governor		
Educational advocacy group or nonprofit organization	Governor		
Educational advocacy group or nonprofit organization	Speaker		
Workforce development advocacy group or nonprofit organization	Governor		

Appointments must be made by June 23, 2026. The Governor selects the Chair and the Speaker selects the Vice-Chair. The first meeting must happen no later than July 1, 2026. The transition plan is due November 30, 2026. The transition plan must be submitted to the JBC, and House and Senate Education and Business committees.

Executive directors at CDLE, CDHE, OEDIT, and CCCS are permitted to collect feedback to inform their perspective on the TAC through other meetings held prior to the formal start of the TAC. The TAC must, to the extent practicable, engage various types of stakeholders– i.e. employees, employers, program participants, register apprenticeship stakeholders, state rehabilitation council members, vocational rehabilitation participants, students at institutions in various types of programs, and higher education faculty. Operational considerations require the consultation of state agencies.

The TAC must meet at least once a month prior to submitting the transition plan, though other meetings are permitted. Additionally, the TAC may meet after the submission of the plan.

The transition plan must include recommendations on:

- The structure of the Department of Higher Education with a new scope over postsecondary talent development, education, training, and employment;
- Governance models for the Department;
- Technology and staffing needs;
- Data collection and analysis systems necessary or beneficial to the mission;
- Renaming the Department to reflect the new mission;
- When the transition activities could be completed

The transition plan **must** include recommendations on how these offices, programs, etc. transition into the new Department:

- The Division of Employment & Training (CDLE);
- WIOA Titles I and III (CDLE);
- WIOA Title II (CDE);
- The International Standard Classification Of Education Determinations (CDLE);
- Regional Talent Summit Initiatives, Plans, and Opportunity Now Grants (OEDIT);
- Adult Education and Literacy Programs (CDE);
- Office of New Americans (CDLE);
- Colorado Disability Office (CDLE)

The transition plan **may** include recommendations on:

- Supporting adult learners toward foundational credentials;
- The State Apprenticeship Agency (CDLE);
- The State Apprenticeship Council (CDLE);
- The State Apprenticeship Directory (CDLE);
- The Office of the Future of Work (CDLE);
- The State Historical Society (CDHE);
- The Office of Labor Market Information (CDLE);
- Area Technical College Governance (CCCS);
- Connective Tissue to SNAP and TANF (CDHS)

This work may be done with gifts, grants, and donations and within existing appropriations.

Section 3 changes the scope of the Department of Higher Education in July 1, 2028 and beyond to integrate postsecondary educational, training, and employment resources. It establishes the legislature's intent to expand the Department's mission through consideration of the TAC recommendations. Additional confirming amendments reflect that the role of the Executive Director will change, as will the ED's relationship with CCHE—renaming their statutory title from the "EXECUTIVE DIRECTOR OF THE COLORADO COMMISSION ON HIGHER EDUCATION" to the "EXECUTIVE DIRECTOR OF THE DEPARTMENT OF HIGHER EDUCATION", effective in 2028.

Section 4 amends the definition of the Executive Director.

Section 5 repeals language around the process by which the Executive Director is appointed (replaced in Section 6 and moved up in Title 23).

Section 6 adds an article to Title 23 that adds additional conforming changes. This section further distinguishes the role of the Executive Director from the Commission, teeing up the separation of the ED role as over a Department and its operations, with distinction from the Commission's legacy role as the coordinating and policy board. Additional legislative work, pending recommendations from the TAC, will clarify the relationship between these two entities.

This section also ensures that the next Governor, in appointing an Executive Director, will not need to reappoint or reconfirm the Executive Director when the scope and name of the new agency is effective unless they want a different person to assume the office.

Section 7 is the effective date of each section.

Section 8 is the safety clause.

