AGENDA

Thursday, September 17th, 2026
Council Chambers, Eagle County Building
500 Broadway, Eagle, CO 81631
9:00a.m. – 2:00p.m.

VIDEO & PHONE CONFERENCE INFORMATION

Meeting Information
- Link to Join Meeting:
- https://us06web.zoom.us/j/4343110995?pwd=rbIHmpYikShSFje2tpMbd1ODIEZrep.1&omn=85646621112
- **Meeting Code**: 434 311 0995
- **Passcode**: 119033

NWCCOG COUNCIL, NLF and EDD MEETING

9:00 am	1.	Confirmation of Quorum and Call the (three) Meetings to order, Council Chair, Alyssa Shenk	(LOCATION in PACKET)
	2.	Introductions - Attendees	
	3.	CAMP Grant (Mobility Program): additional bike stations and bikes available. Received from Dana – memo saved in shared drive.	
	4.	**For Approval: Consent Agenda** (Council, Foundation and NLF Board)	
		a. NWCCOG June 4th Council Meeting Minutes	
		b. NWCCOG List of Bills	
		c. NLF Minutes June 4th, Q 4 Financials (as NLF)	
9:15 am	5.	**Presentation: NWCCOG Support for Brownfield Coalition Grant,** Bill Shrum Director of Operations, Downtown Colorado Inc. (Memo and Draft LOS in packet)	PPT
9:30 am	6.	**Presentation: Doug Vilsack with *Vote Yes on Prop 137*: Direct Sporting Goods Sales Tax Revenue for Conservation.** **https://leg.colorado.gov/ballots/direct-sporting-goods-sales-tax-revenue-for-conservation-2**	
9:45 am	7.	**Update:** • **Reading the QQ Webpage** (Jon Stavney and Kristin QQ Policy Advisor & Member Services Coordinator) • **How to navigate the 208 Plan Online, Resources Page.** • **Headwaters Counties: A Water Economy report published and posted https://www.nwccog.org/wp-content/uploads/2025/09/2026-Water-Economy-Report-Update.pdf**	Share Screen
10:00 am	8.	**Adoption of Updated 208 Plan** – *Ashley Bembenek and Torie Jarvis* • https://www.nwccog.org/programs/water-quality-quantity/watershedservices/ •	
11:00 am	9.	**Presentations:** a. **2026 Behavioral Health Landscape Report,** (PPT) Laura Sigrist, GPS Consulting (report co-author). How to utilize this	

Updated: 2/26/2026

		report. **Full Report:** https://www.nwccog.org/wp-content/uploads/2026/09/26067-Behavior-Health-Report_FF.pdf	
11:20 am		b. **Northwest Health Care Coalition Year in Review**, (PPT) Steve Hilley, R.N. Co-Readiness and Response Coordinator Dani Burggraf, R.N. Co-Readiness and Response Coordinator	
11:40 am	10.	**Review August Council Retreat Notes for Actions**	
		• Chair proposes Exec Committee meet to identify key takeaways and actions from the Retreat, perhaps before the October Budget Workshop. • Attached Separately: • Request those who wish to discuss EDD Director direction to attend afternoon EDD meeting.	
	11.	• Website and Newsletter traffic data – Dana and KLG	
	12.	**Program Updates:** Deferred until October Meeting	
	13.	**Updates Executive Director**	
		• **I-70 Coalition message to incoming administration _ Should we send a document like this to Governor?** • **Data Center FAQ** (that we suggested to OEDIT) • **NWCCOG in the News:** Colorado Middle Mile **Article Topics:** Demographic trends for under 30 kids, Boomers, AI and Job Losses, opinion AI policy, Housing – retirement and second home tax, EV market collapse.	
	14.	• **QQ: Three Lakes CLEER Press Release quoting NWCCOG**	
		<u>NEXT NWCCOG MEETING:</u> **Budget Workshop – First Week of October (TBD)** **Council Meeting, Budget Hearing Thursday, October 22, 2025** Silverthorne Conference Room NWCCOG Office Full Council & EDD Board Meeting AND Executive Committee Meeting	

<u>NWCCOG Officers:</u>
NWCCOG Council Chair Alyssa Shenk **NWCCOG Council Vice-Chair** Patti Clapper
NWCCOG Council Sec/Treasurer Nina Waters

<u>NWCCOG Executive Committee:</u>
Region XII County Members: Nina Waters – Patti Clapper – Tim Redmond – Tom Boyd – Randal George – Coby Corkle

Municipal Members: Alyssa Shenk – Dan Sullivan – Kristen Brownson

EDD BOARD ANNUAL PLANNING MEETING

(**TIME**)	1.	(**ACTION**) Confirmation of Quorum and Call the (three) Meetings to order, EDD Chair, DiAnn Butler	(**LOCATION in PACKET**)
	2.	**Presentation:** Survey Results – sent out with Council Packet this survey (Erin McCuskey)	
	3.	**Update:** PPG grant has been funded. NWCCOG is applying for reimbursements for Q2 and Q3, as well as advance for Q4. Will provide current status of EDA Denver Office funding, and Congress allocating funds for EDA through the end of 2026 l	

	4.	**Discussion**: Gather input from EDD Board on Job Description, Scope, Applicant profile as well as Posting Schedule for EDD Director Position to share with Executive Committee.	

NEXT NWCCOG EDD MEETING:

NWCCOG EDD Officers:
EDD Chair DiAnn Butler
EDD Chair Pro-Tem Patti Clapper

MEMORANDUM

To: **NWCCOG Foundation Board (Council acting as)**
From: **Dana Wood – Mobility Director**
Date: **September 17, 2026**
Re: Mobility Program

The Mobility Program has 26 FREE Ebikes not yet assigned to a property in the COG region!

These bikes are purchased through the Colorado Accelerated Mobility Program (CAMP) grant from the Colorado Energy Office managed by NWCCOG. Ebikes have been installed already at properties in Eagle and Silverthorne. Below is the installation at Eagle Villas. To qualify, the neighborhood or property must be multi-family, workforce, affordable, low income, Habitat for Humanity, or LIEHTC. The Ebikes are private (only for use of those that live on the property). The grant covers installation, maintenance, insurance, and app fees for the bikes without cost to the property for 2 years by utilizing monthly in kind time towards the project. After 2 years, the property will purchase the Ebikes at a depreciated value and assume the ongoing costs. **Boomerang Fleets is ready to install now, and the goal is to get the remaining Ebikes installed before November 1st.** Please reach out to Dana (dwood@nwccog.org) if you are interested or can connect her with properties that might be interested. This is a perfect opportunity for a local housing program, HOA or housing authority.

Northwest Colorado Council of Governments

NWCCOG Council & NLF Board Meeting Minutes

IN-PERSON ONLY MEETING

2026 Council Retreat – Day 2

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

Thursday, August 6, 2026

Executive Board Members

Chair - Alyssa Shenk – Town of Snowmass Village
Vice Chair - Patti Clapper – Pitkin County
Sec/Tres - Nina Waters – Summit County
Dan Sullivan – Town of Keystone
Kristin Brownson – Town of Breckenridge
Tom Boyd – Eagle County
Tim Redmond – Routt County

NWCCOG Staff

Jon Stavney – Executive Director
Becky Walter – Finance Director
Erin Fisher - Vintage Director
David Harris – EIP Director
Doug Jones – Energy Director
Anita Cameron – NLF Director
Blaine Rhoden – NLF Deputy Director
Becky Baugh – HR Specialist

Members Present

David Knight – Town of Basalt
Rick Stevens – Town of Basalt
Pete Stretcher – City of Aspen
Gary Brooks – Town of Avon
Jeffrey Woodruff – Pitkin County
Jonnah Glassman – Town of Silverthorne
Scott Schreiner – Town of Eagle
Dan Sullivan – Town of Keystone

EDD Members Present

DiAnn Butler – Grand County
Erin McCuskey – Eagle County
Jacob Zook – City of Glenwood Springs
Kris Mattera – Basalt Chamber

Guests

Brian Pool – GPS Consulting
Steve Scadron – Colorado Mountain College
Delaney Deskin – Sen. Michael Bennet
Kris Valdez – CHAFA

8:34 a.m. ACTION: Call to Order NWCCOG Council and EDD Board Meeting

Alyssa Shenk, NWCCOG Council Chair, called the Northwest Colorado Council of Governments (NWCCOG) Council Meeting to order at 8:34 AM. Quorum was confirmed by Jon Stavney; a roll call of members present was taken following the call to order.

ACTION: Motion to Approve the Consent Agenda

A motion was made to approve the Consent Agenda, consisting of the June 4, 2026, NWCCOG Council Meeting Minutes, the NWCCOG Q2 Financials, the NWCCOG List of Bills for May and June 2026, and the NLF Q2 Financials. (Clapper motion/Glassman second)

Passed: Yes

ACTION: Motion to Approve 2027 Member Dues

Finance Director Becky Walter presented the proposed 2027 Member Dues schedule, referencing the memo and dues spreadsheet included in the packet.

A motion was made to approve the 2027 NWCCOG Member Dues as presented. (Clapper motion/Waters second)

Passed: Yes

ACTION: Motion to Approve the Draft 2026–2031 Comprehensive Economic Development Strategy (CEDS)

Jon Stavney, in his role as EDD Director, presented the draft 2026–2031 Comprehensive Economic Development Strategy (CEDS) for review. The Economic Development Administration (EDA) requires board approval, and the document is due prior to September 17, 2026, NWCCOG Council and EDD Board Meeting. Because no separate EDD Board Meeting was held on this date, the NWCCOG Council acted in its capacity as the EDD Board for purposes of this approval.

A motion was made for the **NWCCOG Council and EDD Board** to approve the Draft 2026–2031 Comprehensive Economic Development Strategy. (Shenk motion/Schreiner second)

Passed: Yes

UPDATES: Executive Director Activities Since the June 4, 2026 Meeting

Jon Stavney, Executive Director, reported on activities since the June 4, 2026, meeting:

- Worked with consultants and a designer on publication of the Regional Statistics Analysis Report and the Regional Behavioral Health Landscape Assessment Report.
- Assisted the Town of Fraser with manager placement.
- Drafted the 2026–2031 CEDS for review (as EDD Director).
- Covered office administrative duties beginning July 7, 2026.
- Closed out the DOLA grant for the Broadband Director.
- Worked on dues and the 2027 budget outline with Finance.
- Prepared documents and logistics for the 2026 Council Retreat.
- Presented the Regional Statistics Report to the Frisco Town Council on July 28, 2026.
- Met with Regions 9 and 10 regarding Broadband Middle Mile with Nate Walowitz.
- Contacted and is refining a contract with Cathie Pagano for Town Manager and Town Planner Peer Group facilitations.

LOS: Rio Blanco County Middle Mile Broadband

Congressional Updates

- **Senator Michael Bennet's Office** – Delaney Deskin presented updates from the office of Senator Michael Bennet (CO), including the Farm Bill's status in the Senate Agriculture Committee and a rural housing program.

Economic Development District (EDD) Board

No separate EDD Board Meeting was held on this date. EDD business was addressed under the CEDS approval item above.

ACTION: Adjournment

8:50 a.m. A motion was made to adjourn the meeting. (Clapper motion/Sullivan second) All in attendance were in favor.

Alyssa Shenk, NWCCOG Council Chair Date

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

September 10, 2026

Bill Shrum, Director of Operations
Downtown Colorado, Inc.
1420 N. Ogden St. Suite G-1
Denver, CO 80218

RE: Letter of Commitment, EPA Brownfields Coalition Assessment Grant

Dear Mr. Shrum:

The Northwest Colorado Council of Governments commits to participate as a non-lead coalition member in the EPA Brownfields Coalition Assessment Grant application that Downtown Colorado, Inc. will submit as lead applicant and, if awarded, will administer as grantee. We commit to the following.

1. **Coalition participation.** We agree to join the brownfields coalition led by DCI for the upcoming EPA Brownfields Assessment Grant competition. DCI will serve as lead applicant, will hold the cooperative agreement, and will be accountable to EPA for performance, procurement, and reporting.

2. **Target area designation.** We will designate at least one target area in our region. Our initial priorities are our member jurisdictions: Eagle County and the towns of Avon, Basalt, Eagle, Gypsum, Minturn, Red Cliff, and Vail; Grand County and the towns of Fraser, Granby, Grand Lake, Hot Sulphur Springs, Kremmling, and Winter Park; Jackson County and the Town of Walden; Pitkin County, the City of Aspen, and the Town of Snowmass Village; Routt County, the City of Steamboat Springs, and the Town of Hayden; Summit County and the towns of Blue River, Breckenridge, Dillon, Frisco, Keystone, Montezuma, and Silverthorne; and the City of Glenwood Springs. Final target area boundaries and site priorities will be set jointly with DCI and its selected consultant while the application is being prepared.

3. **No competing application.** We will not submit a separate application for EPA Brownfields Assessment Grant funding in the same competition cycle, and we will not join any other coalition application in that cycle.

4. **Authority to conduct activity.** We authorize DCI and its contractors to conduct brownfields inventory, environmental site assessment, planning, and community involvement activity in our region under the grant, subject to property owner site access agreements and to the terms of a memorandum of understanding to be executed with DCI. As a voluntary association of county and municipal governments, we will assist DCI in securing concurrence from the member jurisdictions in which target areas are ultimately located.

5. **Site identification and local knowledge.** We will help identify and prioritize candidate sites, and will share the local records, prior environmental work, redevelopment plans, and property ownership information we hold for the target areas.

6. **Community involvement.** We will support the community involvement plan by convening local participants, hosting or promoting public meetings, and distributing information in our region. DCI will lead the education, outreach, and marketing elements of the grant.

7. **Staff participation.** We will designate a staff point of contact, take part in coalition coordination calls, and contribute staff time to project oversight and reporting.

8. **Subsequent documentation.** We will execute a memorandum of understanding or equivalent instrument with DCI, and will provide any additional documentation EPA requires to establish coalition eligibility and DCI's authority to expend funds in our region.

Regional need. Mining and mineral processing shaped this region for a century and left behind properties whose environmental condition has never been documented and whose ownership is in many cases unclear or gone entirely. Several of them sit on the most developable ground our communities have — valley floor parcels along the rivers and the old rail alignments, in towns where there is very little other land left to build on — and until they are assessed they stay off the tax rolls and out of every housing and redevelopment conversation we have. Most of our member towns operate without a planner or an environmental staff person, and a single Phase I assessment can cost more than a town of a few hundred residents budgets in a year for anything discretionary. Doing this work regionally, through a coalition, is the only version of it we can staff.

Grant funds will be held and expended by DCI as grantee. This letter does not obligate the Northwest Colorado Council of Governments to a cash contribution. We are prepared to provide the in-kind staff support described above.

We look forward to working with DCI on this application.

Sincerely,

Alyssa Shenk
Council Chair
Northwest Colorado Council of Governments

DOWNTOWN COLORADO inc.

BROWNFIELD COALITION GRANT
LETTER OF COMMITMENT

Downtown Colorado, Inc. (DCI) will apply as lead applicant for a U.S. Environmental Protection Agency Brownfields Coalition Assessment Grant. EPA is expected to open the competition in October 2026. Every non-lead member of a coalition application has to document its commitment in writing. This template is that document. There is no cash commitment by the organization required with this letter of commitment, nor as a part of the coalition. This letter only expresses the interest for Downtown Colorado, Inc. to work within the jurisdiction in service of the grant purpose and in accordance with funding guidelines.

DEADLINE

The deadline for a returned Letter of Commitment is **Wednesday, September 30th, 2026.** Send a signed PDF on entity letterhead to Bill Shrum, Director of Operations, at operations@downtowncoloradoinc.org. DCI will confirm receipt.

WRITING YOUR NEED STATEMENT

The paragraph on regional need is the one part of the letter DCI cannot write for you. EPA scores community needs, and a reviewer can tell the difference between a town describing its own closed rail yard and a consultant describing a category of property. Two or three sentences in your own words beats a page of ours.

Use the blocks below as starting points, combine them, or write past them entirely.

ENERGY TRANSITION

Coal, oil, and gas paid our wages and our property taxes for decades, and that activity is winding down. Closed and idled facilities, rail sidings, service yards, fuel storage sites, and former processing properties sit in our downtowns and along our main streets. Our local governments have no environmental staff and no assessment budget, and no private buyer will take on a property whose condition nobody has documented.

