AGENDA

Thursday, October 22nd, 2026

249 Warren Avenue, Silverthorne, CO 80498

9:00 a.m. – 12:00 p.m.

VIDEO & PHONE CONFERENCE INFORMATION

Meeting Information

- Join the Zoom Meeting
- **Meeting Code**: 434 311 0995
- **Passcode**: 119033

NWCCOG COUNCIL MEETING

Time	#	Agenda Item	Packet Page
9:00 a.m.	1.	**CALL TO ORDER of NWCCOG Council and NLF Board (for Consent):** (Council Chair Alyssa Shenk). **Determination of Quorum** (Executive Director Jon Stavney) • Roll Call – speak names aloud for the record • Chair may choose a round of introductions instead	Pg. 1 - 2
	2.	**ACTION**: Approval of Consent Agenda a. Minutes from September 17th Council and EDD Meeting b. NWCCOG Q3 Financials (posted separately on website) c. NLF Q2 and Q3 Financials	Pg. 3 -10
9:10 a.m.	3.	**PRESENTATIONS:** Energy Program, Director Doug Jones **a. Profit Sharing Program Revision** • Add monthly cost-of-living stipend for Energy employees • Modify the 50/50 profit share/energy reserve split to 33/33/33 (annual payout, reserve contribution and monthly stipend) **b. Gypsum Warehouse – addition of three upper level offices** Estimated cost is $250,000, funded from Energy Reserves and budgeted as Capital Outlay in both 2026 (p. 42) and 2027 (p. 44).	Pg. 11 -16
9:30 a.m.	4.	**BUDGET HEARING**: NWCCOG Budgets, Revised 2026, Proposed 2027 a. Executive Director shares Budget Document b. "2026 Budget Decisions Memo" c. 2027 Wage Ranges (adjusted up with 4% COLA)	Pg. 17 - 29
	5.	**ACTION**: *I move to preliminarily approve the Draft 2027 budget and 2026 Revised budget*. If items from Budget Memo are to be deferred or delegated, please identify such items precisely in the motion. **REMINDER:** Establish date and time for Executive Session if budget items are to be considered so that it can be posted as an open meeting.	
10:00 a.m.		**Break**	

Time	#	Agenda Item	Packet Page
10:15 a.m.	6.	**ACTION**: Legislative and Proposition Endorsement Guidance • For reference: adopted Letter of Support Policy • Draft document with amended language in blue italics also in packet	Pg. 30 - 35
	7.	**Legislative and Congressional Updates**	
10:30 a.m.	8.	**Executive Director Items** • **I-70 Impact Report** (pending request for presentation) • Collected articles posted separately • Discuss and approve NWCCOG 2027 Council Meeting Schedule	Pg. 36 - 37
	9.	**Letters of Support:** **a.** QQ: Glenwood Hot Springs Protection Act **b.** QQ: Waters of the United States Supplemental Comments	Pg. 38 - 40
10:45 a.m.	10.	**Member Updates**	
11:50 a.m.		**Reminder:** The Executive Committee should set a meeting date between November 4th and 13th to finalize budget items. Final Budget items are due to the designer by November 16th, for posting November 25th.	
12:00 p.m.	11.	**Adjourn**	
		Lunch from Enza's Delicatessen & Market	
		NEXT NWCCOG MEETING: **Thursday, December 3, 2026 – 9:00 a.m. – 2:30 p.m.** **Topics:** Adoption of Final 2027 and Revised 2026 Budgets	
		NWCCOG Officers: **NWCCOG Council Chair** Alyssa Shenk **NWCCOG Council Vice-Chair** Patti Clapper **NWCCOG Council Secretary/Treasurer** Nina Waters	
		NWCCOG Executive Committee: (Officers) – Tim Redmond – Tom Boyd – Randal George – Samantha Martin **Municipal Members:** Alyssa Shenk – Dan Sullivan – Kristen Brownson	

NORTHWEST COLORADO COUNCIL OF GOVERNMENTS
MEETING MINUTES
NWCCOG COUNCIL & EDD MEETING

Meeting Date: Thursday, September 17, 2026
Meeting Location: Eagle County Government Building – 500 Broadway St., Eagle, CO
Time Called to Order: 9 AM
Time Adjourned: 2 PM

ATTENDANCE

Executive Board Members
Alyssa Shenk – Council Chair
Nina Waters – Council Secretary/Treasurer
Dan Sullivan – Town of Keystone
Randy George – Grand County
Tom Boyd – Eagle County

NWCCOG Staff
Jon Stavney - Executive Director
Becky Walter - Finance Director
Nate Walowitz - Broadband Director
Monica Nielsen - Admin Assistant
Blaine Rhoden - NLF Deputy Director

Guests and Presenters
Bill Shrum - Downtown Colorado Inc.
Doug Vilsack -Vote Yes on Prop 137
Ashley Bembenek – Water QQ
Torie Jarvis – Water QQ
Laura Sigrist - GPS Consulting
Steve Hilley - R.N.
DiAnn Butler – EDD Chair
Erin McCuskey - EDD

Members Present
(Note: Not all remote (Zoom) or AI-transcribed participants could be definitively identified.)

