



ELEMENTS TO BUILDING MORE ENGAGING NWCCOG COUNCIL MEETINGS

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(August 5th, 2025) Updated August 2026

A review of past presentation topics and suggestions for streamlining the “business” segments of Council Meetings — for Discussion

Prepared for NWCCOG Council and Executive Committee discussion. Based on a review of Council and EDD meeting agendas and packets posted to the NWCCOG Council Resources page, 2018–2026.

Purpose and Scope

This document has two aims. First, it looks back across nine years of NWCCOG Council and Economic Development District (EDD) meetings to capture the featured presentations and speakers that have anchored those meetings — a record of what has drawn members to the table and what kinds of content have worked. Second, it offers a set of approaches for reducing the time the Council spends on routine “business” items, so that more of each meeting can be devoted to the substantive discussion and outside expertise that members value most.

The review draws on the agendas, packets, and minutes posted to the NWCCOG Council Resources page. Materials are available beginning in 2018; nothing is posted for 2016 or 2017, so a full ten-year look back is not possible from the website alone. A handful of individual meetings could not be retrieved (the October and December 2020 agenda links are broken, and the July 2024 meeting has no posted materials), and those gaps are noted where relevant.

For Discussion

The Council may wish to consider: which of the streamlining approaches to adopt first (reinstating the consent agenda is the highest-value, lowest-effort step); whether to set a firm packet-posting deadline; whether to formalize a rotating member-spotlight in place of open-

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ended member updates; and how best to line up outside presenters earlier in the planning cycle so that agenda slots are filled with confirmed content rather than “TBD.”

Recommendations to Reduce Business-Item Time

Structural changes with the greatest payoff

1. **Reinstate the consent agenda.** One motion covering minutes, bill schedules, quarterly financials, NLF risk ratings and portfolio summaries, the annual meeting schedule, and routine appointments. Any member may pull any item to the regular agenda on request, with no debate on the pull itself.
2. **Collapse the board transitions.** Either cluster all NLF and Foundation business into a single “affiliated boards” block with one convening and one adjournment, or move routine NLF and Foundation actions to an annual cycle and handle the rest by written report.
3. **Enforce a materials deadline and retire “TBD.”** Post the packet a set number of days in advance without exception; any item lacking materials by the deadline rolls to the next meeting. Unread material otherwise converts into live presentation time.
4. **Fix the minutes and bills cadence.** Circulate draft minutes within about ten business days and approve them at the very next meeting, on consent. Post bill schedules monthly, per existing protocol. Backlogs are what turn two-minute items into twenty-minute ones.

Agenda Design Changes

5. **Label every item with a decision type and an owner.** Make ACTION / DISCUSSION / FYI universal, add the responsible person and a minute allocation to every line, and route pure FYI items to the packet rather than reading them aloud.
6. **Invert the agenda shape.** Cap the business block near the top of the meeting; if it runs long, it should eat into the break rather than into presentations.
7. **Delegate letters of support and opposition by policy.** Authorize officers or the Executive Committee to sign letters consistent with previously adopted positions, reporting back on consent, and reserve full Council debate for genuinely new positions.
8. **Use the Executive Committee as an agenda screen.** Add a short agenda-vetting function to the pre-meeting: is this an action, is it ready, does it need the full group?
9. **Replace serial member updates with a rotating spotlight.** Collect written updates in the packet in advance, and give two or three jurisdictions each meeting a real ten-minute account of something they are working on — directly answering the Executive Committee’s standing request for more member-innovation content.

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Worth considering

10. **Protect and pre-brief the budget.** Keep the separate October budget workshop, and make the December approval a consent item unless the memo of changes flags something material.
11. **Revisit EDD meeting frequency.** Several recent EDD agendas consist of minutes, a funding update, a presentation, and a roundtable. Four fuller meetings may serve better than six thin ones, freeing afternoon time for the retreat-style engagement the Council appears to be moving toward.