LEGACY MINING AND MINERAL PROCESSING

Mining and mineral processing left this region with properties whose environmental condition has never been documented and whose ownership is often unclear or gone. Several of them sit on the most developable ground we have. Until they are assessed they stay off the tax rolls and out of every redevelopment conversation in the region.

SMALL TOWNS WITHOUT ENVIRONMENTAL STAFF

Most communities here operate without a planner or an environmental staff person. One Phase I assessment can cost more than a town of a few hundred residents budgets in a year for anything discretionary. Doing this work regionally is the only version of it we can staff.

OPPORTUNITY ZONES AND ADOPTED PLANS

Several of our target communities include federally designated Opportunity Zones and state designated areas where the investment tools are already in place. What we do not have is documentation of environmental conditions. That is the piece holding up projects our boards have already adopted plans for.

LETTER TEMPLATE

[DATE]

Bill Shrum, Director of Operations
Downtown Colorado, Inc.
1420 N. Ogden St. Suite G-1
Denver, CO 80218

RE: Letter of Commitment, EPA Brownfields Coalition Assessment Grant

Dear Mr. Shrum:

[ENTITY LEGAL NAME] commits to participate as a non-lead coalition member in the EPA Brownfields Coalition Assessment Grant application that Downtown Colorado, Inc. will submit as lead applicant and, if awarded, will administer as grantee. We commit to the following.

1. **Coalition participation.** We agree to join the brownfields coalition led by DCI for the upcoming EPA Brownfields Assessment Grant competition. DCI will serve as lead applicant, will hold the cooperative agreement, and will be accountable to EPA for performance, procurement, and reporting.
2. **Target area designation.** We will designate at least one target area in our region. Our initial priorities are [TARGET COMMUNITIES]. Final target area boundaries and site priorities will be set jointly with DCI and its selected consultant while the application is being prepared.
3. **No competing application.** We will not submit a separate application for EPA Brownfields Assessment Grant funding in the same competition cycle, and we will not join any other coalition application in that cycle.
4. **Authority to conduct activity.** We authorize DCI and its contractors to conduct brownfields inventory, environmental site assessment, planning, and community involvement activity in our region under the grant, subject to property owner site access agreements and to the terms of a memorandum of understanding to be executed with DCI. [MEMBER JURISDICTION NOTE: We will assist DCI in securing

concurrence from the following member jurisdictions in which target areas are located: ______.]

5. **Site identification and local knowledge.** We will help identify and prioritize candidate sites, and will share the local records, prior environmental work, redevelopment plans, and property ownership information we hold for the target areas.
6. **Community involvement.** We will support the community involvement plan by convening local participants, hosting or promoting public meetings, and distributing information in our region. DCI will lead the education, outreach, and marketing elements of the grant.
7. **Staff participation.** We will designate a staff point of contact, take part in coalition coordination calls, and contribute staff time to project oversight and reporting.
8. **Subsequent documentation.** We will execute a memorandum of understanding or equivalent instrument with DCI, and will provide any additional documentation EPA requires to establish coalition eligibility and DCI's authority to expend funds in our region.

Regional need. [REGIONAL CONDITIONS, SEE SUGGESTED LANGUAGE ON PG. 3]

Grant funds will be held and expended by DCI as grantee. This letter does not obligate [ENTITY LEGAL NAME] to a cash contribution. We are prepared to provide the in-kind staff support described above.

[STAFF CONTACT: name, title, phone, email] is our point of contact for this application. We look forward to working with DCI on it.

Sincerely,

[SIGNER NAME]
[TITLE]
[ENTITY LEGAL NAME]

VOTE YES ON PROP 137

Proposition 137

THE PROBLEM

Much of Colorado's vast open spaces, rivers, and forests are virtually unprotected from threats. Catastrophic wildfire, worsening heat and drought, and rapidly encroaching development are challenging communities, drying up water supplies, undermining economic growth, and deteriorating forest health. Without action now, Colorado risks depleting its most treasured and valuable asset: our abundant natural areas.

1.5 Million
acres of land burned in the state's largest fires.

Three of the worst wildfires occurred in the last five years, resulting in hundreds of millions of dollars in damages and losses.

22%
Colorado snowpack in the winter of 2026, the lowest on record.

Colorado just had its lowest-ever snowpack and 91% of the state is experiencing drought, which means drier land and higher wildfire risk year-round.

$100-200 Million
estimated annual funding shortfall.

Colorado does not currently have the funding to protect communities from catastrophic wildfire or to ensure that our lands and waters are conserved and restored.

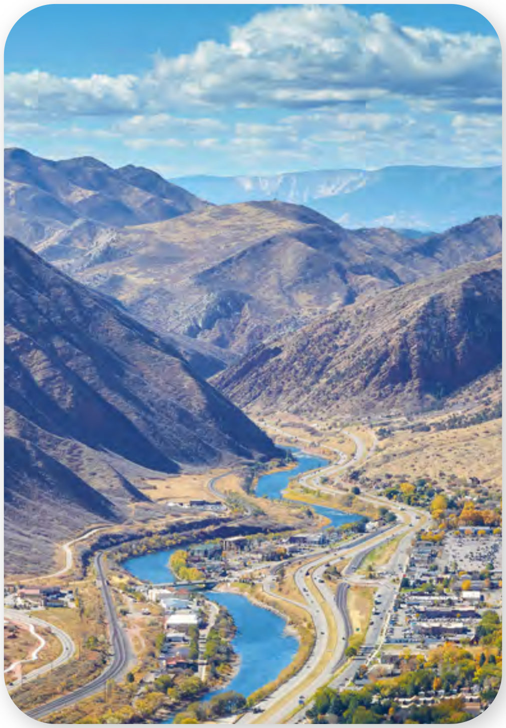
THE SOLUTION

Sustainably funding watershed restoration and clean water protection, wildfire risk reduction, land conservation, outdoor recreation, and access to nature is the best way to protect the Colorado we know and love.

That's why a broad and growing coalition, including Conservation Colorado, The Nature Conservancy, Trust for Public Land, and Western Resource Advocates, is supporting this measure on the November ballot.

Without raising taxes, Prop 137 will allow the state to keep the amount of money it receives from the *existing* state sales tax on sporting goods and equipment and invest that money in crucial conservation work. This would support river and clean water protection, wildfire risk reduction, land conservation and restoration, new state parks and environmental education programs, wildlife management, and grants to local governments and land trusts.

This measure is not a tax increase, and it will not change the cost of sporting goods or equipment. The consumer and retailer experience will remain the same.



HOW WILL PROPOSITION 137 MEET THE NEED?

Prop 137 is expected to raise approximately $175 million per year, but the annual amount may depend on other budgetary dynamics. This would deliver **exceptional benefits to Coloradans and to nature**, supporting:

$83 Million Per Year

for Wildfire Prevention and Watershed Health

Wildfire risk reduction and water protection

$83 Million Per Year

for Colorado's Outdoors

Land and water conservation and sustainable outdoor recreation

$4.3 Million Per Year

for Access to the Outdoors

Grants to improve access to the outdoors for youth and families

$4.3 Million Per Year

for Outdoors-Economy Workforce Development

Grants to promote economic development, education, and workforce training

The money will be allocated through state agencies and entities like Great Outdoors Colorado, the Department of Natural Resources, and the Colorado State Forest Service. This funding will support shovel-ready but chronically underfunded programs administered by Colorado Parks and Wildlife, the Colorado Water Conservation Board, and others.

WHY NOW?

While Colorado has made significant progress toward conservation and investing in public lands — including our world-class state parks system — the state is still facing immediate and significant threats to its lands, waters, wildlife, communities, economy, and way of life. Our communities urgently need recurring annual funding to prevent catastrophic wildfires and stop the rapid loss of land and water, or we risk the degradation of these treasured assets for generations to come.

HOW YOU CAN HELP

Committed to protecting Colorado's land, water, wildlife, and communities from catastrophic wildfire and development? **To join our coalition or support the measure, scan the QR code or contact info@yesonprop137.com.**

YesOnProp137.Com

VOTE YES ON PROP 137

Paid for by Protect Colorado's Land and Water, Prevent Wildfires
Tarn Udall, Registered Agent

Northwest Region
Healthcare Coalition

2025–2026 NWRHCC Year in Review

Steve Hilley
R.N. Co-Readiness and Response Coordinator

Dani Burggraf
R.N. Co-Readiness and Response Coordinator

Dan Allen
R.N. Clinical Advisor

Stronger Together. Better Prepared. Healthier Communities.

Northwest Regional Healthcare Coalition Team

Steve Hilley, RN

Readiness and Response Coordinator

Dani Burggraf, MS, BSN, RN

Assistant Readiness and Response Coordinator

Dan Allen, MPH, RN, CIC

Clinical Advisor

NORTHWEST REGION HEALTHCARE COALITION TEAM

Steve Hilley, RN

READINESS & RESPONSE COORDINATOR

- Leads coalition operations and serves as the primary liaison to members and partners.
- Guides planning, training, meetings, exercises, and program development.
- Coordinates regional preparedness and emergency response activities.
- Oversees grant compliance, budget management, and coalition staff.

Dani Burggraf, MS, BSN, RN

ASSISTANT READINESS & RESPONSE COORDINATOR

- Leads H5N1 and emerging infectious disease preparedness initiatives.
- Serves as the secondary point of contact for coalition members.
- Supports planning, trainings, meetings, exercises, and program implementation.
- Supports regional response activities and member engagement.

Dan Allen, MPH, RN, CIC

CLINICAL ADVISOR

- Provides clinical expertise and input for strategic planning and implementation.
- Leads and supports medical education and training initiatives.
- Offers clinical consultation during major incidents and special events.
- Collaborates with partners and other regional healthcare coalitions.

Together, the NWRHCC team provides leadership, preparedness coordination, clinical expertise, and response support to strengthen healthcare readiness across Northwest Colorado.

Northwest Regional Healthcare Coalition

Northwest Region Healthcare Coalition

GOVERNANCE STRUCTURE

NWRHCC STEERING COMMITTEE

Strategic Leadership & Governance

- Provides strategic direction for the coalition
- Approves priorities and initiatives
- Includes leadership from coalition functional groups

EMERGENCY MANAGEMENT FUNCTIONAL GROUP

2 Steering Committee Representatives

PUBLIC HEALTH FUNCTIONAL GROUP

2 Steering Committee Representatives

EMS FUNCTIONAL GROUP

2 Steering Committee Representatives

HOSPITAL FUNCTIONAL GROUP

2 Steering Committee Representatives

BEHAVIORAL HEALTH FUNCTIONAL GROUP

1 Steering Committee Representative

NWRHCC LEADERSHIP

COMMITTEE CHAIR
Provides leadership of the Steering Committee

STEVE HILLEY, RN
Readiness & Response Coordinator

DANI BURGGRAF, MS, BSN, RN
Assistant Readiness & Response Coordinator

DAN ALLEN, MPH, RN, CIC
Clinical Advisor

NWCCOG FISCAL AGENT
Fiscal Oversight & Administration

What Is a Healthcare Coalition?

Northwest Region Healthcare Coalition

Healthcare Coalition (HCC)

Bringing healthcare, public health, emergency management, and community partners together to prepare for, respond to, and recover from emergencies.

Hospitals
Acute care, specialty, and critical access

Outpatient Facilities
Primary care, urgent care, surgery centers, and other outpatient providers

Behavioral Health Providers
Mental health and substance use services

Public Health
Local and regional public health departments

EMS & Fire Services
Emergency medical services and fire departments

Long-Term Care & Home Health
Skilled nursing, assisted living, home health, and hospice care

Local Government & Emergency Management
Local leaders, emergency managers, and law enforcement

Community Partners & Volunteers
Schools, faith-based organizations, non-profits, volunteers, and anyone who will listen or needs help

The Healthcare Coalition serves as the coordinating body that connects healthcare and community partners before, during, and after emergencies.

COLORADO IS IN REGION 8

COLORADO IS PROUD TO BE PART OF REGION 8

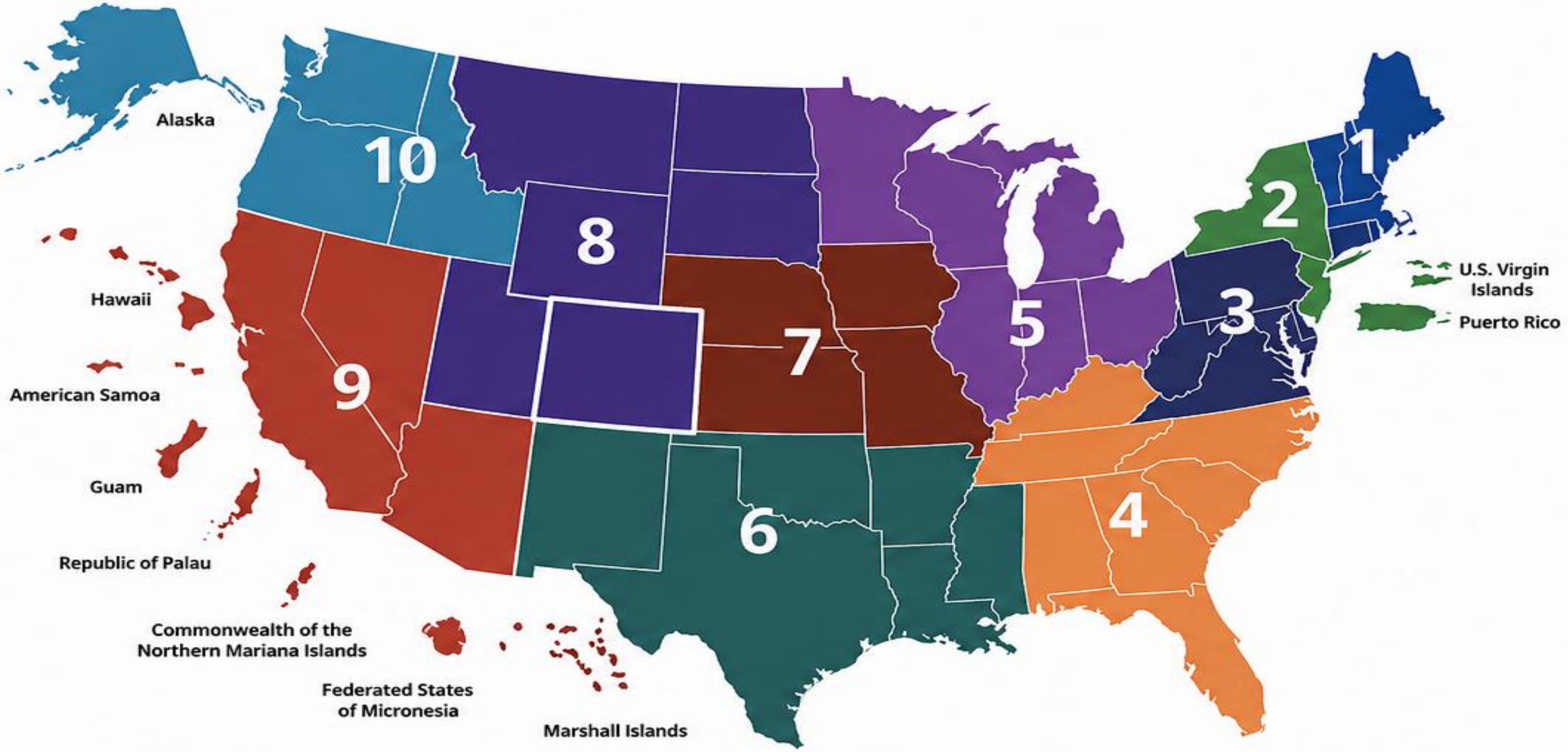
Healthcare Coalitions across Region 8 work together to strengthen preparedness, response, and recovery.

REGION 8 INCLUDES:

- Colorado
- Montana
- North Dakota
- South Dakota
- Utah
- Wyoming

STRONGER TOGETHER

Through collaboration and shared resources, Region 8 Health Care Coalitions enhance community resilience and healthcare readiness.



Regional collaboration. Shared resources. Stronger communities.

Colorado and our partners in Region 8 are committed to a healthier, more resilient tomorrow.

HCC FUNDING DETAILS

HCC funding is provided through the Hospital Preparedness Program (HPP) to strengthen healthcare preparedness, response, and recovery at the regional level.