Delaney Deskin – Rep. for Sen. Bennet
Riley Scott – Rep. for Cong. Hurd
Scott Schreiner – Town of Eagle
Gary Brooks – Town of Avon
Jacob Zook – Glenwood Springs
John Bristol – RCEDP
Kris Mattera – Basalt Chamber of Commerce
Corry Mihm – Summit County
Jonnah Glassman – Town of Silverthorne
Sara Nodalny – Town of Basalt
Julie McCluskie – District 13 Rep.

Quorum Confirmed: Yes

9 AM - COUNCIL MEETING

1. Confirmation of Quorum and Call the Meeting to Order*Jon Stavney confirmed quorum (7 members) to Chair Alyssa Shenk. Chair Alyssa Shenk called the meeting to order.*

2. Introductions – Attendees

3. UPDATE - CAMP Grant (Mobility Program)
Jon Stavney provided the update. Additional bike stations and bikes are available to residents.
Reference packet on website.

4. ACTION - Consent Agenda - APPROVED
Included COG meeting minutes, list of bills, and NLF (Northwest Loan Fund) Q4 financials.

- Motion Schreiner, Second Sullivan. Passed.

5. ACTION - Letter of Support for the Brownfield Coalition Grant - APPROVED
Bill Shrum, DCI Director of Operations presented a PPT outlining a request for NWCCOG support for a letter supporting Downtown Colorado Inc.'s regional Brownfield grant management work (a blanket regional endorsement, not COG applying/managing the grant itself).
Reference packet on website.

- Approved on the condition that Chair Shenk reviews/edits the letter before it's sent for signature.
- Motion Sullivan, Second Schreiner. Passed.

6. DISCUSSION - Proposition 137 (Direct Sporting Goods Sales Tax for Conservation) Proposed but NOT Voted On (deferred or discussion-only) - No position taken
Reference packet on website.

- Doug Vilsack presented, advocating for COG to endorse "Vote Yes."

After debate, the council explicitly did not reach consensus to take a position.
Instead, they proposed:

- Boyd recommended developing a future formal policy for when/how COG issues letters of support or legislative endorsements (e.g., requiring near-unanimous support, or only weighing in when directly relevant to a COG program). Stavney will draft policy for the October Council meeting.
- Tabled for a future agenda.

7. ACTION - PUBLIC HEARING - Adoption of the Northwest COG Regional Water Quality Management Plan (the "208 Plan") - Formal Public Hearing & Vote - PASSED
A statutorily required public hearing to adopt the newly revised 208 Plan (last updated in 2012; this revision began in 2022).

Reference packet on website.

- Public hearing formally opened and closed.
- Motion Schreiner, Second Boyd. Passed.

8. PRESENTATION - Behavioral Health Regional Strategy — Directional feedback only, no decision

Laura Sigrist, partner with GPS Consulting who was there in person, presented findings from a regional behavioral health assessment and laid out three tiered options for COG's future role:

- **Option A**: Regional coordinator (resource hub, grant calendar, peer learning calls).
- **Option B**: Fiscal agent for smaller organizations that don't qualify for state/national grants, plus targeted advocacy.
- **Option C**: Full "system initiative lead" dedicated staff, pilot funding pool — biggest investment.
- No vote taken - council was asked only to indicate interest level ("temperature") ahead of a future planning session with stakeholders.
- Stavney to proceed with assembling a call for stakeholders as a next step to clarify preferences for NWCCOG role and answers to questions from Council members about benefits to each county and will budget funds in Regional Business as that 2027 budget comes into focus.

9. WORKSHOP ITEM - Council August Retreat Follow-Up / Strategic Priorities Proposed, Not Finalized

Chair proposes the Executive Committee meet to identify key takeaways and actions from the Retreat, for the Budget Workshop on October 12th at 1 PM – 4 PM. (Date and time confirmed by Officers following the meeting.)

Retreat notes attached separately.

10. LUNCH BREAK - Lunch from Moes Original BBQ was served.

EDD BOARD ANNUAL PLANNING MEETING

1. Call the Meeting to Order

Opened by EDD Chair, DiAnn Butler. The group set the afternoon agenda and named Butler and Shenk as co-chairs.

2. DISCUSSION - EDD Program Future/Staffing

Discussion focused on economic development of the EDD program and the Regional Economic Development Capacity and Needs survey results.

Reference packet on website.

- McCuskey provided survey results.
- PPG grant has been funded. NWCCOG is applying for reimbursements for Q2 and Q3, as well as advance for Q4. Will provide status of EDA Denver Office funding, and Congress allocating funds for EDA through the end of 2026.
- Mihm offered to head/take on getting the ball rolling for the EDD Program.
- No resolution reached, will continue in next Budget Meeting on October 12, 2026.