What Consumes Business-Item Time

Reading across the agendas, the causes of long business segments are largely structural rather than behavioral:

- **Serial board convening.** Nearly every meeting requires the same members to gavel in and out of multiple bodies — Council, Northwest Loan Fund Board, and, in December and June, the Foundation. Each transition carries its own call to order, quorum determination, minutes motion, and adjournment.
- **No consent agenda in recent years.** Minutes, bill schedules, quarterly financials, NLF risk ratings and portfolio summaries, the annual meeting schedule, and routine appointments are each handled as separate motions, even when none of them generates discussion.
- **Approval backlogs that bunch up.** When minutes or bill schedules are not approved at the next meeting, they accumulate and later require catching up several at once, which invites scrutiny that a routine item would not otherwise draw.
- **Unrealistic time allocations.** Agendas sometimes budget only a few minutes each for genuinely contested items such as officer elections, bylaws amendments, and budget actions. When these run over, the overflow lands on the discussion items members came for.
- **Substance scheduled last and marked conditional.** Legislative updates, open discussion, and member updates are frequently tagged “if time allows.” With more than twenty member jurisdictions, three minutes each is either an hour or a fiction.
- **Ad hoc agenda construction.** Numbering breaks, “TBD” presentation slots, and packet content split between the PDF and scattered website links all push orientation work into the room.

Note: The Council Already Had a Consent Agenda

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Featured Presenters and Topics by Year, 2018–2026

The record below captures featured presentations and outside speakers at Council and EDD meetings. Routine business items, staff program updates, and congressional-staff check-ins are generally omitted except where they were the featured content of a meeting.

Patterns Across the Nine Years

A few patterns stand out that may be useful for programming future meetings.

- **Reliable institutional regulars.** CDLE workforce staff have appeared at nearly every EDD meeting since 2019; CliftonLarsonAllen presents the annual audit each spring; Anita Cameron delivers a January NLF review every year; and EDA’s Trent Thompson has appeared repeatedly.
- **Outside experts peaked, dipped, and partly recovered.** Outside speakers were plentiful in 2018–2019 and again in 2022–2023, thinned sharply in 2020 when meetings went to a one-hour conference-call format, and have partly returned — though recent meetings lean heavily on internal staff, with several 2026 slots marked “TBD.” Recruiting outside voices earlier in the year is the most direct lever on this.
- **Member-jurisdiction speakers have a strong track record.** Presentations by member officials — Granby, Steamboat Springs, Grand County, Summit County, the Town of Vail, Glenwood Springs, and others — are exactly the “member innovations” content the Executive Committee has asked for, and nine years of examples show the format works.

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2018

January 25 (Edwards)

- **Patrick Brower, author of Killdozer**, on the Granby bulldozer rampage and manager civility in an anti-government society
- **Angelo Fernandez, Freeform Consulting** (employee evaluation trends and best practices)
 - Anita Cameron, NLF Director (NLF annual review)
 - Nate Walowitz (Project THOR next steps)

March 22 (Glenwood Springs)

- **E-bike mini-workshop** with Jon Stavney, Tanya Allen (Transit Manager, City of Glenwood Springs), and Rob Schoeber (Director of Parks and Recreation, City of Grand Junction)
- **Eric Arnette** (Director of Information Systems, City of Glenwood Springs)
- **Ed Mills, Colorado Office of Information Technology** (FirstNet)
 - Nate Walowitz (Broadband 5-year report and Broadband 101)

May 24 (Walden)

- **Eric Miller, CliftonLarsonAllen** (2017 audit)
- **Brad Peihl, JW Associates** (“So the Beetles are Gone... Now What?”)
- **Cary Wiener, Colorado State University** (Local Government Energy Academy)
 - Rachel Lunney (Economic Summit debrief)

July 26 (Winter Park)

- **Evan Biagi, Mammoth Networks** (Project THOR network and financials)
- **Commissioner Richard Chimino** (Grand County short-term rental experience)
 - Nate Walowitz (THOR letters of intent, DOLA grant, CDOT fiber agreement)

August 16 (Aspen)

- **Lyndsey Brozyna, Interim Regional Director, SBDC**
 - roundtable debrief on the Lake Christine, Buffalo Mountain, and Golf Course fires
 - Rachel Lunney, EDD Director (CEDS mid-year review)

October 25 (Frisco)

- **Jamie Vickery, University of Colorado** (“Changes in Management Perception: Responses to the Mountain Pine Beetle Outbreak”)
 - 208 Plan hearing continuance

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2019

January 24 (Edwards)

- **Lily Griego, U.S. Census Bureau** (Census 2020 and complete count committees)
- **EDD — Aaron Blair, Granby Town Manager** (the Sun Communities deal for 1,100 housing units)
 - Anita Cameron (NLF annual review)
 - Nate Walowitz (Project THOR critical path)
 - EDD — Rachel Lunney

March 28 (Gypsum)