FUNDING SUPPORTS KEY PREPAREDNESS FUNCTIONS

PLANNING & COORDINATION

Support regional planning, coalition management, workgroups, and coordination with partners.

EXERCISES & TRAINING

Conduct exercises, train staff and partners, and strengthen capabilities.

EQUIPMENT & SUPPLIES

Maintain preparedness equipment and medical supplies for regional needs.

INFORMATION SHARING

Improve information sharing, situational awareness, and communication.

PARTNERSHIP DEVELOPMENT

Engage diverse partners across healthcare, public health, EMS, and emergency management.

CAPACITY BUILDING

Build and sustain healthcare system resilience and medical surge capacity.

NWRHCC'S FISCAL AGENT

NWRHCC's Fiscal Agent is the Northwest Colorado Council of Governments.

They provide fiscal oversight and support to ensure compliance, accountability, and effective stewardship of HPP funding.

2026–27 BUDGET

$560,413

TOTAL BUDGET

$194,070 H5N1 SUPPLEMENTAL FUNDING INCLUDED

ONGOING HPP INVESTMENT FOCUSES ON:

- Enabling each Coalition to be prepared for effective healthcare response
- Optimizing membership and partner engagement
- Expanding population and geographic coverage
- Strengthening equity and addressing at-risk populations
- Building sustainable, resilient healthcare systems

Together, HCCs form a nationwide network dedicated to protecting communities and saving lives.

2025 NWRHCC Efforts

Building Our Team. Strengthening Our Coalition.

NW Northwest Region Healthcare Coalition

Hiring Interviews for ARRC

Conducted interviews and selection process for the Assistant Readiness and Response Coordinator.

Hiring Interviews for Clinical Advisor

Completed candidate search and interviews for the Clinical Advisor position.

Staffing for 2026–2027

Developed staffing strategy to support coalition growth and future initiatives.

- Expanded coalition leadership capacity
- Strengthened clinical expertise
- Positioned NWRHCC for 2026–2027 growth

Northwest Region
Healthcare Coalition

2025–2026 ASPR Funding

Securing resources to strengthen healthcare readiness and response.

Full Funding

January 27, 2026

Supplemental Funding

January 27, 2026

Funding today. Stronger tomorrow.

2026 NWRHCC EXERCISES

Building readiness. Strengthening our region.

NW Northwest Region Healthcare Coalition

EXERCISES WE SUPPORTED PARTNERS ON

CommonSpirit (Breckenridge)
Mass Casualty TTX

CommonSpirit (Copper Mountain)
Mass Casualty TTX

CommonSpirit (Keystone)
Mass Casualty TTX

CommonSpirit (Frisco)
Active Shooter TTX

Dillon Health Center
Wildfire TTX

Middle Park Health Granby
Wildfire ICS Table Top

EXERCISES NWRHCC LEADS FOR THE REGION

MRSE Functional
(ASPR Requirements)
H5N1 Outbreak

Prepared today. Stronger together tomorrow.

Northwest Region Healthcare Coalition

NWRHCC Workgroups, Meetings, and Conferences

2025

- Summit County MCI Workgroup with All Clear
- FRETAC (Monthly)
- NWRETAC (Bi-monthly)
- CIDER (Communicable Infection Disease Emergency Response)
- Eagle County Public Safety Meeting (representing the NWRHCC)
- Colorado Whole Blood Council
- ESF8 Meetings (Bi-monthly)
- CDPHE Med-ops Meeting (Monthly)
- Grand County Emergency Planning Committee
- Western Slope Emergency Preparedness SA
- HCC Quarterly Meeting
- Quarterly Routt County Coordination Group

2026

- Work with CISA on Cybersecurity Workshop
- NWRETAC/CMRETAC/FRETAC
- CWBC Advisory Committee
- Eagle County Public Safety Council
- ESF8 Meetings (Garfield)
- ESF8 Meeting (Mesa County)
- State-wide RRC Meetings (CDPHE)
- GJ Weekly Weather Calls
- NWR EPI Update meetings
- CMRETAC/NWRETAC Triage Training Presentation (Annual Conference)
- State-wide OURAY in-person meeting (ASPR Requirement)
- Annual National Conference Baltimore National Association of County and City Health Officials (NAACHO)
- Western Healthcare Alliance Conference (Speakers for NWRHCC Overview)
- CEPA workgroup Mesa County
- Western Slope Colorado Cache
- H5N1 Continued work
- Carry Over Funds?

Building relationships. Sharing knowledge. Strengthening our region.

H5N1 SUPPLEMENTAL BUDGET WORK

Northwest Region Healthcare Coalition

- Regional Emergency Special Pathogen Treatment Center (RESPTC) Planning meetings
- Leadership Planning Meeting (Weekly)
- In-person meeting with D.H. SPU
- Special Pathogen PPE Workshop with DH SPU Team
- H5N1 Workshop Live animal Lab (Grand Junction) CSU Veterinarian Team
- PPE Carts and Supplies for 15+ facilities

SafePaq® Plus
Blood & Virus Protection Kit

Bowman PPE Cart
Mobile storage solution for PPE and supplies.

PREPARED FOR ANYTHING

Highly Infectious Disease Carts & Ambulance Decontamination Units

The NWRHCC has equipped partners across the region with critical tools to safely respond to today's most serious threats — and whatever comes next.

HIGHLY INFECTIOUS DISEASE CARTS

Mobile carts stocked with essential PPE and supplies to support the safe management, isolation, and transport of patients with highly infectious diseases.

- Non-expiring PPE & critical supplies
- Supports safe stabilization & patient transfer
- Rapid deployment anywhere in the region

AMBULANCE DECONTAMINATION UNITS

Portable, high-temperature vapor disinfection systems designed to rapidly decontaminate ambulances and other emergency vehicles after patient transport.

- Proven vaporized hydrogen peroxide technology
- Decontaminates ambulance interiors in minutes
- Supports vehicle readiness & operational continuity

PREPAREDNESS THAT PROTECTS OUR COMMUNITY

These assets help our partners respond quickly and safely to emerging threats, including:

- COVID-19
- H5N1
- HEMORRHAGIC FEVER
- DECON & CBRN EVENTS
- AND MORE

Together, we're building a stronger, more resilient Northwest Colorado.
Equipped today. Ready for tomorrow.

NW Northwest Region Healthcare Coalition

2026 PLAN REVIEW (CO-SHARE)

Comprehensive review and development of CO-Share required plans to strengthen preparedness, response, and recovery across the region.

Northwest Region Healthcare Coalition

- 1. Governance Document
- 2.6 Cybersecurity Assessment (Informs Cyber plan AND Extended Downtime plan)
- 2.7 Extended Downtime Health Care Delivery Impact Assessment
- 2.4 Supply Chain Integrity Assessment (Informs resource management plan)
- 2.5 Workforce Assessment (Informs TEP)
- 3.2.1 Training and Exercise Plan (Informed BY Workforce Assessment)
- 3.1 Strategic Plan for FY 2024-2028 (Informed BY Readiness Assessment)
- 3.3.1 Information-Sharing Plan
- 3.3.6 Allocation of Scarce Resources Plan
- 3.4.4 Recovery Plan
- 4.1 Medical Response and Surge Exercise (MRSE)

- Jurisdictional Information Plan
- Strategic Plan and Response Plan
- Hazard Vulnerability Assessment
- Training and Exercise Plan (T&E)
- 3.3.2 Resource Management Plan
- 3.3.4 Medical Surge Support Plan
- 3.4.1 Continuity of Operations Plan (COOP)
- 3.3.5 Patient Movement Plan

Prepared today. Stronger together tomorrow.

Thank You!

THANK YOU NWCCOG!

This work would not have happened without your **partnership, support,** and **leadership.**

Northwest Colorado
COUNCIL OF GOVERNMENTS

Stronger Together | Prepared Today | Resilient Tomorrow | Serving Our Region

Regional Business/Member Services
DEPARTMENT GOALS & OBJECTIVES 2026

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

DEPARTMENT: NWCCOG Regional Business	**SUBMITTAL DATE: August 2026**
MISSION STATEMENT	The purpose of the NWCCOG is to be responsive to our members needs and interests by providing guidance and assistance in problem solving, information sharing and partnership building, advocating members interests and needs with local, state and federal entities, providing quality services to our membership that are relevant, effective and efficient.

GOAL 1 [COUNCIL]: Optimize Engagement of Council Representatives	
OBJECTIVES	1. Engage Officers and the Executive Committee earlier in shaping Council meetings: circulate draft agendas to Officers before the packet goes out, with Chair input on item ordering, time durations, and what belongs on the consent agenda.
	2. At Council Meetings: prioritize high-quality presentations on regionally relevant topics — guest experts on a current issue, or spotlights on innovative work from Member jurisdictions — while preserving short member updates, and invite members to suggest topics and presenters at the preceding meeting. 3. Reduce the time Council spends on routine business: adopt a consent agenda for regular business items, with a short consent agenda memo note where explanation is needed, and delegate financial review to Officers or a subcommittee.
	4. Utilize the Executive Committee as a strategic sounding board through regular updates across the year, and give it a more formal role in agenda setting, rather than engaging it only at the Executive Director annual review. 5. Pilot sub-regional and topic-based convenings that surface place-based issues and elevate shared priorities to the full Council, letting the subject matter define who is in the room — including the local staff roles closest to the issue.
MEASUREABLE OUTCOMES	*Greater attendance at Council Meetings *Will know when Economic Development Meetings are engaging enough that they (once again) require a separate day, and COG Meetings have enough action to require more than 9-Noon plus Lunch. * When Council Officer positions open, they will be sought-after roles with more recognition, perhaps competitive elections! *Meeting highlighted presentations will draw Member representatives back to the table. *Consent agenda in use for regular business, with draft agendas reviewed by Officers before each packet *At least one sub-regional or topic-based convening piloted, with issues carried back to the full Council

NARRATIVE OF GOAL PURPOSE	Participation in Council meetings by appointed Member Representatives waxes and wanes for a variety of reasons, busy schedules, multiple priorities. If all Member Reps, Economic Development Committee members, key staff and legislative reps showed up, there could be 50 or more in attendance. This will be accompanied by a rise in stature for the organization, and clarity around NWCCOG as a “go-to” venue for certain topics/issues or presentations.

GOAL 2 [COUNCIL]: Increase the Visibility and Presence of the Organization Across the Region	
OBJECTIVES	1. Publish and distribute NWCCOG communications on a predictable schedule — newsletters, program reports, and placed pieces in local papers — in a voice that is neutral and broadly representative of the full political diversity of the membership.
	2. Sustain in-person presence across all nine counties: continue rotating Council meeting locations, and maintain a schedule of visits to member jurisdictions, prioritizing those not currently active.
	3. Build a shared visibility toolkit across programs — “canned” presentations, an onboarding workbook for newly elected officials, and a member/client story library modeled on the Northwest Loan Fund’s narrative and photo collection. 4. Report impact back to members: produce a periodic program report card or impact summary that shows what each program delivers to member jurisdictions and where shared services save local time and money.
MEASUREABLE OUTCOMES	*Year-over-year increase in website traffic, with assessment of most-used page content *Member Survey conducted bi-annually, with % increases on value-of-program questions *Newsletters published on schedule; count of pieces placed in local papers tracked *Documented visits to all nine counties, including previously inactive jurisdictions *Increase in requests for NWCCOG trainings, facilitation and participation*Program report card or impact summary published and distributed to member jurisdictions
NARRATIVE OF GOAL PURPOSE	Visibility has been a standing Member Services goal since 2023, and it is the vehicle through which most other goals are achieved: members who see the organization’s work become champions of it. Nearly every program carries its own outreach objective — the Loan Fund’s nine-county presence, Vintage’s awareness campaigns, the Energy Program’s training center, Finance’s branded budget documents. Coordinating those efforts under one organizational voice prevents eight programs from telling eight unrelated stories, and rotating meeting locations plus direct outreach to inactive jurisdictions has already proven effective.

GOAL 3 [COUNCIL]: Position NWCCOG as the Region’s Go-To Source for Regional Data and Information	
OBJECTIVES	1. Publish the region’s core data products on a predictable cycle: update the 2023 NWCCOG Workforce Housing Report with a four-year comparison, commission housing assessments for uncovered sub-regions, and stand up the regional labor-market and talent data function.
	2. Launch a shared regional dashboard of leading indicators — snowfall, sales tax, lodging, employment — and treat recurring low-snow and no-snow winters as a baseline planning scenario rather than an anomaly.

	3. Observe, track and report on evolving regional policy issues, and lead member governments on the practical use of AI and technology for local-government efficiency.
MEASUREABLE OUTCOMES	*Housing report update published; assessments commissioned for uncovered sub-regions *Regional indicator dashboard live and refreshed on a stated cadence *Council and EDD agenda time devoted to regional data presentations at least quarterly *Member Survey continues to rank “relevant regional information” among the top values of membership *Requests from members for NWCCOG data, analysis and reports increase year over year
NARRATIVE OF GOAL PURPOSE	Member surveys have consistently identified relevant regional information, cross-jurisdictional idea sharing, and regional perspective on local issues as the top values of NWCCOG membership. The Economic Development District and Mobility Program are already building the underlying data functions — housing, labor market, economic indicators, transportation gap analysis. Presenting that work to Council is the most reliable way to make meetings worth attending and to establish NWCCOG as the venue where regional questions get answered.

GOAL 4 [COUNCIL]: Advocate on Issues of Regional Interest on Behalf of the Membership	
OBJECTIVES	1. Connect members with state and federal officials on current and emerging issues of regional importance, and keep members informed on federal land management policy.
	2. Represent the region on the energy and coal transition alongside AGNC and state agencies, and on broadband through the unified Project THOR model — including enabling legislation socialized in the 2027 session that protects regional ownership.
	3. Collaborate with partner organizations — CML, CCI, CAST, AGNC, CDOT, DOLA and OEDIT — so that regional advocacy complements rather than duplicates their efforts.
MEASUREABLE OUTCOMES	*Legislative positions communicated to members ahead of and during each session *Documented regional presence at state agency, legislative and congressional venues *THOR enabling legislation drafted with regional ownership protections intact *Member Survey feedback confirms advocacy value to member jurisdictions
NARRATIVE OF GOAL PURPOSE	Members need a reliable stream of information on regional, state and national issues, and the region carries more weight when it pulls its resources together. Advocacy has been a standing Member Services goal, and several programs now depend on it directly: Project THOR requires enabling legislation, the Economic Development District is managing the coal transition with AGNC and state agencies, and the Mobility Program’s planning work runs through CDOT.

GOAL 5 [PROGRAMS]: Earn Peer Recognition for Program Excellence in Colorado and Nationally	
OBJECTIVES	1. Support program leaders in holding leadership and participation roles within statewide and nationally accredited professional organizations in their fields.
	2. Position NWCCOG programs as the state’s reference model where they lead: Project THOR as Colorado’s proven regional broadband model, the Energy Program training center as a regional certification resource, and the Northwest Loan Fund as a sharable organizational structure for regional lending.
	3. Present NWCCOG program results and member peer work at state and national venues, and deliver trainings that serve practitioners beyond NWCCOG staff —

	building officials, fire marshals, conveyance contractors and external certification candidates.
MEASUREABLE OUTCOMES	*Program leaders hold named roles in state or national professional organizations *Energy Program training curriculum published, with external students enrolled *Invitations to present at state and national venues tracked and increasing annually *Project THOR cited by the state as the regional model in policy or legislation *Elevator Inspection Program remains a training resource for jurisdictions beyond the region
NARRATIVE OF GOAL PURPOSE	The Council has asked that NWCCOG operate at a high level of excellence across programs and that program leaders be recognized by peers in their fields. Three programs already fund and schedule this work: the Elevator Inspection Program pursues leadership in nationally accredited agencies and trains outside officials, the Broadband Program is positioning the unified THOR network as Colorado's model, and the Energy Program is building a training center serving students beyond its own staff. Naming this as an organizational goal makes that visible to Council rather than leaving it inside department reports.
GOAL 6 [PROGRAMS]: Expand Direct Member Services to Member Jurisdictions	
OBJECTIVES	1. Develop and promote professional development resources and trainings for elected officials and staff in content areas not already covered by CML, CIRSA or CCI.
	2. Promote council and board facilitation services, and program-specific trainings, as a standing published menu of member services.
	3. Revitalize Economic Development District meetings as a member-facing venue, bringing Colorado Mountain College staff and the District's three sub-regional partners back to the table, and use them to define the regional economic development work no one else is covering — including support for jurisdictions without dedicated economic development staff.
MEASUREABLE OUTCOMES	*Menu of member services published and distributed to jurisdictions annually *Number of facilitations, trainings and workshops delivered, tracked year over year *Elected-official onboarding workbook completed and in use by member jurisdictions *EDD meeting attendance sufficient to warrant a separate meeting day
NARRATIVE OF GOAL PURPOSE	Member surveys have identified value in standardized resources for elected officials in content areas not emphasized by CML, CIRSA or other basic elected-official training. Direct services are also the most tangible answer to the question of what dues purchase: facilitation, training, and staff capacity that small jurisdictions cannot maintain on their own. This goal has appeared in prior Member Services plans; the addition for 2026 is publishing the offering as a defined menu rather than responding to requests as they arrive.
GOAL 7 [PROGRAMS]: Standardize, Document and Digitize Core Program Processes	
OBJECTIVES	1. Complete the digitization projects underway in each program — the Elevator Inspection Program's public database and field inspection interface, the Energy Program's audit, client, work order and inventory forms, and the Mobility Program's structured process documents.
	2. Ensure every program maintains current standard operating procedures and position manuals so that knowledge is transferable; the Northwest Loan Fund's searchable SOP document is the working model.
	3. Maintain the organization-wide cross-training and job-duties matrices, using them to identify weaknesses in internal controls and to support continuity of operations planning.