2 PM – Meeting was Adjourned

EDD Meeting was adjourned by acclamation by Chair Butler.

NEXT NWCCOG MEETINGS

Budget Workshop & Retreat Action Items Meeting: Monday, October 12, 2026 – 1 PM – 4 PM - Silverthorne Conference Room

Council Meeting & EDD Board Meeting: Thursday, October 22 - Silverthorne Conference Room

CERTIFICATION

Minutes taken and submitted.

I attest that these minutes were approved by the Council at its meeting held September 17, 2026. Signature: _____ Date Signed: _____
NWCCOG Council Chair Alyssa Shenk

I attest that these minutes were approved by the EDD Board at its meeting held September 17, 2026. Signature: _____ Date Signed: _____
NWCCOG EDD Chair DiAnn Butler

Northwest Colorado Council of Governments
Balance Sheet - Northwest Loan Fund
As of June 30, 2026

	TOTAL
ASSETS	
Current Assets	
Checking/Savings	
1015 · 1st Bank NLF Checking	0.00
1065 · NLF Alpine Operating	-8,942.60
1070 · NLF Alpine Money Market	261,250.20
1071 · NLF Alpine ICS	3,539,069.11
1073 · NLF Mountain Valley Bank	253,896.63
1075 · NLF Yampa Valley Bank	259,079.13
Total Checking/Savings	4,304,352.47
Other Current Assets	
1090 · Undeposited Funds	26,348.00
1315 · NLF - Allowance for Loan Loss	-406,240.52
Total Other Current Assets	-379,892.52
Total Current Assets	3,924,459.95
Other Assets	
1615 · NLF Loans Receivable	
CDBG-20-630-Covid	566,409.48
1615b · CDBG-16-602	160,157.15
1615c · CDBG-20-630	764,755.32
1615d · CDBG-25-700	476,062.20
1615f · Forest Service	259,836.59
1615r · Revolved	1,679,612.64
1615s · CO Start-Up	136,985.51
Total 1615 · NLF Loans Receivable	4,043,818.89
Total Other Assets	4,043,818.89
TOTAL ASSETS	7,968,278.84
LIABILITIES & EQUITY	
Liabilities	
Current Liabilities	
Accounts Payable	715.78
Credit Cards	2,092.93
Other Current Liabilities	9,692.83
Total Current Liabilities	12,501.54
Total Liabilities	12,501.54
Equity	7,955,777.29
TOTAL LIABILITIES & EQUITY	7,968,278.83

Northwest Colorado Council of Governments
Statement of Revenue & Expenditures - Northwest Loan Fund
January through June 2026

	Jan - Jun 26	% of Budget	Annual Budget
Ordinary Income/Expense			
Income			
4000 · Grant Income			
4100 · Federal Grant Income	355,000.00	71.0%	500,000.00
4200 · State Grant Income	0.00	0.0%	200,000.00
4250 · Admin - State Funds	0.00	0.0%	8,000.00
4251 · Admin - Federal Funds	56,800.00	68.85%	82,500.00
Total 4000 · Grant Income	411,800.00	52.09%	790,500.00
4510 · Local Funding			
4520 · Other Local Funding	100,000.00	100.0%	100,000.00
Total 4510 · Local Funding	100,000.00	100.0%	100,000.00
4720 · Loan Interest Income			
Revolved Interest	62,691.66		
4720 · Loan Interest Income - Other	48,639.21	19.62%	247,914.00
Total 4720 · Loan Interest Income	111,330.87	44.91%	247,914.00
4730 · Fee Income	2,732.33	5.28%	51,799.00
4770 · Loan Recovery	9,300.00		
4820 · Interest Income	9,326.40	32.16%	29,000.00
Total Income	644,489.60	52.86%	1,219,213.00
Expense			
6100 · Payroll Expenses			
6112 · Program Director	60,583.15	47.62%	127,235.00
6121 · Program Staff	27,708.31	27.71%	100,000.00
6210 · Taxes & Benefits	15,096.65	27.13%	55,656.00
Total 6100 · Payroll Expenses	103,388.11	36.55%	282,891.00
6410 · Contract Staff	6,907.50	23.03%	30,000.00
6520 · Outside Contract			
6510 · Contractor	0.00	0.0%	10,000.00
6515 · Loan Administrator	1,095.00	36.5%	3,000.00
Total 6520 · Outside Contract	1,095.00	8.42%	13,000.00
6610 · Office Supplies	7,546.78	188.67%	4,000.00
6615 · Loan Loss Reserve	-26,922.28		
6620 · Bank Charges	204.32	408.64%	50.00
6640 · Postage	183.24	36.65%	500.00
6655 · Program Expense	5,679.89	113.6%	5,000.00
6660 · Advertising Expense	200.00	25.0%	800.00
6665 · Meeting Expense	3,012.79	150.64%	2,000.00
6680 · Dues & Subscriptions	5,563.04	79.47%	7,000.00
6720 · Rent & Utilities	1,800.90	50.0%	3,602.00
6730 · Telephone Expense	1,640.19	45.56%	3,600.00
6811 · Vehicle Gas/Oil/Supplies	1,014.42	33.81%	3,000.00
6830 · Equipment Lease-Long Term	2,062.92	82.52%	2,500.00
6930 · Bad Debts - written off	112,035.58		
7110 · Program Supplies	212.07	7.07%	3,000.00
7130 · Travel & Meeting	5,599.41	28.0%	20,000.00
7800 · Pass-Through Funds	29,947.51	27.03%	110,810.00
7910 · Indirect Cost Allocation	14,567.76	38.85%	37,494.00
Total Expense	275,739.15	52.1%	529,247.00
Net Ordinary Income	368,750.45	-335.12%	689,966.00
Net Income	368,750.45	-335.12%	689,966.00
Less Loan Disbursements - CDBG	**387,530.10**	**48.44%**	**800,000.00**
Total Net Income	**-18,779.65**		**-110,034.00**