- **Chris Lindley, Eagle County Public Health Director** (county innovations in mental health, 2017 1A funds, HB19-1033)
 - Anita Cameron (2018 review with performance charts)

May 23 (Breckenridge)

- **Eric Miller, CliftonLarsonAllen** (2018 audit)
- **Jacob Smith, Colorado Communities for Climate Action**
- **EDD — Jessica Valand, CDLE**
- **EDD — Chris Romer, Vail Valley Partnership** (Trailing Spouses Initiative)
 - Jon Stavney (member survey results, ski area fee retention)
 - Matt Kireker, Sen. Bennet's office
 - Nate Walowitz
 - EDD — Rachel Lunney

July 11 (Glenwood Springs)

- Rachel Lunney (Census 2020 complete count; Build a Better Colorado/TABOR; second home study)
- Business-heavy meeting with no outside featured speaker

August 22 (Frisco)

- **Kay Henze, Colorado Broadband Office**
- **Erin McCuskey, Northwest Colorado SBDC**
 - Rachel Lunney (10-year review of the economic development program)

October 24 (Vail)

- **Rick Garcia, Executive Director, Colorado Department of Local Affairs** (DOLA direction and member input)

December 5 (Silverthorne)

- Doug Jones, Energy Program Director (Energy Program innovations and successes)

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2020

January 23 (Edwards)

- **Mary Kenyon, Impact Marketing** (AAAA/NWCCOG Older Adult Housing Needs Regional Study)
 - Anita Cameron (2019 review)

March 26 (call)

- Jon Stavney, COVID-19 response memo
- Meeting cut to one hour; no featured presenter

May 28 (call)

- COVID operations update
- EDA \$400,000 COVID grant (Jon Stavney, Rachel Lunney)
- No outside presenter

July 9 (call)

- CIRSA law enforcement liability and executive session guidance
- Gallagher Amendment
- USFS administrative parcels
- No outside presenter

August 20 (call)

- **Paul Niedermuller, CliftonLarsonAllen** (2019 audit)
 - Scott Pugsley introduced as NLF Business Loan Assistant
 - Rachel Lunney and Jon Stavney (EDA CARES Act plan)

October 22 and December 3

- Materials not retrievable from the website
- The December packet included a handout on regional impacts to law enforcement from SB20-217

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2021

January 28

- **Brian Pool, Laura Sigrist, and Greg Bellomo, Government Performance Solutions** (Regional Assessment of Child Care Industry)
- **Kris Valdez, Eagle County** (comprehensive plan stakeholder process)
 - Scott Pugsley (Energize Colorado Gap Fund)
 - Anita Cameron (2020 review)

March 25

- **EDD — Trent Thompson and Jamie Hackbarth, EDA Denver Regional Office**
- **EDD — Jessica Valand, CDLE**
 - Jon Stavney (Mountain Migration project)

May 27

- **Karen Brown and Michael Hare, CAFÉ, with Erin Fisher** (Age-Friendly Employer)
- **EDD — Jeff Andrews, Regional Business Recovery Coordinator**
- **EDD — Mark Hoblitzell, CDLE**
 - Jon Stavney (member survey results)
 - John Whitney, Sen. Bennet's office (Ski Area Fee Retention bill)
 - Erin Fisher (Vintage)

July 8

- **Jim True, City of Aspen Attorney** (bag ordinances and HB-1162)
- **EDD — Jessica Valand, CDLE**
 - CliftonLarsonAllen (2020 audit)
 - Erin Fisher (NEMT/IntelliRide, Vintage); congressional staff updates

August 26

- **EDD — Jessica Valand, CDLE**
- **EDD — Wireless Research Center** (digital workforce opportunity)
 - Anita Cameron (NLF)
 - Erin Fisher (Vintage)

October 28

- Jonnah Glassman, SHIP Medicare and Volunteer Coordinator (open enrollment)
- Rachel Tuyn, EDD Director

December 2

- **EDD — Elizabeth Garner, State Demographer** (demographic trends and Census 2020 data)
 - Charles McCarthy, Mobility Manager (RTCC Transportation Gap Analysis)
 - Erin Fisher (Vintage); congressional updates from Bennet, Hickenlooper, Neguse, and Boebert staff

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2022

January 27

- **Casey Wolfington, Eagle Valley Behavioral Health, and Chris Lindley, Vail Health**
- **Sarah Vaine, Summit County** (behavioral health)
- **EDD — Trent Thompson and Jamie Hackbarth, EDA**
- **EDD — Jessica Valand, CDLE** (“Resignations and the Pandemic”)
 - Anita Cameron (2021 review)