MEASUREABLE OUTCOMES	*Each program has current, accessible SOPs and position manuals *Elevator Inspection Program database and field interface live; enforcement, permit and notification processes automated *Energy Program forms digitized and file management systems producing accurate data *Cross-training matrix updated annually and reviewed by Officers *Finance job-duties matrix complete and adopted as the internal-controls framework
NARRATIVE OF GOAL PURPOSE	With diverse and complex content areas, grants, and federal and state programs each managed by a small department, the organization is at risk from the isolation of expertise. Every program independently identified the same remedy for 2026 — write it down, standardize it, digitize it — which makes this the clearest common theme across department goals. Documented processes are also the precondition for succession planning and for continuity when staff turn over.
GOAL 8 [PROGRAMS]: Sustain Compliance and Quality-Assurance Excellence Across Grant-Funded Programs	
OBJECTIVES	1. Achieve clean audits and full compliance with state and federal program requirements — including 2 CFR 200, GASB and GAAP standards, the Elevator Inspection Program MOA, and Area Agency on Aging contract requirements.
	2. Complete the Finance policy and procedure overhaul, including year-end closeout tie-out, and refine grant management practices such as pass-through expense handling and monthly reconciliation with the Energy Program.
	3. Strengthen quality assurance, provider and contract oversight, and emergency preparedness and service continuity planning across client-serving programs.
MEASUREABLE OUTCOMES	*Clean annual audit with no material findings *Finance policies updated, adopted, and compliant with 2 CFR 200 and GASB/GAAP *Elevator Inspection Program remains in good standing under the MOA, with inspections current *Documented continuity and emergency preparedness plans for client-serving programs *Grant management procedures consistent across programs and documented
NARRATIVE OF GOAL PURPOSE	NWCCOG delivers most of its services with other people’s money, under federal and state rules, on behalf of clients who have few alternatives. Compliance is therefore the floor beneath every other goal — an audit finding or a lapsed MOA would cost the organization more standing with members and funders than any outreach effort could recover. Finance, the Elevator Inspection Program and Vintage each carry compliance and quality-assurance objectives for 2026; this goal consolidates them so Council can see the organization’s risk posture in one place.
GOAL 9 [EXECUTIVE DIRECTOR]: Determine Whether an Organization-Wide Strategic Plan Is Valuable to NWCCOG, and If So Deliver a 2027 Plan and Member-Approved Priority Framework	
OBJECTIVES	1. Put the threshold question to Council and the membership: given the breadth and dissimilarity of NWCCOG programs — regulatory inspection, weatherization, broadband, lending, aging services, mobility — does a single organization-wide strategic plan add value, or is the organization better served by program-level plans tied to a short set of shared organizational priorities? Dedicate discussion time at a COG meeting to answer it.
	2. If Council answers yes, lead development of a 2027 Strategic Plan with robust member input. Either way, establish a clear priority framework, reviewed and approved by the membership, and translate it into a structured annual work plan with priorities, timelines and progress indicators that drive 2028 department goals.
	3. Use the Executive Committee as a strategic sounding board through quarterly progress reviews rather than only at the annual performance review.

MEASUREABLE OUTCOMES	*Council reaches and records a decision on whether an organization-wide strategic plan is the right instrument for NWCCOG; if yes, a 2027 Strategic Plan is scoped and underway for adoption *Priority framework approved by the membership and reflected in 2028 department goals and objectives *Structured annual work plan in place with stated timelines and progress indicators *Four documented Executive Committee progress reviews during the year
NARRATIVE OF GOAL PURPOSE	The Executive Committee has asked for a clearer long-term vision, a structured annual work plan, and a more regular cadence of progress review. What is not yet settled is whether a single organization-wide strategic plan is the right way to deliver that. NWCCOG's programs differ widely in mandate, funding source and customer — a state-mandated inspection program, a federally funded weatherization operation, a regional broadband utility, a revolving loan fund, and aging services each answer to different rules and different constituencies — and a plan broad enough to cover all of them risks saying little about any. The alternative is a short set of shared organizational priorities that programs plan against individually. Council should decide which instrument it actually wants before staff time is committed to producing one; the priority framework, annual work plan and quarterly Executive Committee reviews are worth doing either way.
GOAL 10 [EXECUTIVE DIRECTOR]: Strengthen Organizational Resilience — Bench Strength, Succession and Funding Diversification	
OBJECTIVES	1. Develop a formal succession and leadership development plan that identifies organizational bench strength and future leadership pathways, including for the Executive Director position, and confirm that all key positions have current instruction manuals for transitions.
	2. Build internal capacity: prioritize hiring an HR Director to provide office support and serve as second-in-command, continue rebalancing the Office Manager role, and support the advancement structures programs are building — the Energy Program org chart, the Northwest Loan Fund Deputy Director, and Elevator Inspection Program career progression.
	3. Diversify and strengthen fee-for-service and non-federal funding streams to combine with dues — the Broadband Enterprise Fund and unified rate card, the Energy Program's local partnership leverage, Northwest Loan Fund capital sources beyond CDBG, and Vintage resource development — and draft the COOP plan for Council approval.
MEASUREABLE OUTCOMES	*Formal succession and leadership development plan adopted *Instruction manuals in place for all key positions, including the Executive Director *HR Director hired and onboarded; Office Manager role scope confirmed *COOP plan drafted for Council approval *Non-dues, non-federal revenue tracked as a share of total revenue and trending up
NARRATIVE OF GOAL PURPOSE	Two risks recur across every department plan and the Executive Director's review: expertise concentrated in single individuals, and services dependent on federal allocations. Five of eight programs wrote their own succession or staff-development objective for 2026, and four wrote funding-diversification objectives — the organization is solving the same two problems in parallel without an organizational plan. Consolidating them here gives Council one place to see whether NWCCOG could absorb the departure of any single director or the loss of any single funding stream.

Northwest Colorado
COUNCIL OF GOVERNMENTS

2026 NWCCOG Council Retreat
The Hoffmann Hotel
30 Kodiak Drive, Basalt, CO 81621

2026 NWCCOG Council Retreat — August 6th Notes

Session 1: Structure of NWCCOG Council Meetings

Presenter, Jon Stavney (From Memo)

- Explained the idea of protecting time for the parts of meetings members value most, especially presentations and updates.
- Supported using consent agenda practices and earlier officer review of agendas.
- Noted prior discussion about giving the executive committee a more formal agenda-setting role.
- Described possible deeper-dive member spotlight presentations without replacing short member updates.
- Mentioned the balance between current, timely presentations and planning agendas far in advance.

Discussion highlights

- The group discussed ways to protect time for the most valuable parts of meetings, especially presentations and member sharing.
- There was support for using a consent agenda and getting officer review of agendas earlier in the process.
- Several people emphasized that strong presentations add major value, while weaker presentations can waste limited meeting time.
- The group discussed keeping quick member updates while also doing occasional deeper-dive spotlight presentations from communities.
- Several participants supported better agenda management, stronger officer involvement, and keeping presentations high-quality and relevant.

- One participant emphasized that excellent presentations are among the most valuable parts of the meeting and said weak presentations can feel like lost time.
- Another participant encouraged members to suggest topics they want covered and to participate more actively in shaping meetings.

Key action points

- **Use Consent Agenda for "regular business" items**
- **Share agendas with Officers prior to Sending Packet – Get input from Chair on**
  - **What to put on Consent, what could use a Consent Agenda Memo Note**
  - **Time durations, ordering of items**
  - **Presentations – proposed or suggested**
- **Keep quick Member Updates**
- **Schedule periodic deeper-dive spotlight presentations**
- **Encourage members to suggest presentation topics and ideas at prior meeting**

Session 2: Behavioral Health

Context Jon Stavney

- The soon-to-be published NWCCOG Behavioral health report was conceived for leadership-level use so local officials can compare approaches and discuss needs with a stronger base of shared information.
- Phase II Document in Packet framed possible future regional roles for NWCCOG in behavioral health, such as coordination, information-sharing, grant support, or staffing, but emphasized no decisions were being requested yet.
- Asked interested participants to identify if they wanted to help with next steps on behavioral health -
- Asked people not to circulate the behavioral health draft yet, because a better formatted draft was expected soon.

BH Landscape Assessment Report overview, Brian Pool (GPS Consulting)

- Brian Pool Introduced himself as a partner with Government Performance Solutions and said the firm focuses on public sector and nonprofit work.
- Presented the executive summary of the regional behavioral health report in draft form.

- Said the report aimed to identify regional challenges, delivery gaps, workforce issues, funding problems, and governance implications in behavioral health.
- Explained that the final document still needed formatting and graphics, but the written content was effectively complete.
- Said the group would have time to absorb the report before a follow-up discussion in September, when his colleague Laura Sigris would attend.
- Described the process used: January to April interviews, additional informal discussions, and use of official data sources for cited numbers.

Identified the major findings as:

  - shrinking state and federal funding
  - serious provider shortages
  - bilingual access gaps
  - inconsistent service coverage in rural places
  - progress in crisis co-response models
  - stigma and under-engagement in some communities
  - overreliance on local champions rather than durable systems
  - Recommended exploring local funding tools, stronger regional advocacy, support for co-response models, more targeted outreach to underserved populations, and more durable regional structures.
  - Proposed a possible convening of regional practitioners and leaders, followed by several possible NWCCOG roles ranging from coordination to a larger systems initiative.

Discussion Highlights

- During the behavioral health discussion, participants raised telehealth, agricultural communities, peer support, young men, transitioning coal miners, and regional gaps such as Lake County's relationship to nearby resort economies.
- Some participants stressed that regional approaches matter because workforce, treatment needs, and service use cross county boundaries.
- Target stigma-reduction and outreach efforts through trusted community entry points for underserved groups.
- Explore stronger structural/operational support instead of relying on individual champions alone.
- Promote trusted-service entry points for agricultural communities, including options like Farm Bureau-related supports.

- Use telehealth as part of the solution set, especially for private or hard-to-reach rural/ag communities — raised by a participant.
- Look at peer-to-peer support/counseling models, including agricultural applications — raised by a participant.
- Make sure regional work includes Lake County and other connected but differently situated communities — raised by participants.
- Connect behavioral health regional work with opioid abatement/regional treatment gap discussions — raised by a participant.
- Continue supporting and expanding co-responder models where they are working.

Key action points — NWCCOG

- **NWCCOG (Jon)** Distribute FINAL published report in PDF form and printed copies to Membership, to Interviewees and other stakeholders to raise awareness
- **GPS (Laura Sigrist**) to return for September Council Meeting, for presentation and feedback, ask for members and staff who would like to participate in convening of stakeholders.
- **GPS and Jon: Plan, Schedule and Convene** a forum involving state actors and regional representatives to document service gaps and accountability problems in contracted behavioral health services.
- **NWCCOG Council:** Consider a regional convening followed by possible NWCCOG roles ranging from coordination to a larger systems initiative.
- **NWCCOG Council:** Consider budgeting for next steps outlined in Phase II for 2027

Session 2A: Economic Development and Draft CEDS

Presenter, Jon Stavney

- Explained that the strategy was intended to be more ambitious and region-wide, not just a narrow internal work plan.
- Reviewed options for the economic development role, including status quo, shared leadership, contractor support, or a stronger staffed model if funding allows.
- Said uncertainty around federal funding was a major reason NWCCOG had delayed hiring into the economic development role.
- Jon reviewed the draft 2026-2031 Comprehensive Economic Development Strategy
- Required to remain compliant with the Economic Development Administration and maintain Economic Development District status.
- Collecting comments through the website, with revisions planned around mid-August.

- Discussion focused on regional priorities including housing, workforce, diversification, infrastructure, destination stewardship, and resilience.
- There was also discussion about whether NWCCOG should continue, expand, restructure, or more actively fund its economic development role.

Discussion highlights

- During the economic development discussion, participants raised concerns about funding uncertainty, the need for regional coordination, workforce retention, infrastructure, water, land use regulation, and how local rules can make it harder for small businesses to survive.
- Tie in related analyses such as Headwaters Economics work — suggested by a participant.
- Think about whether some locally funded economic-development work could shift to a stronger regional structure — discussed by participants.
- Keep pressing on regional economic coordination because labor markets and impacts cross boundaries — emphasized by participants.
- Consider land use and development regulation as an economic-development issue — raised strongly by a participant.

Key action points

- **Complete CEDS process (Jon)** Assemble comments on the draft CEDS, complete Summary and framework sections, last edits, mid-August, send to Designer to be ready to submit to EDA by September 1.
- **Economic development staffing / funding (Jon)** Continue Executive Director as acting EDD Director until further notice. Continue compliance work even without clarity on federal funding.
- **Add Energy Program Workforce development to strategy matrix (Jon)**

Session 2B: Middle Mile Broadband

Presenter, Jon Stavney (for Nate Walowitz)

- Noted that NWCCOG's continued support of the Regional Broadband Director position through Member Dues will be required for the foreseeable future, at least through the duration of a full rollout of state plan, with the 10-year Project THOR budget projected to progressively cover greater portion of the cost of the position.

- Introduced the draft middle-mile due diligence and strategic roadmap report from the Colorado Broadband Office.
- Explained that NWCCOG and staff had pushed the state for a clear middle-mile plan for several years.
- Clarified the difference between: last mile: service to homes/businesses, middle mile: backbone transport to points of presence and providers.
  - Said Project THOR is a critical regional asset already serving major public entities including 911 and local governments.
  - Outlined the state's phased concept: to align standards and commercial frameworks, to coordinate corridors and infrastructure planning, to potentially move toward broader statewide governance/funding structures.
- Framed the central tensions between Status Quo management of Project THOR by NWCCOG employee and potential state plan as:
  - preserving local control over a successful regional asset
  - versus building a more durable and scalable statewide structure.
  - Noted concern about relying too heavily on one key staff person for an important system.
  - Said the roadmap is broadly compatible with current regional work, but future decisions are needed on governance, ownership, operating model, and how involved council wants to be.
  - Explained that Project THOR currently has strong capacity, redundancy, and financial stability, and is operating sustainably rather than at a loss.
  - Emphasized that middle-mile investment helps smaller providers compete where the private market alone has not served rural areas well.

Discussion Highlights

- A participant asked about capacity, resilience, wildfire disruption, and expansion implications.
- A participant asked whether a private-sector option could fill the role, followed by explanation that rural profitability limits private-only solutions.
- Kristin Brownson supported joining a mixed working group to learn more and help support the effort.
- A participant requested mapping/visibility into the system and resilience issues.
- No specific comment was made about the key questions raised in the memo, other than the governing, NWCCOG staff to proceed with process assuming support

Key action points — Jon

- **NWCCOG Staff (Nate and Jon**) Review and comment on the Colorado Broadband Office middle-mile draft report.
- **NWCCOG Staff (Nate and Jon**) Continue planning for future governance and transition for Project THOR preparing for option of statewide alignment.
- **NWCCOG Staff (Nate and Jon**) Support continued leadership with the state on broadband resilience and rural middle-mile investment.
- **NWCCOG Staff (Nate and Jon): Submit letter to incoming Governor**

Session 2C: Program Goals & Objectives and Program Director Aspirations

G&O for each program submitted in Packet for review and comment

- Each Program Director present for August 5th evening reception/dinner spoke about their program including Anita Cameron (NLF), Erin Fisher (Vintage) and Nate Walowitz (Broadband/Project THOR via pre-recorded video).
- There were no recommendations made during either session to edit or alter proposed Program Goals and Objectives.
- Exceptions included Economic Development Program Goals (written by Jon in alignment with Draft CEDS and assuming execution by a future EDD Director; and Member Services G&O which are to be updated following retreat, reviewed at September Council meeting.