Northwest Colorado Council of Governments
Balance Sheet - Northwest Loan Fund
As of September 30, 2026

	TOTAL
ASSETS	
Current Assets	
Checking/Savings	
1065 · NLF Alpine Operating	78,628.09
1070 · NLF Alpine Money Market	262,998.58
1071 · NLF Alpine ICS	3,577,329.01
1073 · NLF Mountain Valley Bank	255,295.88
1075 · NLF Yampa Valley Bank	261,155.64
Total Checking/Savings	4,435,407.20
Other Current Assets	
1090 · Undeposited Funds	7,153.00
1315 · NLF - Allowance for Loan Loss	-411,780.39
Total Other Current Assets	-404,627.39
Total Current Assets	4,030,779.81
Other Assets	
1615 · NLF Loans Receivable	
CDBG-20-630-Covid	552,920.93
1615b · CDBG-16-602	147,561.41
1615c · CDBG-20-630	696,227.86
1615d · CDBG-25-700	524,520.56
1615f · Forest Service	208,402.14
1615r · Revolved	1,664,666.16
1615s · CO Start-Up	133,489.35
Total 1615 · NLF Loans Receivable	3,927,788.41
Total Other Assets	3,927,788.41
TOTAL ASSETS	7,958,568.22
LIABILITIES & EQUITY	
Liabilities	
Current Liabilities	
Accounts Payable	56,396.01
Other Current Liabilities	9,692.83
Total Current Liabilities	66,088.84
Total Liabilities	66,088.84
Equity	7,892,479.38
TOTAL LIABILITIES & EQUITY	7,958,568.22

Northwest Colorado Council of Governments
Statement of Revenue & Expenditures - Northwest Loan Fund
January through September 2026

	Jan - Sep 26	% of Budget	Annual Budget
Ordinary Income/Expense			
Income			
4000 · Grant Income			
4100 · Federal Grant Income	355,000.00	71.0%	500,000.00
4200 · State Grant Income	0.00	0.0%	200,000.00
4250 · Admin - State Funds	0.00	0.0%	8,000.00
4251 · Admin - Federal Funds	56,800.00	68.85%	82,500.00
Total 4000 · Grant Income	411,800.00	52.09%	790,500.00
4510 · Local Funding			
4520 · Other Local Funding	100,000.00	100.0%	100,000.00
Total 4510 · Local Funding	100,000.00	100.0%	100,000.00
4720 · Loan Interest Income			
Revolved Interest	94,067.13		
4720 · Loan Interest Income - Other	87,636.49	35.35%	247,914.00
Total 4720 · Loan Interest Income	181,703.62	68.82%	247,914.00
4730 · Fee Income	19,084.72	36.84%	51,799.00
4770 · Loan Recovery	9,300.00		
4820 · Interest Income	19,119.13	65.93%	29,000.00
Total Income	741,007.47	60.78%	1,219,213.00
Expense			
6100 · Payroll Expenses			
6112 · Program Director	90,877.15	71.43%	127,235.00
6121 · Program Staff	51,458.29	51.46%	100,000.00
6210 · Taxes & Benefits	30,043.90	53.98%	55,656.00
Total 6100 · Payroll Expenses	172,379.34	60.94%	282,891.00
6410 · Contract Staff	6,907.50	23.03%	30,000.00
6520 · Outside Contract			
6510 · Contractor	0.00	0.0%	10,000.00
6515 · Loan Administrator	1,095.00	36.5%	3,000.00
Total 6520 · Outside Contract	1,095.00	8.42%	13,000.00
6610 · Office Supplies	8,027.24	200.68%	4,000.00
6615 · Loan Loss Reserve	-21,382.41		
6620 · Bank Charges	349.17	698.34%	50.00
6640 · Postage	267.57	53.51%	500.00
6655 · Program Expense	7,317.70	146.35%	5,000.00
6660 · Advertising Expense	200.00	25.0%	800.00
6665 · Meeting Expense	3,066.33	153.32%	2,000.00
6680 · Dues & Subscriptions	6,340.14	90.57%	7,000.00
6720 · Rent & Utilities	2,701.35	75.0%	3,602.00
6730 · Telephone Expense	2,445.28	67.92%	3,600.00
6811 · Vehicle Gas/Oil/Supplies	1,415.11	47.17%	3,000.00
6830 · Equipment Lease-Long Term	3,453.78	138.15%	2,500.00
6840 · Tools & Equipment	412.83		
6930 · Bad Debts - written off	112,035.58		
7110 · Program Supplies	212.07	7.07%	3,000.00
7130 · Travel & Meeting	8,541.76	42.71%	20,000.00
7800 · Pass-Through Funds	66,373.14	59.9%	110,810.00
7910 · Indirect Cost Allocation	23,485.02	62.64%	37,494.00
Total Expense	405,643.50	76.65%	529,247.00
Net Ordinary Income	335,363.97	-304.78%	689,966.00
Net Income	335,363.97	-304.78%	689,966.00
Less Loan Disbursements - CDBG	447,530.10	89.51%	500,000.00
Less Loan Disbursements - Start Up Colorado	0.00		200,000.00
Less Loan Disbursements - Forest Service Loan Fund	0.00		100,000.00
	447,530.10		**800,000.00**
Total Net Income	**-112,166.13**		**-110,034.00**