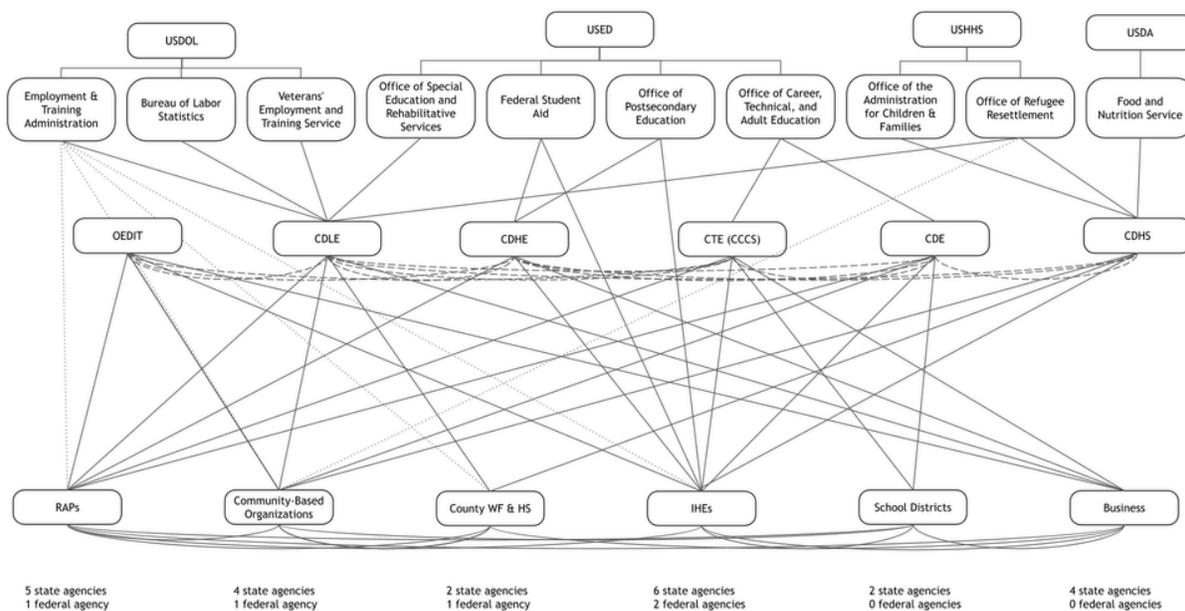
H.B. 26-1317 | Creating a Unified System of Postsecondary Talent Development

Sponsored by Rep. McCluskie, Rep. Taggart, Sen. Bridges, Sen. Frizell

Research shows that in the next six years, nearly 3 in 4 job openings will require some type of post-secondary credential. Today, there is a gap between the need for credentials and the number of Coloradans earning these skills. Only about a third of Colorado high school graduates from the class of 2016 went on to earn a postsecondary credential in the 6 years after graduation. This attainment gap for students as they go from high school into their next chapter is a challenge for the learners and our economy.

Today, more than 20 divisions, offices, and units across seven state entities deliver 110 programs and initiatives to help Coloradans access postsecondary education, training, and employment. Despite overlap in the intended outcomes for these programs and good faith efforts by state staff to coordinate, the sheer breadth of programs across the state can create silos, increase administrative burden on locals, and unintentionally limit the reach of a public dollar.

This leads to dead ends and closed doors for Colorado’s learners, workers, and jobseekers.



House Bill 26-1317 establishes a stakeholder process to streamline, *not separate*, education and skill-building pathways for Coloradans to learn, train, build, and grow their careers.

About This Bill

This bill establishes a Transition Advisory Committee (TAC) of 26 members including representatives from state agencies, institutions of higher education, apprenticeship programs, organized labor, local workforce centers, non-profit associations, and the business community.

The TAC is tasked with creating a transition plan by November 30, 2026 that makes recommendations on the structure of an agency that includes higher education, federally funded workforce development programs, the state apprenticeship agency, adult education and family literacy, and other education and skill development programs.

The bill also makes conforming amendments to Title 23 to establish a Department of Higher Education and Workforce Development by July 1, 2028, uniting several programs under a single agency and mission-education, training, and support that helps Coloradans access meaningful opportunity.

Creating a Long-Term Strategy: Timeline of Statutory, Administrative & Stakeholder Work

JAN-JUN 2026	JUL - NOV 2026	JAN - JUN 2027	JUL - DEC 2027	JAN - JUN 2028
2026 Bill: Creates TAC to Develop & set the state toward a single post-secondary agency.	TAC meets. Transition plan due November 2026.	2027 Bill: Considers codifying TAC recs.	Legislators provide oversight and engage stakeholders.	2028 Bill: Clean up legislation if necessary before Dept. is effective
Stakeholder Work				
Agency staff provide subject-matter-expertise to inform statutory and administrative work.			Agencies impacted prepare for transition	





SERVICES FOR AGING WELL IN COLORADO

January 26, 2026

Chandra Vital
Colorado Dental Health Care Program for Low-Income Seniors
Department of Health Care Policy and Financing
Finance Office
303 East 17th Avenue, Suite 1100
Denver, CO 80203

Dear Ms. Vital:

I am writing this letter on behalf of Vintage and Northwest Colorado Council of Governments (NWCCOG) to express our strong support for the application submitted by Elevated Community Health (ECH) to provide dental services for low-income seniors.

ECH is a key provider of services for low-income, uninsured, and underserved populations in Summit, Lake, and Park Counties. As a long-standing community partner of Vintage, ECH has consistently demonstrated the capacity, knowledge, and commitment necessary to meet the needs of our communities. Our organizations work to improve access to care for uninsured and underinsured residents, and we have seen firsthand the critical role ECH plays in expanding access to essential dental health services.