Elevator inspection program — David Harris

- Reintroduced himself and described the elevator inspection program as a regulatory safety program operating under a memorandum of agreement with the State of Colorado.
- Said the program's core mission is public safety and compliance for elevators and similar conveyances.
- Noted that this mission is fixed because it is required under state law and the state agreement.

Said the main objectives are:

- stay current on new inspections and modifications
- stay current on annual inspections

- remain in good standing with the state agreement.
- Reported that the region now has nearly 2,400 elevators/conveyances in the program.
- Said the goal is to avoid operation without a valid certificate and to communicate compliance requirements clearly to owners and contractors.
- Described ongoing work to replace and improve the database and public interface after prior systems fell short.

Said the new system should allow:

- real-time searchable status
- online payments
- online permit/test requests
- better field workflow for inspectors
- more automated enforcement and notification.
- Emphasized training and professionalism, including training for building officials, fire marshals, and contractors so inspections and occupancy processes run more smoothly.
- Said NWCCOG's program has the highest compliance rate in the state
- Jon Added that moving away from paper checks and into online processing significantly reduced administrative burden.
- Jon also Noted that the new system is still complex, but more maintainable than the old one because it is built on a more common platform.

Energy program — Doug Jones

- Said the energy program has expanded dramatically over the last decade from a single weatherization-focused program into a much broader, diversified operation.

Reported growth from roughly:

- 8 employees to 30 employees
- about 100 clients per year to more than 400.
- Said multiple additional programs now complement the core weatherization work and help strengthen staffing and organizational stability.
- Noted a major current challenge: the weatherization assistance program can no longer bill in the same way until whole-home work is complete, creating more front-loaded cost pressure.

Identified near-term goals including:

- improving cash flow timing
- fleet management and vehicle replacement
- digitizing field paperwork
- restructuring the organization as it grows.
- Highlighted the creation of the only BPI-accredited training and testing center on the Western Slope.
- Said NWCCOG also hired a highly regarded trainer, giving the program and region better access to certifications and workforce development.
- Reported receiving workforce development funding to build curriculum and train staff and regional partners.
- Explained that fee-for-service work now makes up about half the program budget and helps diversify beyond federal funding.
- Described the profit-sharing structure: part of net earnings goes into reserves while part is distributed equally among program employees through retirement contributions.

Energy Discussion Highlights

- One participant connected the training model to broader workforce development and housing efforts, noting its value for growing local talent.
- Action points: Adjust workflows to handle new reimbursement timing in the weatherization program. Continue fleet replacement and modernization. Digitize field paperwork using iPads. Build out the accredited training/testing center and regional workforce development role. Use new workforce grant funding to develop curriculum and training. Reorganize the program structure as the team grows.

Session 2: Wrap-up of Morning and Set Stage for Afternoon

Presenter, Jon Stavney

- Shifted the group into a working lunch and table discussion format.

Assigned topics including:

- NWCCOG's distinctive value
- tools and direct services to members
- behavioral health and economic development

- convening role
- what would make showing up worth it.
- Closed the morning segment by outlining the break and the afternoon plan, including broadband, program updates, and interactive table discussions.

Working Lunch: Table Conversations

Entrepreneurial Spirit & Where It Could Grow — (cleaned notes from verbal summary)

- Ask whether the economic development program could evolve more like the energy program.
- Use CMC workforce collaboration as a model for need-based regional partnership.
- Focus on where those cross-sector workforce conversations should happen.
- Recognize that innovation requires some risk-taking.
- Bring private businesses into both the conversation and funding/support structures.
- Consider gaps/overlap involving Hispanic businesses, SBDC, and broader business support systems.
- Build around sector partnerships, business mentors, and especially support in the service industry.
- What about Hispanic Businesses?

A Deeper Dive on Economic Development — (cleaned notes from verbal summary)

- Identify economic development needs that no one else is covering, beyond common topics like housing or childcare.
- Pay attention to communities without economic development staff.
- Explore cost-sharing and local resource models.
- Consider whether the program could generate or leverage revenue through existing structures/programs.
- Clarify what staffing is actually needed to carry this work.
- Ask what work could be offloaded to a regional economic development role.
- Consider a survey of ED owners / proprietors / local stakeholders to identify needs.
- Reference examples: SBDC / Eagle County expanded staffing and grew the program; NWCDC / Craig area may have strong available talent.

Our Convener Role in the Region —(live discussion)

- Convener table started — focus is NWCCOG's role as a regional convener.
- Tom Boyd: Explained that sub-regional meetings could help surface local issues before bringing them to the full NWCCOG board.
- Tom: Argued that different valleys may need different convening structures depending on topic and geography.
- Dan Sullivan: Said members need a clearer sense of ROI and value from NWCCOG participation.
- Dan: Suggested showing where shared services save local time or money.
- Group discussion: Several participants agreed that attendance improves when topics are directly relevant to local challenges.
- Group discussion: The table discussed whether the convening role should be topic-based, geography-based, or both.
- Proposed action: try sub-regional meetings that feed issues to the full board — raised by Tom.
- Proposed action: create clearer impact/value reporting for member communities — raised by Dan.
- Proposed action: improve communications so members understand what NWCCOG programs do — raised by multiple participants.

Our Convener Role in the Region — (cleaned notes from verbal summary)

- NWCCOG has historical strength as a convener.
- Meetings may need a better structure with more conversation.
- Use sub-regional meetings to bring issues back to council.
- Leadership discussions may work best in a member-table format.
- Smaller regular groups may help, including models like towns without the county and smaller monthly coordination groups.
- Sub-regional models may help bring in places like Jackson, North Park, and Grand in a more comfortable way.
- There was interest in more regular value-focused meetings.
- Reference to a Roaring Fork / "Red Barn" / seamless governance-style group spanning multiple counties.
- Use elevated presentations and possibly involve staff more directly.
- Make sure the right local staff roles are in the room for the issue being discussed.
- Consider whether manager meetings or similar forums should be part of the structure.

- Use sub-regional meetings to gather place-based issues, then elevate shared priorities to the full NWCCOG board — better local relevance, easier participation, clearer pipeline from local concerns to regional action.
- NWCCOG convening may work best around cross-jurisdictional sub-regions.
- The topic should define the convening, rather than always starting with a fixed geography.
- Start with the subject matter first, then determine who should be in the room.
- Think about how to bring GC / other connected communities or groups into the process.
- Potential convening topics: business roundtables, changing the conversation, public engagement, next-generation leadership.
- Potential regional threats/issues worth convening around: PUC, airports, FAA / workforce-related issues.
- Elevated presentations — add staff?
- How do we have the right local staff (role) in the room
- 4/yr mngr meetings — what are large… ?

What Would Make Showing Up Worth It — (cleaned notes from verbal summary)

- Focus meetings on regional topics with strong presenters.
- Provide a program report card / impact summary so members can see value.
- Bring in local subject-matter experts to speak on relevant issues.

Session 3: Putting It All Together

Attendance / engagement – (Discussion closely mirrored session 1 suggestions)

People are more likely to show up if meetings focus on:

- regional issues
- strong presenters
- visible impact/value
- relevant local experts
- Focus meetings on regional topics with strong presenters.
- Provide program report cards and clearer impact summaries.
- Bring local subject-matter experts into discussions.

- Invite the right staff roles to relevant sessions.

Convener role

- NWCCOG may be most useful as a regional convener, especially when issues cross jurisdictions.

Convening may work best when:

- the topic defines the group
- sub-regional meetings feed into the full council/board
- the right staff and leaders are invited based on the issue
- Use NWCCOG's historical strength as a regional convener.
- Consider better meeting structures with more discussion.
- Use sub-regional meetings to surface issues and bring them back to the full council.
- Consider issue-based convenings around airports, PUC, FAA/workforce, business roundtables, public engagement, and next-generation leadership.

Economic development

- There is interest in defining what regional economic development work should happen that is not already being handled elsewhere.

Questions include:

- where ED staffing is missing
- what can be regionalized
- how to structure staffing
- whether support models from energy or SBDC can be adapted
- Identify economic development needs that are not already being addressed by others.
- Pay particular attention to places without dedicated ED staff.
- Explore cost-sharing and regional staffing approaches.
- Clarify what work could be delegated to a regional ED role.
- Consider surveying local economic development stakeholders and business owners.
- Look at models such as SBDC growth in Eagle County and other regional staffing examples.

Entrepreneurial spirit / program development (extension of EDD discussion)

- The group appears interested in whether NWCCOG can apply a more entrepreneurial, program-building approach in other areas.

Priorities include:

- workforce partnerships
- business mentorship
- private sector involvement
- support for Hispanic businesses and service industries
- Ask whether the economic development program could evolve more like the energy program.
- Build stronger workforce collaboration with partners such as CMC.
- Bring private businesses into both the conversation and funding/support side.
- Support sector partnerships, business mentorship, and service-industry development.
- Consider how Hispanic businesses are being reached and supported.

Regional issue areas to convene around

- airports / FAA / PUC issues (Kristin shared that she was state engineer for FAA)
- workforce
- business roundtables
- public engagement
- next-generation leadership

Overall Actions to define likely ownership / follow-up areas

For Jon / staff:

- Synthesize the retreat themes into priority options
- Bring back a clearer set of near-term and medium-term choices
- Consider impact reporting / communications improvements
- Think through pilot sub-regional convening structures

For executive committee / board leadership:

- Help define which priorities matter most
- Decide whether to test sub-regional convening

- Give direction on economic development scope and staffing exploration
- Help connect less-engaged members into future participation

For members / local jurisdictions:

- Identify staff or local experts who should be pulled into specific issues
- Share which regional topics would most justify attendance
- Help surface ED and workforce gaps locally

Session 4: 10 Year lookback on NWCCOG Finances

No notes were captured for this session, presentation by Becky Walter with PPT.

Wrap-up and Thank You to Retreat Participants

No notes were captured for this item.

Session 5: Leveraging Membership, Council & Executive Committee

No notes were captured for this session. Discussion led by Alyssa Shenk with assistance from Tom Boyd with remaining member representatives.

Appendix — Word-ready version

Afternoon table discussion themes

1. Improving attendance and participation

- Focus meetings on regional topics with strong presenters.
- Provide program report cards and clearer impact summaries.
- Bring local subject-matter experts into discussions.

2. NWCCOG as convener

- Use NWCCOG's historical strength as a regional convener.
- Consider better meeting structures with more discussion.
- Use sub-regional meetings to surface issues and bring them back to the full council.
- Let the topic define the convening group.
- Ensure the right staff and local leaders are in the room depending on the issue.
- Consider issue-based convenings around airports, PUC, FAA/workforce, business roundtables, public engagement, and next-generation leadership.

3. Economic development

- Identify economic development needs that are not already being addressed by others.
- Pay particular attention to places without dedicated ED staff.
- Explore cost-sharing and regional staffing approaches.
- Clarify what work could be delegated to a regional ED role.
- Consider surveying local economic development stakeholders and business owners.
- Look at models such as SBDC growth in Eagle County and other regional staffing examples.

4. Entrepreneurial spirit / program development

- Ask whether the economic development program could evolve more like the energy program.
- Build stronger workforce collaboration with partners such as CMC.
- Bring private businesses into both the conversation and funding/support side.
- Support sector partnerships, business mentorship, and service-industry development.
- Consider how Hispanic businesses are being reached and supported.

Analysis

- **People show up when topics are relevant**
- **NWCCOG's convening role may be one of its highest-value functions**
- **Sub-regional, topic-based conversations may work better than one-size-fits-all meetings**
- **Economic development needs a clearer definition, staffing model, and scope**
- **Members want clearer evidence of impact**

Colorado Data Center FAQ

As demand for digital infrastructure grows, many communities are being approached by developers interested in building data centers. This FAQ is designed for local leaders including elected officials, planners, and economic development professionals. It provides information on what data centers are, how they operate, and the types of requirements and considerations they typically involve.

What is a Data Center

A data center is a facility that houses powerful computer systems and related infrastructure used to store, process, and transmit digital information. These facilities contain servers, data storage systems, networking equipment, and supporting infrastructure such as power infrastructure and cooling systems. This power infrastructure may include onsite or adjacent power generation and transmission infrastructure in addition to backup generation. Data centers enable a wide range of everyday digital services, including cloud computing, online applications, video streaming, financial transactions, and data storage for businesses and individuals.

Data centers are located across the United States and globally, with higher concentrations in regions that offer strong connectivity, reliable power infrastructure, and access to major markets. In the U.S., major data center hubs include Northern Virginia, Texas, California, Illinois, Ohio, Arizona, Georgia and the Pacific Northwest, while activity is also growing in the Mountain West, including Colorado.

Why are Data Centers Being Built

Data centers are being built to support the growing demand for digital services and data processing. As more activities—such as business operations, communication, entertainment, and emerging technologies like artificial intelligence—rely on digital infrastructure, additional capacity is needed.

In many cases, data centers are built as dedicated facilities rather than within existing buildings because they have specific requirements, including:

- High and reliable power supply to support continuous operation
- Specialized cooling systems to manage heat generated by equipment
- Physical space and layout designed for large amounts of hardware
- Security and redundancy measures to ensure uptime and data protection
- Connectivity infrastructure for high-speed data transmission
- Onsite backup generation and fuel storage

These requirements are often difficult to accommodate in standard commercial or industrial buildings, leading developers to construct purpose-built facilities.

Main Types of Data Centers

Enterprise Data Centers

An enterprise data center is a private facility used by a single organization, typically custom-built to support its specific applications and operations. It can be located on-site or off-site, depending on needs like connectivity, security, or energy efficiency. The IT team usually manages the IT equipment, while supporting infrastructure may be handled internally or outsourced. Companies that operate enterprise data centers include AT&T, Bank of America, ExxonMobil and Coca Cola.

Colocation Data Centers

Multi-tenant or colocation data centers provide shared facilities where businesses can house their servers without building or managing their own infrastructure. Companies offering this type of data center for companies include Digital Realty, Equinix, and QTS.

Hyperscale Data Centers

Hyperscale data centers are campuses consisting of multiple buildings built for large-scale computing and storage, housing thousands of servers and enabling near-unlimited scalability. Amazon, Microsoft, and Google account for more than half of all hyperscale data centers – they are crucial for these companies to train and run large AI models. Additionally, hyperscale data centers allow these companies to store and manage vast amounts of data that users access via the cloud.

Edge or Micro Data Centers

These types of data centers are smaller facilities located close to end users, enabling faster data processing and reduced latency. They are increasingly important for supporting technologies like IoT (Internet of Things), AI, and streaming as connected devices continue to grow.

Modular or Container Data Centers

These data centers are portable, plug-and-play units – often in a shipping container – equipped with servers, storage, and cooling. It enables quick deployment and flexible scaling, commonly used for temporary needs or to expand capacity in permanent settings.

Data Center Components

Data centers are made up of several key components that work together to store, process, and transmit data. While the technology inside can be complex, these components can be grouped into a few main categories:

- *Servers:* Servers are the core computing units that process data and run applications, such as websites, software, and cloud services
- *Storage Systems:* Storage systems hold and manage large volumes of digital data so it can be accessed and used when needed
- *Networking Equipment:* Networking equipment connects servers and storage systems to each other and to external networks, enabling data to move between users, applications, and locations
- *Power Infrastructure:* Power infrastructure supplies reliable electricity to the facility, often at a large scale. This can include grid connections, substations, onsite power generation and transmission, and backup power systems with fuel storage to ensure continuous operation
- *Cooling Systems:* Cooling systems remove heat generated by equipment to keep servers operating efficiently and prevent overheating. The type of cooling system used can influence a facility's water and energy use
- *Security Systems:* Security systems protect the facility and its data, including physical security measures (such as controlled access and surveillance) as well as digital protections

Among these components, power and cooling systems are often of interest to local communities, as they can influence electricity demand, water use, and infrastructure requirements. Noise is also a growing area of interest among communities located near hyperscale development.