NON-GRANT REVENUE DISTRIBUTION POLICY

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

Date Adopted:	12/31/2019	**Date Revised:**	10/22/2026
Note:	AKA - Profit Share or Revenue Sharing Program, Cost of Living Stipend Program		
Updated By:	Energy Leadership Team		

INTRODUCTION

The NWCCOG Energy Program generates revenue through fee-for-service and other non-grant funded activities. To support long-term program sustainability, employee retention, and organizational stability, annual net revenue from these activities is allocated to a reserve fund, an annual employee profit share, and a monthly cost-of-living stipend. Wages through the Weatherization Assistance Grant (WAP, the largest funding source for Energy, are capped to deter underbidding of local contractors, and are not sufficient to build reserve funds. The revenue sharing program is a strategy to remain compliant with grant funding sources while enabling the organization to supplement compensation in a competitive environment to pay employees a wage commensurate with the cost of living in the region.

ELIGIBLE ENERGY PROGRAMS

REVENUES from the following NON-GRANT (Fee-for-Service) ENERGY PROGRAMS include:

- Colorado Affordable Residential Energy Program (CARE)
- Crisis Intervention Program (CIP)
- ReEnergize Programs (separate programs in Eagle County, Pitkin County, and Garfield County)
- Tri-State Generation and Transmission Association Programs
- NWCCOG Energy Program Training Center
- Additional fee-for-service or non-grant funded programs adopted in the future

ANNUAL REVENUE ALLOCATION

After closeout of each fiscal year, Energy Leadership calculates cumulative net revenue from eligible non-grant energy programs for that year to determine the ending fund balance. The Energy Program reserve target fund balance is to be met before determining the distribution to annual profit-sharing payout from the prior year, and the following year's monthly cost-of-living stipend amount under this policy. These calculations are presented to the Finance Director and NWCCOG Executive Director for approval prior to payout of the annual profit sharing (February), and shared with the NWCCOG Council in the packet at the next regularly scheduled meeting.

The first priority of the NWCCOG and the Energy Program is to build a budget reserve that will maintain financial sustainability to the organization and to the program by meeting a target fund balance for reserves generated by Fee-for-Service programs. This amount is to be established annually for the following year as part of the annual NWCCOG budget process. Distributions to the Profit Share Program and/or the Cost-of-Living Stipend Program may be reduced, delayed, or suspended if Council through the Budget process, or the NWCCOG Executive Director determines additional reserve balance is prudent and necessary.

When financial conditions allow, net revenue may be allocated as follows:

Program Reserves – Minimum of One-Third (1/3)

- This portion of annual net revenue will be deposited into the Energy Program Reserve Fund to support the organization, Energy program operational and financial stability, projects & initiatives, and future program development.

Employee Profit Share – Up to One-Third (1/3)

- Up to one-third of annual net revenue may be equitably distributed as a profit share to eligible employees* employed during the prior year through a one-time annual payment to the Employee Profit Share Program.

Cost of Living Stipend – Up to One-Third (1/3)

- Up to one-third of annual net revenue may be equitably distributed to eligible, current Energy Program employees** through the monthly Cost-of-Living Stipend Program for the following year.