We believe that without ECH's dental services, many aging community members would have limited or no access to dental care services that are essential to overall health and well-being. We fully support ECH's application and remain committed to collaborating with them by referring eligible individuals to their services.

We also commend Elevated Community Health for its strong emphasis on providing culturally and linguistically responsive care that reflects the diversity of our community. ECH has made a meaningful impact in improving access to high-quality, compassionate health care throughout Summit, Lake, and Park Counties.

Thank you for your consideration of this funding request. Please let me know if I can provide any further information.

Sincerely,



Erin Fisher
Director
Vintage
efisher@nwccog.org
970-455-1067



Northwest Colorado Council of Governments

NWCCOG EDD Board Meeting Minutes

Thursday, January 22, 2026

Board Members Present

Patti Clapper – Pitkin County
Alyssa Shenk – Town of Snowmass
Tom Boyd – Eagle County
Samantha Martin – Jackson County
David “Ty” Wattenberg – Jackson County
Jeffrey Woodruff – Pitkin County
Randy George – Grand County
Tim Redmond – Routt County
Jenna Skinner – Town of Avon
Diane McBride – Town of Frisco
Gloria Kaasch-Buerger – Town of Basalt
Sarah Nadoly – Town of Basalt
Melissa Matthews – Town of Red Cliff
Dan Sullivan – Town of Keystone
Kristen Brownson – Town of Breckenridge
Scott Schreiner – Town of Eagle
Jonnah Glassman – Town of Silverthorne
Jacob Zook – City of Glenwood Springs
Karah Brubaker – State of Colorado

Abigail Tietjen – Copper Mountain Metro District
Janeth Stancle – Sen. John Hickenlooper
Patrick Ibarra – The Mejorando Group
Corry Mihm
Jonathan Godes – I-70 Coalition

NWCCOG Staff

Jon Stavney – Executive Director
Becky Walter – Finance Director
Dana Wood – Mobility Director
Doug Jones – Energy Program Director

ACTION: Call to Order NWCCOG EDD Board Meeting

Patti Clapper, NWCCOG EDD Board Vice Chair, called the Northwest Colorado Council of Governments (NWCCOG) Economic Development District Board Meeting to order at 12:30 PM. Quorum was established by attendees.

ACTION: Approval of Previous Meeting’s Minutes

Approval of the minutes from the December 4, 2026 NWCCOG EDD Board Meeting. Corry Mihm made a motion to approve. Jeff Woodruff seconded. All were in favor.

Passed: Yes

Election of New EDD Board Officers

EDD Board officers are elected every two years. As two years have not yet passed, EDD Board officers remain the same.

Adjournment

M/S: Tim Redmond made a motion to adjourn the EDD meeting at 1:30 pm. Corry Mihm seconded. All were in favor.

DiAnn Butler, NWCCOG Council Chair

Date



THE SUM & SUBSTANCE

What Matters to Colorado Business

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HOT TOPICS MARCH 2, 2026 | DEBATE SET FOR BILL THAT WOULD

SEARCH ...

LEGISLATIVE SESSION

New bill reshapes how Colorado higher education, workforce training operate together



Colorado House Speaker Julie McCluskie discusses a report in December on streamlining Colorado's workforce-development

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POSTED BY: ED SEALOVER MARCH 5, 2026

With more than 20 divisions of state government overseeing 110 programs promoting postsecondary education and workforce training, the average Colorado employer or student would need a PhD to understand how they could fully take advantage of the offerings.

So, as employers continue to cite a shortage of skilled talent as one of their biggest obstacles to growing in Colorado, a bipartisan quartet of legislators introduced a bill on Wednesday afternoon to streamline and improve state workforce-development programs. The goal: Create a single department by July 2028 overseeing everything from workforce training to public-private sector partnerships to higher education and make it a accessible agency with a single front door that employers and learners can use.

House Bill 1317, sponsored by Democratic House Speaker Julie McCluskie of Dillon and Republican Rep. Rick Taggart of Grand Junction, would bring together an advisory committee to recommend by the end of this year how the new department would be structured and what programs would fall under it. It must recommend how programs from the recently completed **regional talent summits** to the division of employment and training would work under this new office, and it can also recommend inclusion of programs from the State Apprenticeship Agency to the Office of Future Work.

To be sure, this is not another anomalous task force with vague goals and hoped-for outcomes but rather the final step in a nine-month process in which state leaders worked with business groups, education advocates and state agencies to **produce a report** on how this can be done. That process began when Gov. Jared Polis **issued an executive order in May** directing state agencies responsible for K-12, higher education and workforce

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on Thursday

This is an extremely important workforce-development and hig



Tweets by TSSColorado

Latest News

New bill reshapes how Colorado higher education, workforce training operate together

Pesticide regulations escalate legislative battle with agriculture industry
Legislators reject effort to rein in airport, ballgame food prices

development to combine their disparate efforts and create a seamless pathway into successful careers.