Data Center Project Requirements

When a company or developer is looking to build a new data center, they often send a Request for Information (RFI) to state or local Economic Development Organizations to scout potential locations. Companies often look for sites that can provide sufficient power capacity, or where utilities have a clear and feasible plan to deliver it, within a predictable and timely timeframe. However, data centers are increasingly considering projects that involve constructing onsite generation in areas where connecting to the grid may not be feasible within the desired project timeframe. If a community chooses to respond to an RFI, it is important to engage the local utility provider early in the process to clarify capacity, timelines, any required infrastructure upgrades and who will bear the costs for those upgrades.

Typical Project Parameters For Data Center RFIs

Power Availability & Reliability	Connectivity	Site Physical Characteristics	Incentives & Cost Factors
• **Current power availability on site: large-load data centers typically require at least 20 MW+ (single facility) or 60 MW+ (campus)** • **Predictable timeline to access power and ability to scale capacity over time** • Redundancy (e.g., two or more independent substations) • Available power sources, including renewable energy	• Access to major high-capacity fiber networks that carry data across regions • Location near major internet hubs that enable fast and efficient data transfer • Multiple, physically separate fiber connections to ensure redundancy	• **Acreage: ~100–500+ acres for hyperscale data centers; ~5–20 acres for smaller facilities** • Sites that can accommodate setbacks (often ~500 ft) to address noise, safety, and visual impacts • Sites with low risk of natural hazards and ability to support continuous operations during extreme weather	• State incentives • Local incentives and property tax structure or potential abatements • Electricity rates, including potential large-user or economic development tariffs • Costs for additional infrastructure if needed • Access to workforce (FTE requirements typically low)

Power Availability & Reliability	**Connectivity**	**Site Physical Characteristics**	**Incentives & Cost Factors**
options ● Backup generation, typically in the form of diesel generators.		events ● Industrial zoning or data center specific use ● **Water availability for cooling systems** ● Proximity to major infrastructure (e.g., airports, highways)	

Economic Impacts

Data centers can offer a variety of benefits for local communities, including tax revenue, job creation, and social and infrastructure investments.

Tax Revenue Benefits

Data centers are highly capital-intensive facilities, with a large share of their value tied to servers and IT equipment rather than the building itself. In many cases, the value of this equipment can equal or exceed the cost of the building, and it is replaced or upgraded on a regular cycle. This can translate into multiple sources of local tax revenue, including property taxes on both the building and equipment, as well as sales and use tax from ongoing equipment purchases, depending on local tax structure. Because equipment is updated over time, these facilities can generate recurring taxable investment rather than a one-time build-out.

Project costs can vary significantly depending on size and design. For example, Meta has estimated its data center campus in El Paso, Texas at approximately $10 billion, while one of Colorado's larger data center projects has been reported at around $192 million.

Depending on local tax policy and any incentives offered, the net fiscal impact can vary. Some communities offer tax incentives or reduce certain tax rates to attract data center investment, which can influence overall revenue outcomes. At the same time, data centers often generate tax revenue with comparatively lower demand on public services, such as schools or traffic infrastructure, due to their relatively small on-site workforce.

Investment in Renewable Energy and Sustainability

Large-scale data centers are significant electricity consumers and often enter into long-term power purchase agreements (PPAs) to secure energy supply. In some cases, these agreements can support the development of new renewable energy projects, such as solar and wind, by providing a stable, long-term customer for that power.

Through these arrangements, data centers can contribute to the expansion of renewable energy capacity on the grid, depending on the utility structure and market conditions. Many operators also set internal sustainability targets related to energy use and emissions, which can influence how electricity is sourced over time.

In addition, some facilities incorporate technologies such as energy storage or load management systems. These systems can help balance electricity demand and supply, particularly when integrating intermittent renewable energy sources, and may contribute to overall grid stability depending on how they are deployed.

Job Creation

Data centers typically have a relatively small on-site workforce compared to other developments of similar scale. Permanent roles often include facility operations, maintenance, security, and IT support. During construction, data centers can employ a large temporary workforce—often hundreds to thousands of workers depending on project size—but these jobs typically conclude once the facility becomes operational.

Once operational, employment levels are significantly lower. Estimates suggest that a data center may employ on average a few dozen workers per 100 megawatts of capacity, highlighting the relatively low number of permanent jobs compared to the scale of investment.

Data center roles vary in skill level and compensation, ranging from entry-level support roles to specialized technical and engineering positions, with wages in some markets exceeding average private sector pay.

In addition to direct employment, data centers can support indirect economic activity in the surrounding region. This may include demand for professional services, specialized contractors, and technical support. Periodic equipment upgrades and maintenance activities can also generate ongoing work for trades such as electricians, HVAC technicians, and construction firms.

Infrastructure and Connectivity:
Data centers require significant infrastructure, including high-capacity fiber connectivity and reliable power supply. In some cases, this can lead to investments in telecommunications and electrical infrastructure, such as fiber networks, substations, and transmission upgrades. Depending on the project and provider, these investments may also support broader network expansion or improve system reliability. In some instances, increased fiber capacity can contribute to improved connectivity for nearby businesses or communities, although the extent of these benefits varies by project and network design.

Community Engagement and STEM Education:
Data center operators may engage with local communities through partnerships, workforce development programs, and philanthropic activities. These can include collaboration with community colleges or schools on technical training, certifications, or career pathways related to IT and facility operations.

Some operators also support local organizations through grants or sponsorships, which can vary in scope and duration. In the case of colocation facilities, businesses may gain access to high-quality digital infrastructure without needing to build and operate their own data center, depending on market availability and pricing.

Questions for Developers

- Jobs & Workforce
    - How many permanent on-site jobs will be created, and what types of roles are expected?
    - What is the expected salary range for these roles?
    - What portion of jobs will be sourced locally?

    - Are there workforce development partnerships with local institutions or training programs?
- Community Benefits
    - Are there community benefit agreements or formal commitments tied to the project? If yes, are these structured as ongoing or as one-time contributions?
- Tax & Fiscal Impact
    - What are the projected property tax, sales tax, and use tax contributions?
    - How will equipment depreciation affect long-term tax revenue?
    - Is there a minimum tax or PILT (Payments in Lieu of Taxes) structure to stabilize revenue over time?

Impacts on Electricity

Electricity Demand
Data centers require large and continuous amounts of electricity. For communities, a single project can represent a notable portion of local or regional demand, which utilities consider when planning capacity and future infrastructure needs.

Electricity Demand Comparison
According to the U.S. Energy Information Administration (EIA), the average U.S. household uses about 10,800 kWh of electricity per year, equivalent to a continuous load of roughly 1.2 kW. Home equivalents in this table are based on average annual electricity consumption. However, residential demand varies throughout the day, while data centers operate at a constant 24/7 load, so grid impacts are not directly comparable.

Facility Type	Typical Load (MW)	Equivalent Homes
Single Family Homes	~0.0012 MW (1.2 kW)	1 home
Residential Neighborhood	~2-5 MW	~1700-4,200 homes
Warehouse	~2-5 MW	~1700-4,200 homes

Facility Type	Typical Load (MW)	Equivalent Homes
Retail / Big Box	~1-3 MW	~800-2,500 homes
Commercial Office	~2-5 MW	1700-4,200 homes
Industrial Facility	~5-20 MW	~ 4,200-16,700 homes
Data Center (Single Facility)	**~20-100+ MW**	**16,700-83,000+ homes**
Data Center Campus	**100 MW – 1 GW+**	**83,000-830,000+ homes**

Infrastructure Requirements and Timelines

Projects of this scale often require new substations, transmission lines, or upgrades to the local distribution system. Timelines can therefore extend over multiple years, reflecting planning, construction, and current lead times for key electrical equipment, which may take several years from order to delivery.

Grid Capacity and Reliability

Utilities review whether the grid can support large new electricity users while maintaining reliable service. This usually includes technical studies, which can take several months to multiple years to complete. In some cases, projects may start with a smaller amount of power and increase over time. Full power use may only be available once required upgrades are completed. Many data centers also have more than one connection to the grid to help maintain service if one line is interrupted.

Because data centers typically operate 24/7, they create a steady demand for electricity. For utilities, this can influence how generation is planned and how peak demand is managed. For communities, it may affect how additional capacity is developed and the timing of new projects, as multiple developments may need to be coordinated over time to align with available power.

Cost Allocation

A key consideration is who pays for the power infrastructure upgrades required to support data center projects. Depending on the structure of the project and applicable regulations, costs may be borne by the developer, the utility, or partially passed on through broader rate structures. This can be an important factor for local stakeholders to understand early in the process.

Xcel Energy has proposed [a new framework] to manage large electricity users, such as data centers. The proposal is designed to ensure that new, high-energy users cover the costs associated with serving them, rather than shifting those costs to existing residential and commercial customers. This includes a "large load tariff," which would apply to facilities with very high electricity demand. The overall goal is to accommodate growing demand while maintaining reliable service and limiting cost impacts for existing customers. Under this approach, these customers may be required to:

- Pay for new infrastructure needed to serve their project (e.g., transmission, substations)
- Commit to long-term contracts and minimum usage levels
- Provide financial assurances to support system planning and reliability

Energy Sourcing

Meeting the electricity demand of large projects may require utilities to add new energy supply over time, such as building new power plants, expanding renewable energy generation, or purchasing power from other sources. Depending on how this demand is met, it can influence the overall energy mix on the grid and how projects align with state or local clean energy and emissions goals.

Meeting the electricity demand may also include on-site energy storage and/or backup gas or diesel generators. This power is "behind the meter" and is owned by the data center, not the utility.

Questions for Developers & Utilities

- What is the expected peak and average electricity demand of the facility?
- What new infrastructure (e.g., substations, transmission lines) will be required, and what is the timeline?
- Who is responsible for funding grid upgrades and interconnection costs?
- Will the facility require redundant power feeds, and how will those be designed?
- How will the project affect local grid capacity for other users and future development?
- What is the facility's energy sourcing strategy (e.g., grid mix, renewables)?
- Does the project include on-site energy storage, and if so, how will it be used?

- Are there plans to support grid stability (e.g., peak shaving, demand response)?
    - Is reliance on backup diesel generation permissible as part of those grid stability programs?
    - How much demand flexibility will the facility have to reduce demand during peak hours on specific days?
- How does the project align with state or local emissions and energy goals?

Impacts on Air Quality

Multiple factors influence how a data center could impact air quality, including size, location, and sources of primary and backup power. Local leaders should encourage data center developers to engage with the Colorado Department of Public Health and Environment (CDPHE) Air Pollution Control Division (APCD) early on in the planning process. Early engagement is critical to allow developers to consider air quality requirements during the planning process and ensure sufficient time is built into the schedule to secure required permits. For example, a data center project located in Colorado's ozone nonattainment area will need to comply with more stringent air quality requirements than a project located outside the nonattainment area. The size of the project also matters. Hyperscale data center projects could trigger more stringent major source permitting requirements regardless of whether they are located in the ozone nonattainment area. If the project has onsite or co-located primary generation in addition to backup diesel generation, all of those emission points may need to be considered together and included in a single source air permit.

Additionally, project developers should consider whether the data center is located in a disproportionately impacted community already impacted by multiple sources of pollution. APCD has additional engagement and permitting requirements for sources located in disproportionately impacted communities. Engagement with APCD to consider community impacts and air quality permitting requirements early on in the project planning process is critical.

Impacts on Water

Data centers can place additional demand on local water resources, particularly in arid or water-constrained regions. The level of water use varies depending on cooling technology, facility design, and local climate conditions, and are an important consideration for communities evaluating these projects.

Cooling Technologies

"Open-loop (evaporative) systems" use water to cool air through evaporation and can require significant volumes of water, depending on facility size and climate. "Closed-loop systems" on the other hand recirculate water or coolant with limited loss, generally reducing water use but often increasing electricity demand for cooling. Emerging technologies, such as "liquid-to-chip", a cooling method where liquid coolant is delivered directly to components through cold plates attached to the chips, removing heat more efficiently than traditional air cooling, or "air-cooled systems", aim to further reduce water consumption.

Water Rights

In some cases, water rights associated with agricultural land may be transferred to support industrial uses, including data centers. This can lead to changes in land and water use patterns over time, as well as potential indirect effects on agricultural activity and related services. In arid regions, developers may acquire agricultural land associated with senior water rights and transfer those rights to support data center operations (often referred to as "buy-and-dry"). Some Colorado jurisdictions have begun to reference "Water Usage Effectiveness (WUE)" targets and may encourage the use of lower-water cooling technologies to help manage water demand.

Questions for Developers

- What type of cooling technology will be used (e.g., evaporative, closed-loop, air-cooled, liquid-to-chip), and how does that influence expected water use?
- What is the projected annual water consumption under typical and peak operating conditions?
- How will water sourcing affect existing users, including agriculture or municipal supply?
- How does the project plan to manage water use in drought conditions or periods of water constraint?

- Are there opportunities to reduce potable water use (e.g., recycled water, alternative sources)?
- Does the project include any water offset, reuse, or efficiency investments in the local community?
- Has a Water Usage Effectiveness (WUE) target been defined?

Impacts on Land Use & Wildlife

Land Conversion and Compatibility with Surrounding Uses
Data centers are typically developed on agricultural, industrial, or undeveloped land and represent a long-term industrial use. Depending on the location, this may change how land is used within the project area and how it relates to surrounding properties. In agricultural areas, this can include a shift away from active production.

Large projects may also be one of several factors that influence local land values and development patterns over time, depending on market conditions. Practical considerations often include site access, construction and operational traffic, visual screening, and how the project fits with existing land uses and community plans.

Wildlife Movement and Fencing
Large buildings, security fencing, and associated infrastructure can affect how wildlife move across a landscape, particularly near known migration or movement corridors. Fencing design and site layout can influence whether wildlife movement is restricted or maintained. State and federal guidance generally emphasizes maintaining habitat connectivity where feasible.

Lighting and Noise
Data centers typically operate around the clock and often include exterior security lighting. Artificial light at night can affect surrounding conditions, including wildlife behavior and nocturnal pollinators, and it can alter pollination and broader ecosystem functioning. Local governments may want to evaluate whether a project uses shielded fixtures, limits light spill, and follows dark-sky or similar lighting standards where applicable. Operational noise is another land-use compatibility issue.

Additionally, cooling equipment, mechanical systems, and periodic backup generator testing can create ongoing or intermittent noise. This noise may affect nearby land uses, including residential areas or agricultural operations, and in some cases may also influence wildlife behavior.

Heat, site design, and landscaping

Data centers generate heat as a byproduct of continuous operations and release it through cooling systems. Depending on facility size, design, and climate, this can contribute to localized temperature increases near the site. Site design elements, such as building layout, setbacks, drainage, and landscaping, are used to manage heat, stormwater, and visual integration.

Operational and Infrastructure Considerations

Data centers require supporting infrastructure such as power lines, substations, and fiber connections. In agricultural areas, the placement and depth of underground infrastructure can be relevant, as it may affect activities such as deep tilling or the use of heavy equipment.

Questions for Developers

- How does the project site selection affect existing land uses, including agriculture or open space?
- How will the project interact with nearby agricultural operations?
- What assessments have been conducted regarding wildlife movement and habitat connectivity?
- How will fencing and site design account for wildlife corridors or migration patterns?
- What lighting design will be used, and how will light spill be minimized?
- What are the expected noise levels during operations and generator testing and what is the testing schedule (time of day and frequency)?
- How will noise impacts be assessed and mitigated for nearby properties or agricultural uses?
- What site design features (setbacks, landscaping, screening, buffers) are included to reduce visual and environmental impacts?
- How will heat generated by the facility be managed, and are there localized microclimate considerations?

- Are there opportunities to reuse waste heat for nearby facilities or community uses?
- Will infrastructure placement (including underground utilities) affect agricultural practices such as deep tilling or equipment use?
- Are there opportunities for dual-use land strategies (e.g., agrivoltaics), where applicable?
- What strategies are in place to reduce the project's overall environmental footprint?