EMPLOYEE PROFIT SHARE PROGRAM

Eligibility

- Energy Program and Indirect employees* who worked during the qualifying fiscal year and maintain employment during the pay period when profit sharing is distributed are eligible to participate.

Distribution Method

- Employee Profit Share distributions are not guaranteed and will be determined annually following the completion of the prior year's financial closeout.
- Profit Share payments will be prorated based on full calendar months worked during the prior fiscal year with one share equal to 12 months and distribution proportional to term of employment in good standing.

Indirect Employee Participation

- Indirect employees include NWCCOG Fiscal Department staff and the Administrative Assistant.
- Indirect employees participate in the Profit Share Program through an annual distribution using the same proration methodology at 50% of the individual Profit Share distribution for eligible Energy Program Employees. Any annual NWCCOG bonus received at the end of the prior year by an indirect employee is deducted from the Profit Share calculation.
- Example: If a full share is $5,000, a 50% share would be $2,500. If an employee whose wage is paid though Indirect received a bonus of $2,000, the eligible indirect employee would receive $500 portion from the Energy Program annual distribution.

COST OF LIVING STIPEND PROGRAM:

Eligibility

- Any Energy Program employee who worked during the qualifying fiscal year is eligible for a monthly stipend as long as that employee remains employed in good standing.

Distribution Method

- Cost of Living Stipend distributions are not guaranteed and will be determined annually following the completion of the prior year's financial close and calculation of final net revenue. Cost of Living Stipend payments will be prorated using the same employment calculation utilized for the Profit Share Program. Payments will be distributed in the following fiscal year on every paycheck after amounts are determined.

ANNUAL REVIEW:

The Executive Director and Energy Program Leadership may review and recommend revisions to this policy based on program performance, financial conditions, staffing needs, and organizational priorities.

MEMORANDUM

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

Subject:	Energy Program Non-Grant Revenue Distribution Policy
To:	NWCCOG Council
From:	Energy Finance Manager, Energy Program Manager, Energy Program Director
Date:	10/22/2026

RECOMMENDATION

Approve the proposed policy.

POLICY BENEFITS

The proposed policy:

- Continues to prioritize Energy Program reserves and long-term financial stability.
- Supports recruitment and retention in our high-cost mountain community by offsetting a portion of employees' housing, childcare, transportation, and other living expenses.
- Promotes employee retention and proactively reduces the costs associated with recruiting, hiring, and training new employees.
- Supports a fully staffed Energy Program, helping stabilize indirect funding that benefits all NWCCOG.
- Encourages high employee satisfaction leading to an increase in employee referrals of external candidates.
- Helps position the Energy Program to pursue additional funding opportunities and expand services throughout Northwest Colorado and further increase revenues.
- Provides a culture of ownership and encourages employee engagement, innovation, and program growth.
- Rewards employees' high performance without creating permanent salary obligations.
- Provides flexibility to increase, reduce, delay, or suspend distributions based on financial conditions.

WHY THIS CHANGE

The Energy Program generates unrestricted, non-grant revenue through fee-for-service activities. The proposed policy updates the current 50/50 allocation model by maintaining a strong commitment to reserves while adding a Cost-of-Living Stipend to help address workforce retention challenges in Northwest Colorado. The stipend also helps the Energy Program remain competitive in a labor market where many mountain-community employers offer housing assistance, cost-of-living stipends, or similar workforce incentives (local examples: Xfinity approx. $1,600/month stipend; Marriott approx. $1,450/month stipend; CDOT approx. $2,000/month stipend; and Vail Resorts, which provides subsidized employee housing rather than a direct stipend. Additionally, our Colorado WAP Partners, Arapahoe County and Housing Resources of Western Colorado, both have incentive programs driven by non-grant revenue and program goals).

The Energy Program has intentionally chosen a Profit Share and Cost-of-Living Stipend model rather than permanent salary increases. This approach ties employee compensation to actual program performance, avoids creating ongoing financial obligations, and provides flexibility to adjust distributions based on revenue, reserve needs, and organizational priorities.

The existing Profit Share Program has also proven to be an effective incentive for employee engagement, innovation, partnership development, employee referrals, and program growth. Employees take pride in building

successful programs, expanding services, and generating revenue that strengthens both the Energy Program and NWCCOG.