The goal: Get all Colorado students more prepared for careers



Colorado House Speaker Julie McCluskie hugs Sen. Jeff Bridges, a primary sponsor of House Bill 1317, at a December event that unveiled the report that formed the backbone for the bill that was introduced on Wednesday.

“For too long, Colorado has had a siloed approach to connecting workers and students with good-paying, in-demand jobs,” McCluskie said in a news release announcing the bill on Wednesday. “Today, we’re unveiling a plan to create a unified department that seamlessly supports Coloradans from early learning to career readiness. Democrats and Republicans are coming together to reimagine talent pipelines to jumpstart the creation of a one-stop-shop for job seekers and students.”

Since 2020, less than half of Colorado’s graduating high-school seniors have gone directly onto any kind of advanced education — be it a four-year degree, a two-year degree or even certificates or apprenticeships needed for entry into certain professions. Yet studies have shown that 95% of jobs that pay family-sustaining wages and, soon, 75% of all jobs will require some sort of postsecondary credential, offering empirical proof the Colorado must do more to get students into career pathways.

March 2 “Colorado Chamber Office Hours”: Who should regulate workplace safety? Debate set for bill that would consider high stadium costs to be price-gouging

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on Thursday

This is an extremely important remaking an overly siloed work development and higher-education system:



TSSCOLORADO.COM

New bill reshapes how

The bill would combine some

While a consolidation of existing state programs into a single department may sound bureaucratic, this move would result in several very important and practical changes, supporters say.

It would allow for the better coordination of programs across state agencies that may have the same big-picture workforce-development goal but may not work in harmony to guide learners along one pathway, said Will Simpkins, vice president for enrollment and student affairs at Metropolitan State University of Denver. For example, students who may be unsure of whether to go to college or go directly into the trades via workforce training now have to study options across several state agencies rather than being able to consider how their many options work together to build their credentials over time.

Workforce department would be accessible to employers

Similarly, businesses that may want to partner with the state on workforce training by offering apprenticeships or launching new sector training programs or helping to develop technical-education curricula may not know how to do that and may be frustrated trying to find the right state agency for this work. Creation of a one-stop department that can direct employers to an appropriate program and allow them to talk with educators to ensure students are learning the most up-to-date skills would let them quickly become partners and benefit both their needs and the career viability of students.



Colorado Chamber of Commerce President/CEO Loren Furman speaks at the organization's 2023 annual meeting about keeping the state competitive.

“If we want to remain competitive as a state, Colorado’s workforce must be equipped with the right skills to fill the jobs employers need and adapt to our growing and diverse economy,” Colorado Chamber of Commerce President/CEO Loren Furman said, noting that workforce development is a key facet to her organization’s 10-year economic plan. “This requires breaking down barriers between higher-education institutions and businesses, ensuring there are ongoing strategies in place to fill skills gaps and create opportunity for Coloradans.”

The transition advisory committee would consist of 26 members appointed by Polis and legislative leaders, representing state agencies, education institutions, apprenticeship instructors and sponsors, educational advocacy groups, labor and businesses of several types. It would have to come up with a transition plan by November so that legislators could pass a law in 2027 to launch the new department, which largely would replace the existing Department of Higher Education with a wider mission, by July 2028.

A term of workforce efforts from governor

Polis has spent much of his second term looking to improve the state’s workforce-development system. Among the laws he’s signed since 2023 are those that **offered tuition-free credentialing** for students looking to go into some high-demand careers, funded a series of regional talent summits that **produced 232 action plans** and launched **creation of a longitudinal data system** that can track the return on investment from various training pathways and educational degrees.



Gov. Jared Polis speaks about a plan to streamline workforce programs during a news conference in December.

This proposal, then, represents in some ways the culmination of the Democratic governor's work in this area, as he is barred constitutionally from seeking a third term and will hand off his efforts to a new governor in January. But Polis, who appointed former Office of Future Work Director Katherine Keegan to lead the process that turned his executive order into HB 1317, said this last effort is needed to ensure that all learners, regardless of the pathway they choose, can navigate Colorado's education and training system to a successful career.

"Colorado is leading the way on connecting workers with the education, training and the skills needed to get good-paying jobs and strengthen our economy," Polis said in a statement. "This new and more efficient consolidated department will make it easier for Coloradans to access important resources and open new doors to opportunity."

McCluskie on Wednesday assigned the new bill to the House Education Committee. No date has been set yet for its first hearing.

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