March 24

- **EDD — DOLA Roadmap to Recovery roundtable** (Erin McCuskey, DiAnn Butler, Kara Silbernagel, Corry Mihm, John Bristol)
- **EDD — Jessica Valand, CDLE**
 - Doug Jones (Energy warehouse purchase)
 - Nate Walowitz and Becky Walter (Project THOR budget)
 - Erin Fisher (Vintage)
 - Hilary Henry, Sen. Bennet’s office

May 26

- **Chris Fabian, ResourceX** (priority-based budgeting)
 - Doug Jones (energy budget forecasting); recognition of Greg Winkler, DOLA, on retirement
 - Jon Stavney (Regional Survey of Budgeting Practices)
 - Erin Fisher (Vintage funding)
 - EDD — Rachel Tuyn

July 7

- Jon Stavney (Elected Officials Workbook)
- 2023 dues
- Mountain Migration one-year-on discussion
- EDD — CDLE
- EDD — regional economic update

August 25

- **Sam Hellwege, CliftonLarsonAllen, with Becky Walter** (2021 audit)
- **Wendy Ecklund, City of Steamboat Springs** (how to conduct an executive review, and why)
- **EDD — Ralf Garrison, Insights Collective** (recession and the ski season)
 - Erin Fisher (Vintage)
 - EDD — Rachel Tuyn (Regional Workforce Housing Report)
 - EDD — CDLE

October 7

- Special meeting to approve the 2021 audit

October 27

- **Ralf Garrison, Insights Collective** (DOLA grant project)
- **Torie Jarvis, QQ** (208 Plan policies and implementation)
 - 2023 budget
 - EDD — CEDS annual review
 - EDD — CDLE

December 1

- **EDD — Erin Young, CDLE**
 - Policy re-approvals and 2023 budget
 - EDD — Rachel Tuyn (short-term rental taxes)

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2023

January 26

- **Skippy Mesirow, Elected Officials Collective** (training and mental health project)
- **Kara Silbernagel, Holy Cross Energy** (energy resilience collaborations)
 - Anita Cameron (annual review)
 - Jonathan Godes introduced as Regional Grants Navigator
 - EDD — CDLE

March 23

- **EDD — Trent Thompson, EDA**
- **EDD — Margie Joy, Colorado Housing and Finance Authority**
 - Anita Cameron (NLF banking)
 - Jon Stavney (2023 member manager calls)
 - Jonathan Godes (RGN first month)
 - Erin Fisher (Vintage)
 - EDD — CDLE

May 25

- Jon Stavney (member survey results)
- Uinta Basin Railway opposition
- Crystal River Wild and Scenic fiscal agency
- EDD — CDLE

July 6

- **Sam Hellwege, CliftonLarsonAllen, with Becky Walter** (2022 audit)
- **Insights Collective/RRC** (Community Metrics Survey)
- **Katie Roach, America 250–Colorado 150 Commission** (listening session)
 - Rachel Tuyn (2023 Regional Housing Report)
 - EDD — CDLE

August 24

- **Sara Ott, CIRSA Board and Aspen City Manager** (special presentation)
- **Josh Blanchard, Summit County Commissioner, and Aaron Byrne, Landfill Director** (Summit County partnership with Spring Back)
 - EDD — CDLE

October 26

- **Megan Lawson, Headwaters Economics** (“The Amenity Trap”)
 - Erin Fisher (AAA advocacy letter to the Governor)
 - 2024 budget
 - No EDD meeting

December 7

- **Margaret Bowes, CAST** (workforce housing report and legislative session)
- **Chris Cares, RRC/Insights Collective** (Community Metrics survey launch)
- **David Harris** (Elevator Inspection Program)
- **EDD — Erin McCuskey, Northwest SBDC**
- **EDD — Christina Oxley and Carolyn Tucker, CDLE**
 - Dana Wood welcomed as Mobility Manager
 - EDD — DOLA Roadmaps team leads

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2024

January 25

- **EDD — Trent Thompson, EDA**
- **EDD — CSU Extension team** (Tim Komarek, Dawn Thilmany McFadden, Willie Wilkins, Jeff Engell)
 - Anita Cameron (10-year NLF review)
 - Barbara Green, NWCCOG counsel (Council Rules of Conduct)
 - EDD — CDLE