Outlook

3 new office space Gypsum expansion

From Doug Jones <djones@nwccog.org>
Date Fri 10/16/2026 1:32 PM
To Jon Stavney <jstavney@nwccog.org>
Cc Nate Speerstra <nspeerstra@nwccog.org>; Elaina West <ewest@nwccog.org>; Emily Hoskins <ehoskins@nwccog.org>

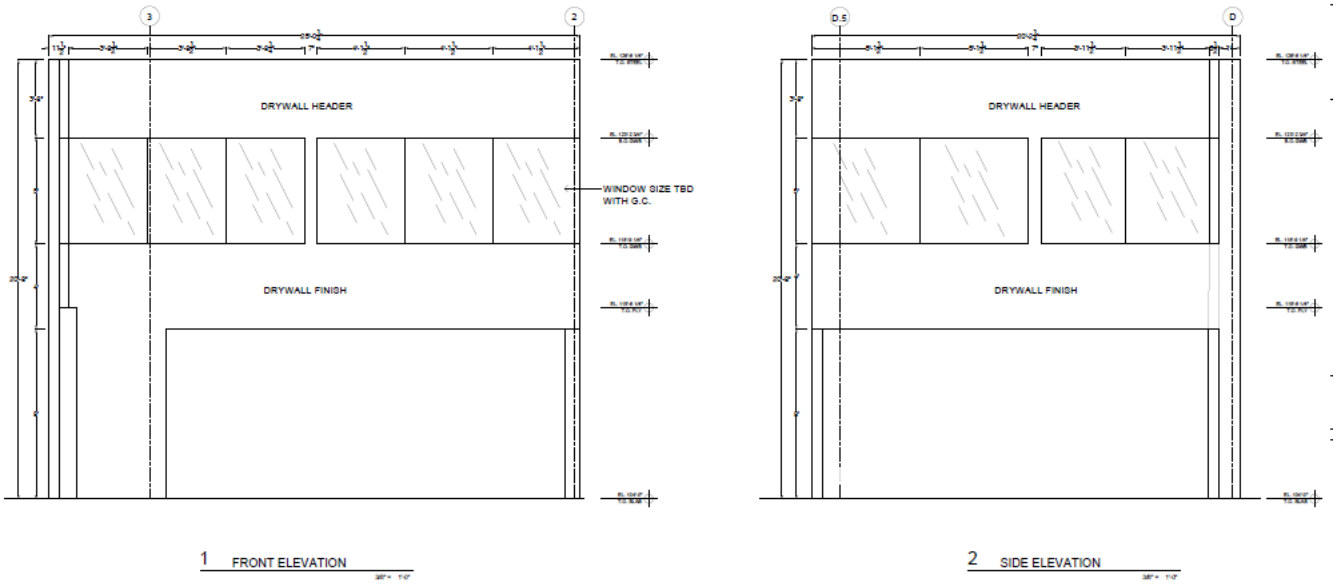
Hi Jon,

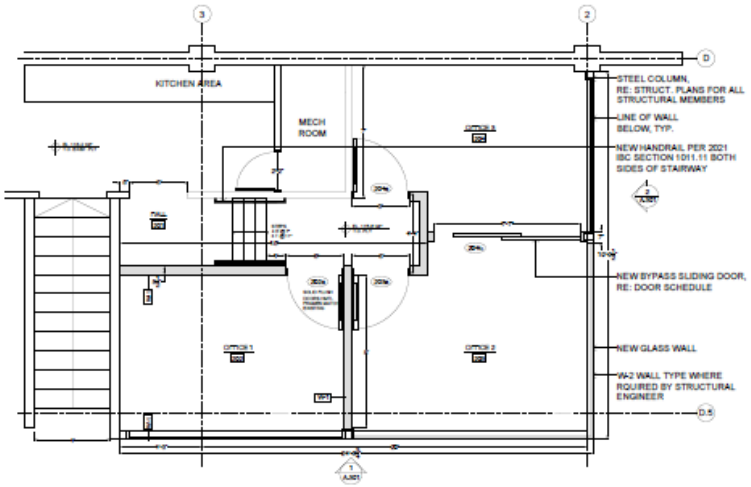
Here are some high-level talking points and elevation and floor plans for the Gypsum office space expansion for the Council discussion on the 22nd. The full drawings of the Gypsum office expansion are in Master Contract File > Building > 2026 Building Remodel.

I'll be out camping next week. If you give me a time to present to council on the 22nd, I can be available and call in.

We have a need for more office space in the Gypsum office.

- Growing number of staff in the Gypsum location
- Private office spaces
- Elevated for continued warehouse floor storage underneath
- New office space will be for Outreach Coordinator, Training Manager and Energy Director
- Existing office downstairs will become a space for field operations
- This will free our conference room for meetings and trainings
- Future potential for more offices underneath the new elevated offices
- $244,000 Cost is split between FY 26 and FY 27.





Thank you
Doug Jones
Energy Program Director
Northwest Colorado Council of Governments
Office: 970-468-0295 x111
Cell: 970-389-1525
www.nwccog.org

MEMORANDUM

To: **NWCCOG Council for October 22nd Council Meeting**
From: **Jon Stavney, Executive Director**
Date: **October 14, 2026**
Re: Decisions from Retreat related to Regional Business Budget

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At the end of the October 12th Budget Workshop, it was suggested that the following items be delegated by Council at the October 22nd meeting to the Executive Committee due to many of these decisions being related to capacity of the Executive Director.