Recommended Partners to Support Community Decision Making

Communities should engage a range of trusted partners to help inform and guide their decision-making process, including:

- *Colorado Office of Economic Development and International Trade (OEDIT):*
  OEDIT staff provides insight into state-level programs and how the project aligns with Colorado's broader economic development strategy
- *Regional Economic Development Organizations*:
  Groups such as Metro Denver EDC, Region 9, Region 10, or GJEP can offer regional context, benchmarking data, and experience from similar projects across Colorado communities
- *Local Utility Providers:*
  Assess power availability, infrastructure needs, and potential system impacts associated with the project
- *Colorado Department of Public Health and Environment (CDPHE):*
  Supports review of applicable environmental considerations, including deciding whether to issue data center projects any necessary air quality and water-related permits
- *Community Advocates & Environmental Non-Profits:*
  Local watershed and climate groups can provide input on environmental and community priorities and help inform discussions prior to public hearings
- *Adjacent Property Owners:*
  Offer feedback on potential local impacts such as land use, visual considerations, and noise.

Glossary

- *Additionality*
  Refers to whether a project (such as a renewable energy installation) would not have been built without a specific investment or demand, meaning it adds new capacity to the grid
- *Buy-and-dry*
  The practice of purchasing agricultural land primarily to transfer its water rights to another use (such as industrial or municipal), often resulting in reduced or discontinued farming on that land
- *Community Benefit Agreement (CBA)*
  A legally binding agreement between a developer and a community that outlines specific commitments, such as local hiring, funding, or infrastructure investments
- *Cooling System*
  The system used to remove heat from servers. Common types include air-cooled, evaporative (water-based), and liquid cooling systems
- *Dark Fiber*
  Unused or unlit fiber-optic cables that can be leased or sold for private data transmission
- *Dual Feed / Redundancy*
  A system design where a facility is connected to multiple independent power sources to ensure continuous operation in case one source fails
- *Hourly Matching*
  An energy procurement approach where electricity consumption is matched with renewable energy generation on an hourly basis, rather than averaged over a year
- *Indefeasible Right of Use (IRU)*
  A long-term agreement that grants the right to use a portion of fiber-optic infrastructure, typically for a fixed period (e.g., 20+ years)
- *Interconnection*
  The process of connecting a large electricity user (like a data center) to the power grid, including required studies and infrastructure upgrades

- *Internet of Things*
  A network of physical "things" embedded with sensors, software, and technologies that connect and exchange data with other devices over the internet. These devices, ranging from smart home appliances to industrial sensors, facilitate automation, real-time monitoring, and improved operational efficiency.
- *Load*
  The amount of electricity being used at a given time. Large data centers represent significant continuous (“baseload”) demand on the grid
- *Payment in Lieu of Taxes (PILT)*
  An agreement where a company makes fixed payments to a local government instead of traditional property taxes, often to provide predictable revenue
- *Peak Demand*
  The highest level of electricity demand a facility or system reaches during a specific period
- *Power Usage Effectiveness (PUE)*
  A metric that measures energy efficiency in a data center. It is the ratio of total facility energy use to the energy used by computing equipment. Lower values indicate higher efficiency
- *Renewable Energy Credits (RECs)*
  Certificates that represent proof that electricity was generated from a renewable source. They can be purchased separately from actual electricity supply
- *Substation*
  A facility that steps electricity voltage up or down and distributes power to end users.
- *Transmission Line*
  High-voltage power lines that carry electricity over long distances from power plants to substations
- *Water Usage Effectiveness (WUE)*
  A metric that measures how efficiently a data center uses water, typically expressed as liters of water per unit of IT energy consumption.

BROADBANDBREAKFAST

BEAD

Colorado Eyes $31.5 Million Middle Mile Build

The state's interconnected backhaul vision depends on uncertain federal funding and expanded legal authority.

Jericho Casper
Jul 27, 2026 — 6 min read

Photo of construction workers installing Project THOR fiber on Interstate 70 in … the Northwest Colorado Council of Governments.

WASHINGTON, July 27, 2026 – A report released Friday by the Colorado Broadband Office lays out a phased, multibillion-dollar approach to unify the state's patchwork of regional middle-mile networks.

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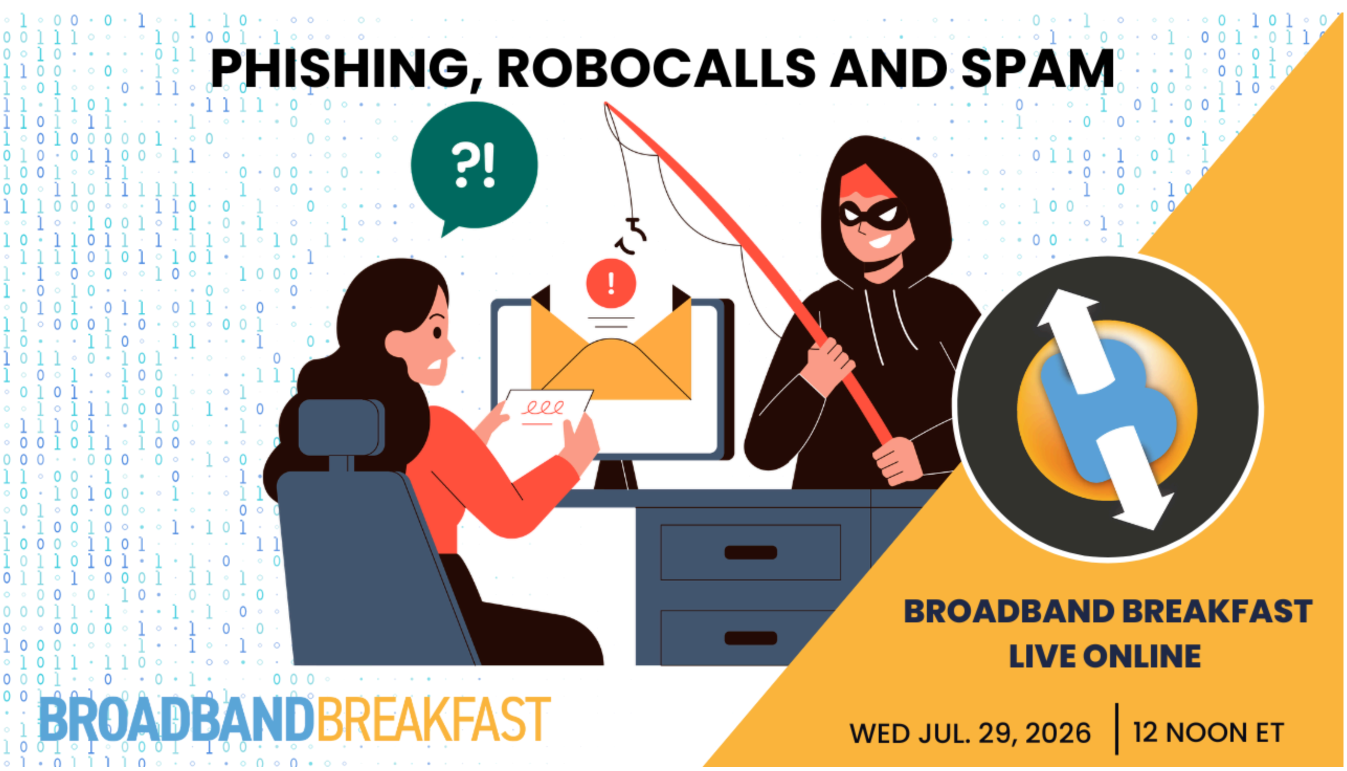
California Middle-Mile Project Advances as Network Operator Selected

Three Rural Providers Band Together To Build 2,000-Mile Fiber Route

The report, which assesses the middle-mile networks operated by Region 9, Region 10, and Project THOR (Region 12) in southwest, western, and northwest Colorado, found that all three systems remain financially fragile on their own.

Learn about the 3-Part Preview of America250 / Telecom150, a Broadband Breakfast conference on October 1, 2026

America250 / Telecom150



Consolidating the networks and building new fiber to close remaining gaps is the CBO's proposed answer. But the report is candid that the eligibility of key funding sources, including Broadband Equity, Access, and Deployment (BEAD) program non-deployment dollars, remain uncertain and not yet fully secured.

The report screens 27 potential middle-mile corridors across the three regions largely following state and federal highway rights-of-way. It proposes seven priority corridors for immediate action, based on a framework that weighs community anchor institution coverage, redundancy, public safety, and demand from smaller ISPs, among other criteria.

The report projects an initial price tag of roughly $31.5 million in construction costs to build out the initial set of priority fiber corridors, plus another $5 million for start-up costs to support facilities.

“Colorado’s current middle-mile landscape is characterized by deficient access to high-speed internet access across rural and underserved areas, where private network deployment has not fully reached all parts of the state due to financial challenges,” the report states.

“The current structure makes it difficult to attract large-scale commercial customers, leverage economies of scale, or compete effectively for major federal and state grant opportunities that favor coordinated, statewide initiatives.”

To address these challenges, the report outlines a phased pathway to transition from the current environment to a fully integrated and financially independent statewide middle-mile network.

A financial baseline in the red

The due diligence work found that Colorado’s existing regional networks pulled in roughly $2.48 million in revenue in 2025 against $2.21 million in operating expenses, with grant funding of $500,000 needed to keep the combined system cash positive.

Forecasts show revenue dipping to $2.19 million in 2026 before climbing to $2.71 million in 2027, a trajectory the report cautions is “partly supported by external funding and may not reflect fully self-sustaining operations.”

Performance varies sharply by region. Region 9’s network is described as revenue negative even with grant support factored in, reliant on leased infrastructure and a limited internet service provider customer base.

Region 10’s transport-and-facilities revenue is projected to grow from about $500,000 to $800,000 annually, but expenses are expected to stay higher, producing continued net operating losses.

Project THOR, by contrast, is the financial bright spot: revenues in the $1.5 million to $1.8 million range against lower operating costs, driven by its cooperative, participation-based and cost-sharing model.

Five corridor groupings emerged for near-term construction: segments of US Highway 160 stretching from the Four Corners to the Kansas border, State Highway 145, US Highway 550, State Highway 62, and State Highway 149.

Two of those – proposed routes along Highway 160 and 550 – can partially lean on existing Colorado Department of Transportation dark fiber assets already sitting in the highway right-of-way, with CDOT fiber covering an estimated 50 percent of the 160A corridor and 5 percent of 550B.

Using an industry-benchmarked construction cost of roughly $80,000 per mile, the report totals construction costs across the five corridor groups at $31.57 million, plus an additional $5 million to stand up two small internet exchange point (IXP) facilities.

Ongoing costs are projected to add roughly $5,000 per mile per year in conduit leasing fees, along with about $1.5 million annually in staffing costs for three regional employees dedicated to middle-mile governance and oversight.

Proposal relies on BEAD non-deployment

The report points to two primary funding sources for that initial capital outlay: unallocated BEAD program non-deployment funds, and state infrastructure allocations. Neither is treated as a guarantee.

The report explicitly flags "current regulatory uncertainty surrounding BEAD non-deployment allocations" and calls on the CBO to build a parallel, diversified funding strategy, including USDA and Economic Development Administration grants, state infrastructure bank loans, bonds, and private public-private partnership financing, so that construction on the priority corridors "can proceed regardless of NTIA decisions."

Under the report's timeline, the CBO is expected to seek formal guidance from the National Telecommunications and Information Administration on BEAD non-deployment fund eligibility for middle-mile use within the first six months, while simultaneously working to design shovel-ready business cases for the priority corridors within 18 to 24 months.

The report models two revenue scenarios for the priority corridors based on assumed customer take rates, the share of potential subscribers along a route who actually buy service.

At a conservative 25 percent take rate, the corridors are projected to generate roughly $685,000 a year, split between an estimated $85,500 from small fiber operators and about $603,000 from community anchor institutions and public safety. At a more optimistic 50 percent take rate, annual revenue roughly doubles to about $1.34 million.

Notably, those figures exclude any revenue-sharing arrangement Colorado might eventually strike with CDOT for use of its dark fiber on the 160A and 550B corridors, a detail the report flags as still to be negotiated, and one that could meaningfully change the math on the state's two cheapest-to-build priority segments.

The report sets a target of reaching full operating cost recovery by the end of Year 5. Once the model is proven, between years three and five, the state plans to transition to a public-private partnership model: a consolidated statewide Governing Board that oversees an private Operate-Maintain-Commercialize (OMC) partner.

Once that break-even point is reached, the report envisions net positive revenue being reinvested into a dedicated capital fund to finance construction of the remaining 20-plus corridors identified in the statewide gap analysis, reducing the network's long-term dependence on new state or federal appropriations.

A legal question looms over the model

Underpinning all of these projections is an unresolved legal question: whether the CBO currently has the statutory authority to do what the financial model requires.

The report identifies gaps in CBO's to own or hold infrastructure assets, operate network services directly or through third parties, and engage in commercial, fee-based activity.

Under current Colorado statutes, the report notes, CBO's authority is oriented toward funding other governmental entities and grant applicants. Expanded authority to serve private-sector customers directly "may require specific legislative enablement," it states.

The roadmap accordingly targets socializing a legislative concept during the 2027 session, with enabling legislation introduced in 2028, meaning the funding and revenue mechanics laid out are, for now, contingent on the legislature acting on schedule.

What's next?

The report recommends the CBO move quickly to lock down its funding position: securing written NTIA guidance on BEAD non-deployment eligibility, finalizing a state capital-match process, and qualifying alternative, non-BEAD sources as a hedge, all within the first six months.

It also calls for refreshed CAPEX and OPEX benchmarking against comparable state-led middle-mile programs, arguing that the report's current cost estimates should be treated as a starting point rather than a final budget before major capital is committed.

For a state still waiting on clarity from Washington over how BEAD dollars can be spent on middle-mile infrastructure, the $31.5 million question may not be whether Colorado can justify the investment on paper, but whether the funding sources it's counting on will materialize.

CBO invited the public to comment on the proposal Friday, and will allow input until Friday, Aug. 7, 2026.

POST TAGGED IN BEAD CBO CDOT MIDDLE MILE NONDEPLOYMENT

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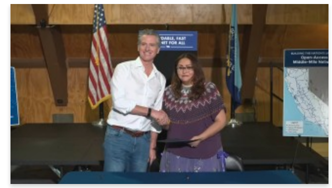

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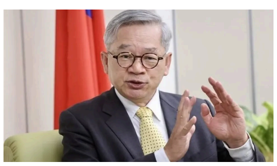

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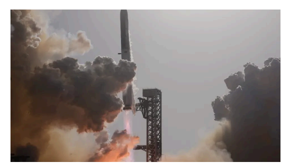

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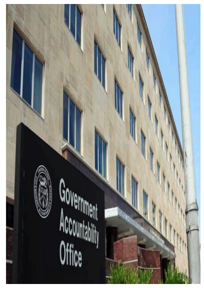

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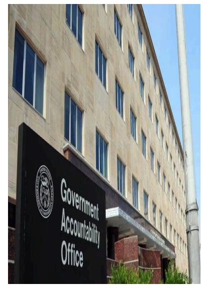

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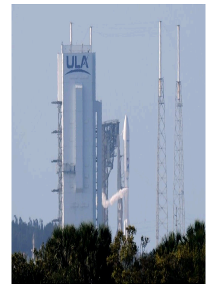

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I-70 COALITION
setting the pace for the future

History of the I-70 Coalition

In 2002, CDOT and the Federal Highway Administration (FHWA) released a Draft Programmatic Environmental Impact Statement (PEIS) for the I-70 mountain corridor.

In the fall of 2003, concerned with the limited scope of the draft PEIS and recognizing the importance of the I-70 mountain corridor to the economic well-being of the region, several county and municipal jurisdictions came together to discuss transportation planning that could meet current and future needs for a 50 year window. The community leaders also desired that the transportation plans minimize environmental impacts, and preserve the unique local character of the counties and towns in the corridor. The needs, desires and values of the communities needed to be reflected in the plans.