March 28

- **Kimberly Davis, U.S. Census Bureau** (accessing census demographic and economic data)
 - Jon Stavney (Community Metrics project)
 - NLF featured presentation
 - EDD — CDLE

June 6

- **Gary Suitor, City Manager, Steamboat Springs** (Insights Collective findings, post-Brown Ranch vote)
- **EDD — Kim Woodworth, Economic Development Council of Colorado** (“Economic Development 101”)
 - Jon Stavney (Insights Collective deliverables)
 - EDD — Colorado Broadband Office Summer Roadshow

July 11

- Meeting held; no materials posted

September 5

- Doug Jones and Jon Stavney (Gypsum training facility)
- Nate Walowitz and Jon Stavney (Project THOR and CBO)
- Jonathan Godes with Ashley of Sustainable Strategies (charging infrastructure grant)

October 24

- **Ashley Bembenek and Torie Jarvis** (Watershed Services Program)
- **Torie Jarvis** (Uinta Basin Railway at SCOTUS)
- **EDD — Thayer Hirsh, Summit Economic Partnership**
- **EDD — Carolyn Tucker, Colorado Rural Workforce Consortium/CDLE**
 - Becky Walter (wage range and reserve analysis)

December 5

- **Steve Hilley** (Northwest Regional Healthcare Coalition)
- **EDD — Kim Keith, Steamboat Creates**
- **EDD — Tamara Nuzzaci Park, Breck Creates**
- **EDD — DiAnn Butler, Grand County** (creative districts)
 - Jonathan Godes with Matt Kireker, Sen. Bennet’s office (IIJA and IRA outlook)

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2025

January 23

- **Ashley Bembenek, Alpine Environmental Consultants** (208 Plan policies)
- **EDD — Deputy Chief Justin Liffick and Commander Ryan Kenney, Town of Vail, with 106 West** (E-Vail Courier program)
 - Anita Cameron

March 20

- **EDD — John Bristol and Keith Hensley, Routt County Economic Development Partnership** (business retention and expansion)
 - Barbara Green, General Counsel (navigating executive orders, caselaw, grant and procurement policy)
 - Anita Cameron (2024 review)
 - Jonathan Godes (CAMP grant)

June 5

- **Klint Armistad, Colorado Retirement Association**
- **Sam Hellwege, CliftonLarsonAllen** (2024 audit)
- **Dan Brown, Partners Environmental** (brownfields)
 - Jonnah Glassman (Medicare)
 - Nate Walowitz (Smart Cities conference)

August 7

- **EDD — Nicholas Sly, Federal Reserve Bank of Kansas City** (economic conditions)
 - Steamboat Health and Human Services building tour
 - Jon Stavney (2026 dues, economic development white paper)

September 18

- **Mike Conway, Colorado Insurance Commissioner** (expiring enhanced premium tax credits)
 - Dana Wood, Mobility Director, with Sam Guarino and Mary Harlan (innovations in mobility)

October 23

- **Brian London, Insights Collective**
- **Heather Trish, Mountain Mental Behavioral Health Network / Katz Amsterdam Foundation**
 - Jon Stavney (member budget projections survey; 2026 draft budget with Becky Walter)
 - Jonnah Glassman (open enrollment)
 - EDD — Jon Stavney (homeowners insurance, wildfire and hail)

December 4

- **Hanna Scovil, Metro Denver Economic Development Corporation** (I-70 congestion study)

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2026 (through June)

January 22

- **Patrick Ibarra, The Meiorando Group** (succession planning)
- **EDD — Karah Brubaker, CDLE**
 - Becky Walter
 - Anita Cameron

March 19

- **House Speaker Julie McCluskie** by phone on HB 1317
 - Becky Baugh, incoming HR Generalist, with the Wellness Committee
 - Jon Stavney (Digital CEDS; Regional Statistical Analysis for Insights Collective; behavioral health for GPS Consulting)
 - Two slots published as “PRESENTATION TBD.”

June 4

- **Alli, CliftonLarsonAllen** (2025 audit)
- **Brian London, Insights Collective** (virtual)
- **Carly Rietmann, Eagle County Public Health and Environment**
- **EDD — Trent Hillier**
 - Jon Stavney (CU Denver MPA capstone on Glenwood Canyon truck regulation)
 - Anita Cameron, introducing Blaine Rhoden
 - Becky Walter

August 5–6 (retreat — Hoffmann Hotel, Basalt)

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September 17

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October 22

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December 3

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