In January 2004, numerous local governments formalized the I-70 Coalition by adopting an Intergovernmental Agreement (IGA), forming the Interstate 70 Central Mountain Transportation Corridor Coalition (I-70 Coalition.) The IGA outlined the purposes and governance policies of the Coalition:

- To prepare locally preferred alternative transportation plans for the corridor that could be presented to the Colorado Department of Transportation (CDOT.)
- To determine the locally preferred alternatives to meet the wants and needs of our member communities to better serve them in their transportation needs.
- To attempt to influence the CDOT, the Colorado State Legislature, the Federal Highway Administration, the United States Congress and other Federal and State entities having jurisdiction over the planning, implementation or operation of corridor transportation projects to provide resources to build locally preferred alternatives to meet the transportation goals of the corridor.
- To apply for grants and other funding, through sponsorship of a member agency, from Colorado, Federal and other sources to conduct planning and research on methods to build locally preferred alternatives to improve transportation in the corridor.
- To study the feasibility and pros and cons of becoming an integrated Colorado Department of Transportation Commissioner District, Engineering District and Planning District.
- To advocate for the application of best practices and technologies to the regionally preferred transportation plan.

In May 2004, several of the jurisdictions that signed the IGA solicited the support of NWCOG's Rural Resort Region (RRR) to organize and administer the I-70 Coalition.

In July 2004, the RRR hosted an "interest" meeting in Frisco that is considered the first official meeting of the organization.

In September of 2004 the Coalition unanimously adopted a mission: *To enhance public accessibility and mobility in the I-70 Central Mountain Corridor and adjoining dependent counties and municipalities through the implementation of joint public and private transportation management efforts.*

To accomplish that mission the Coalition adopted the following goals:

- Serve as a collective voice for the I-70 Central Mountain Transportation Corridor and adjoining dependent counties and municipalities in addressing transportation issues.

- Develop a regionally preferred transportation plan with locally accepted solutions.

- Enhance employer, business entity, property and local government participation and investment in transportation services and programs.

In October 2004, the RRR Board of Directors decided that the RRR would focus its efforts in 2005 toward working with the I-70 Coalition to identify and articulate a regionally preferred transportation plan, addressing transportation growth along the I-70 central mountain corridor.

In January 2005, a Memorandum of Understanding (MOU) was executed between the I-70 Coalition and CDOT for purposes of addressing coordination and cooperation in developing a transportation solution for the Interstate 70 corridor between Golden and Glenwood Springs, including consideration of a Regionally Preferred Alternative that may be developed by the Coalition and submitted as comments as part of the on-going I-70 West Corridor Programmatic Environmental Impact Statement (PEIS). The MOU remained in effect through December 31, 2006. The following are some of the terms of the MOU:
Prior to selection of a preferred alternative and the issuance of a Record of Decision (ROD):

- CDOT shall, at the request of the Coalition, be available to answer questions and provide technical assistance in the Coalition's review of the I-70 West PEIS and the Coalition's development of a Regionally Preferred Alternative.

- CDOT will work to secure funds as early in the public comment period as possible that can be made available to the Coalition to assist with the accomplishment of its goals. *Note: CDOT did provide this funding to the Coalition.*

- A CDOT staff member familiar with the Draft I-70 West PEIS shall attend Coalition outreach meetings whenever possible.

- The Coalition will engage in an outreach effort to develop a Regionally Preferred Alternative for consideration in the I-70 PEIS.

- The Coalition's response does not preclude individual Coalition members from submitting comments specific to themselves.

As part of its obligations under the MOU, the Coalition conducted an extensive outreach process to assist in formulating its response to the PEIS. The Coalition conducted 29 community outreach meetings to educate attendees about the PEIS process and gather input on interests of attendees through a facilitated discussion.

As a result of the I-70 Coalition's adoption of the MOU with CDOT, the PEIS public comment period was extended from March 10, 2005 to May 24, 2005 so that the I-70 Coalition would have sufficient time to implement a consensus building plan among its member jurisdictions.

In May 2005, the Coalition held a two-day retreat at the Silver Creek Lodging and Conference Center in Granby with a primary goal to craft a regionally preferred transportation plan with locally accepted solutions for the I-70 corridor that could be used as a response to the PEIS. There were 76 people and 26 jurisdictions in attendance as well as CDOT representatives.

All members supported the Coalition's Regionally Preferred Alternative and this support became a requirement for membership of the I-70 Coalition. The Coalition's Preferred Alternative is a long-range, multimodal, sequenced alternative that addresses the transportation concerns of the I-70 corridor for at least the next 50 years. It is designed to align available funding with a sequenced plan to safely increase the long-range capacity of the corridor while addressing the concerns of local communities represented by the Coalition. The Coalition's Preferred Alternative consists of five different modes of transportation: highway, transit, aviation, alternative routes and bicycle/pedestrian. Implementation of the Coalition's Preferred Alternative requires balanced, concurrent planning of each of those modes with constant community and Coalition involvement regarding the schedule, need and mitigation. Concurrent planning for each of these modes should preclude doing any work in the corridor that will have to be replaced to accommodate subsequent actions. In addition, the Coalition Alternative includes steps for the logical reevaluation of the capacity requirements, technological advancements and available financing for the corridor. This reevaluation will help determine the sequencing of subsequent actions. The Coalition's Preferred Alternative envisions Coalition and member involvement for any and all future transportation decisions affecting the I-70 corridor.

In May 2005, the I-70 Coalition submitted comments to the Draft PEIS.

In 2007, it appeared that the PEIS would support the alternative of creating six-lanes along the entire corridor and only plan for 25 years into the future. Also in 2007, Governor Ritter took office and appointed Russell George as the director of CDOT. Russell George recognized the need for broader stakeholder input into the I-70 PEIS process, and created the Collaborative Effort (CE.) The CE is made up of 27 diverse stakeholder groups, and the group was charged with developing a Consensus Recommendation. CDOT and FHWA stated that if consensus could be reached by the CE, that consensus decision would be recognized in the Record of Decision.

In April 2008, the Interstate 70 Mountain Corridor Coalition became an independent 501(C) 6. The Town of Frisco serves as the Coalition's official home, and the Town of Frisco's Finance Director has handled the Coalition's finances since 2008.

In June 2008, the Collaborative Effort developed a consensus recommendation which happened to be identical to the I-70 Coalition's Regionally Preferred Alternative.

In 2009, an innovative project was launched to implement the Coalition's Travel Demand Management program. The Coalition had heard from the traveling public that there was a need for real-time road and traffic information. The GoI70.com project was launched and included a website and blog that featured real time travel info and offered travel tips and strategies for congestion avoidance. At a time when no other entity was doing so, the project "pushed" this travel information out via direct text messaging as well as a social media platform. In recent years, CDOT has greatly expanded its real time information sources, so the GoI70.com project has shifted to away from the real time information and now focuses more heavily on the Coalition's other TDM strategies.

In September 2010, a Revised Draft PEIS was released. The I-70 Coalition's Technical Committee reviewed this Revised Draft of the PEIS and provided comments to CDOT.

In March 2011, a Final PEIS was released and in June 2011, the Record of Decision (ROD) was signed. This ROD is the final step in the Tier 1 NEPA process. It does not authorize any construction or result in direct impacts. Subsequent Tier 2 NEPA processes will be completed to develop and evaluate specific projects consistent with this Tier 1 decision.

From 2011 to current, the I-70 Coalition has had four focus areas: Advocate for Improvements on the I-70 Mountain Corridor, Active Involvement in I-70 Plans and Processes Affecting the I-70 Mountain Corridor, Information Sharing and Outreach, and Travel Demand Management.

In 2013, the I-70 Coalition amended its Bylaws to formally recognize the organization as a Travel Management Organization (TMO.)

In June of 2014, the I-70 Coalition hosted a retreat to reflect on the successes and the strengths of the organization, renew and refine agreement for the mission and priorities of the Coalition as it enters its second decade.

Beginning in 2016, the I-70 Coalition took an active role in proposing and supporting legislation to raise revenue for capital projects and TDM programs. SB 21-260 created a suite of fees that will raise $5.3 billion over a decade with the I-70 Corridor being a large recipient of the funds. Projects such as Floyd Hill, Vail Pass, and $100 million in safety repairs to the Eisenhower-Johnson Tunnels were accomplished with these revenues. SB 24-230 raises $110 million annually on fees on oil and gas extraction with 80% of the revenue supporting local transit agencies and developing passenger rail.

The Coalition also supported legislation intended to reduce accidents. These laws established traction laws and lane restrictions on both personal and commercial vehicles. Bill such as HB 19-1207, SB 24-100, SB 25-069, and HB 26-1076 created chain, tread depth, and lane restrictions to avoid costly and lengthy closures due to improper equipment.

Currently the West Vail Pass Auxiliary Lane and Floyd Hill reconstruction projects (totaling $1.23 billion cost) are in process. The I-70 Coalition Director serves on both project's Public Information Leadership Team (PILT) and the Project Leadership Team (PLT) as a liaison on behalf of the Coalition to CDOT, the project's contractors, and the public.

The I-70 Coalition continues to seek common ground among diverse interests. The organization has demonstrated the ability to bring varied stakeholders to the table to work out positions that move I-70 solutions towards implementation.

Although not an exhaustive list, in the recent past the Coalition has or does:

- Continue to serve as a collective voice for the I-70 mountain corridor and advocate for improvements along the corridor.
- Foster communications between the state and federal agencies and local jurisdictions.
- Communicate with community, business and municipal boards on the ongoing efforts of the I-70 Coalition.
- Partner and communicate closely with CDOT, Colorado State Patrol and the Colorado Motor Carriers Association on I-70 related issues.
- Participate in multiple studies and processes such as Collaborative Effort, Context Sensitive Solutions (CSS) process development, the Rocky Mountain Rail Authority (RMRA) study, High Performance Transportation Enterprise (HPTE), and the Transit & Rail Advisory Committee.
- Actively participate on CDOT Project Leadership Teams for active corridor projects from design through construction.
- Educate the traveling public about congestion avoidance strategies as well as other Travel Demand Management (TDM) strategies.
- Partner with local corridor businesses and promote those that provide incentives for off peak travel.
- Coordinate with the CDOT on TDM efforts. The two organizations partner on media campaigns that educate I-70 travelers on congestion avoidance strategies and thinks such as the Traction Law and Move Over Law.
- Hosted a I-70 Travel Management Summit, bringing together stakeholders from resorts, towns and chambers to explore how stakeholders can work towards positively impacting I70 congestion in the near term.
- Advocate for increased transit service on the mountain corridor and actively promote those services with I-70 travelers.

- Support and promote carpool resources and options for those traveling between the Front Range and mountain resorts and towns.
- Routinely survey I-70 users to gather information on congestion avoidance strategies used by I-70 travelers, interest in transit and carpooling services, awareness of incentives for off peak travel, etc. In 2022, the Coalition fielded a survey of Bustang and Snowstang riders to glean riders' experiences, destinations, motivations and frequency of travel. This data is utilized by members of the I-70 Coalition and provides a means to guide and measure the effectiveness of the Coalition's TDM program.
- Undertake studies that further the implementation of the I-70 Record of Decision such as the Land Use Transit Planning Study and Rapid Speed Mobility Economic Impact Study.
- Developed Performance Criteria for an Advanced Guideway System (AGS)
- Engage with the State Legislature and the Colorado Congressional Delegation on issues of importance to the I-70 mountain corridor.
- Advocate for legislation that benefits the I-70 mountain corridor.
- Worked with CDOT to form solutions to expand and continue to fund Bustang.
- Co-wrote the I-70 Economic Impact Study update, released in 2026 that qualifies the cost when shutdowns occur on the corridor.

FOR IMMEDIATE RELEASE
July 24, 2026

Landmark Agreement Launches Three Lakes CLEAR Initiative with $30 Million Commitment to Improve Grand Lake Clarity

Berthoud, CO – The Northern Colorado Water Conservancy District (Northern Water), the U.S. Bureau of Reclamation, Grand County, the Northwest Colorado Council of Governments (NWCCOG), the Colorado River Water Conservation District (Colorado River District), and the Town of Grand Lake today announced a landmark agreement establishing the Three Lakes CLEAR Initiative, a long-term effort to improve water clarity, watershed health, and resilience across Grand Lake, Shadow Mountain Reservoir, and Granby Reservoir (the Three Lakes). The Three Lakes System is part of the federal Colorado-Big Thompson (C-BT) Project, which collects and stores water in Grand County and then diverts it for use by C-BT beneficiaries on the Front Range through a series of reservoirs, ditches, and tunnels. The CLEAR Initiative continues the ongoing Grand Lake Adaptive Management framework for managing C-BT Project operations and incorporates additional collaborative initiatives to enhance clarity and provide watershed health benefits within and upstream of the Three Lakes System.

CLEAR stands for Clarity, Legacy, Ecosystem, Adaptation and Resilience, reflecting the shared commitment by partners to protect and improve this important resource.

The agreement marks a major milestone following two decades of coordinated work to improve clarity in Grand Lake and water quality in Shadow Mountain Reservoir and reflects a renewed commitment to sustained action and investment. It also provides a long-term framework to continue and expand this work as the Grand Lake Clarity Stakeholders' Memorandum of Understanding (MOU), established in 2016, expires in December 2026.

Today's action renews and expands upon that MOU, protecting the Three Lakes and tributary watersheds for the next 30 years.

As part of the agreement, Northern Water, the Northern Colorado Water Conservancy District Municipal Subdistrict, and the Windy Gap Firming Project Enterprise will provide $30 million over 30 years to address both C-BT system operations and the broader environmental conditions influencing water quality by supporting implementation of projects and initiatives that address watershed and lake conditions. Of that amount, $20 million will be directed toward project funding to accelerate near-term, priority on-the-ground improvements initiatives, while $10 million will build a long-term reserve fund intended to provide sustained, legacy funding and the flexibility to address future needs as conditions evolve beyond the 30-year agreement.

The initiative continues and strengthens the collaborative adaptive management of C-BT Project operations in the Three Lakes that began with the original MOU, using real-time adjustments to improve clarity in Grand Lake while balancing water supply, power generation, and environmental needs. At the same time, the initiative establishes a dedicated fund directed by the parties, to invest in watershed and system health projects that improve water quality and ecological conditions across the Three Lakes system and tributary watersheds.

Projects will focus broadly on watershed and forest health, reducing sediment and nutrient inputs, improving lake and reservoir conditions, and strengthening monitoring and adaptive management tools across the interconnected system.

"The foundation for this landmark agreement to improve Grand Lake clarity and create the Three Lakes CLEAR Fund was laid over decades of effort by many, representing all Parties, to improve and use our knowledge of the Three Lakes System for actionable projects that can move the needle for better Grand Lake clarity. The Parties have differing interests for sure, but we strive to find common ground because we have a spirit of mutual trust and respect," said Jeff Metzger, Town of Grand Lake.

Northern Water emphasized the enduring framework the agreement creates to support the long-term health and resilience of the Three Lakes System while benefiting communities on both sides of the Continental Divide. "The Three Lakes CLEAR Initiative demonstrates how shared stewardship of Grand Lake clarity and the health of the broader

Three Lakes System and its watersheds can strengthen the long-term resilience of the Colorado-Big Thompson Project for the benefit of Front Range water users while supporting the natural resources and thriving West Slope communities that depend on them. By creating a lasting legacy of collaboration and investment, this agreement helps ensure these shared resources will continue to be protected for generations to come," said Esther Vincent, Environmental Services Director for Northern Water.

Grand County Board of County Commissioners Chair Edward Raegner highlighted the importance of the agreement for Grand County and the local communities that have stewarded the Three Lakes watershed for generations. "This 30-year MOU reflects an unprecedented commitment to Grand Lake's health and the long-term future of the Three Lakes System. Grand County is proud to work alongside our partners to help preserve Grand Lake's water clarity for generations to come."

The Colorado River District emphasized the value of continuing the collaborative approach that has guided clarity improvements in the Three Lakes System for the past decade. "This MOU continues the collaborative approach that has guided clarity work in Grand Lake and water quality throughout the Three Lakes system since 2016. Over the past decade, we've gained valuable knowledge about how to effectively use adaptive management in the system, and this agreement will provide a strong foundation to continue that work for the long term. As a signatory to this MOU, the Colorado River District will continue to be a voice for the Western Slope and advocate for solutions that protect our water resources and the communities which depend on them," said Rebecca Briesmoore, Senior Water Resources Engineer with the Colorado River District.

NWCCOG Executive Director Jon Stavney also welcomed the long-term commitment. "Since the 1970s, our organization has been engaged in multiple efforts to protect and enhance the water quality of Grand Lake. This MOU represents a new beginning backed by a long-term commitment of substantial resources to the clarity of Grand Lake."

Additional details will be shared as implementation moves forward.