A. Member Services/Regional Business Items from the Retreat Not in the 2027 Budget

a. **Program report cards, impact reports**: How can we best show Member Jurisdictions the value of our programs? One option is a website dashboard for each program, which would cost money to design and maintain. Should there be funding for yearly program report cards and summaries of value for each member community? Or is the upgraded budget document enough?
b. **Trial sub-regional meetings:** Should the Council fund a trial of sub-regional meetings that send issues up to the full Council, and should these be held in-person locally? This would involve staff time, travel cost and meeting space. (not budgeted)
c. **Speakers and outside experts:** Should there be a modest amount for travel or speaking fees for strong presenters and local subject-matter experts at Council meetings? (not budgeted)
d. **Member communications:** Should funding be added to improve communications about NWCCOG programs? If so, what improvements does the Council have in mind? Monthly newsletters are already funded at $12,000 a year through RB. (budgeted)
e. **Professional Video:** highlighting each program, client testimonials, on-site services, compelling soundtrack. ($10,000?)

B. Projects in Regional Business – under Outside Contract budget line 6520

$30,000 +/- in RB 6520 for grant match or contract assist. Budgeted.

1. **Regional Business: Behavioral health – start small**
   a. Preference is to allocate more funding to this for consultant to manage group ($40,000?).
   b. With half that, Executive Director and the consultant can carry out Option A in 2027 mostly in house, and with minimal seed money for seeking a grant? Option A is coordination: a resource database, a grant calendar, peer learning calls and if the group decides, a summit.
   c. The budget includes a placeholder so NWCCOG can apply for grants from foundations such as Katz Amsterdam, Grand, Vail Health and Colorado Health in case a local match is required.

2. **Regional Business: Update to the 2023 Workforce Housing Report** (currently budgeted for design only, with in-house research and input from the planners group. CAST indicated it would match up to $10,000 for this as they did in the past. Report design and print $5,000.
   - Preference, to hire a consultant to build this report, do all the footwork, and publication, approximately $25,000. The amount budgeted would cover design and printing. Who leads the research: the Executive Director or the new Economic Development Director? What other work would be delayed?
   - Is the scope just the four-year comparison? Or does it also include the Walden, Kremmling and Hot Sulphur Springs assessments, a standard method for comparing county housing studies, and a regional housing dashboard?
   - Publish in 2027, or start in 2027 and finish in 2028?
   - Before the budget shortfalls were identified, $30,000 was set aside for this project.

$15,000 +/- for Design in RB, in house work, with some consultant

3. **Regional Business: Municipal/County Manager and Planner Peer groups facilitation** through 2027.
   This program is starting for Managers on Oct 21, and Planners Nov 3rd and will have December meetings for both. The contract continues this work through 2027. Program Design & Launch as well as the first four meetings for this project was contracted at $12,500 in 2026, with 24 meetings in 2027 contracted for $30,000. For budget purposes, it makes sense to pay ahead 2026 so that only $10,000 remains for final payment in the 2027 budget.

$10,000 for 2027 facilitations,

4. **Regional Business: Update to the 2004 study "Social and Economic Effects of Second Homes"**
   - **Data Only:** Jodi Flory can provide base data at minimal cost; she is doing this now for Grand County
   - **A full update:** a new impact study by a consultant (could be $80,000), but the scope would need to be defined first.
   - **A targeted update:** second homeowners' philanthropy and civic role, the risk of the 1990s-era buyers aging out, vacancy rates (Eagle County 48%, Pitkin County 80%) and their effect on housing and vacancy taxes.
   - **Interviews: interviews with the Study Group**
   - **A short brief:** a staff-written summary of current data.
   - Could a pilot study in 2027 help scope a full report in 2028?

$0 Not Budgeted

5. **Regional Business: 2027 Council retreat:** Should there be another retreat in 2027? The August retreat cost approximately $10,000. This was charged to Travel and Meetings in RB in 2026, have created a Council line item in 2027, currently with an estimate for cost of food for council meetings throughout the year.

$0 Not Specifically Budgeted

C. For Reference: Major Cash Matches to Programs in Regional Business:

1. **Economic Development District Director, page 37**
   a. Does the Council approve hiring the budgeted director in 2027? Link to Updated White Paper from the retreat.
   b. The current budget covers a hire at the midpoint of the 2027 wage range ($105,000 plus benefits), not between the midpoint and the top of the range ($125,763). Talks with

$100,000 in Dues/RB for Employee, Budgeted

potential candidates suggest that a director of the caliber we want would expect closer to $150,000. Eagle County's new SBDC director has the same wage range as our current EDD range. A higher salary would require a larger match from member dues and a cut to another item in this memo.

c. Feedback on the :
   i. An outward-facing EDD Director who travels regularly and is present across the region (travel and vehicle budgeted – $18,800)
   ii. Remain a regional source of economic data with regular reports, plus an online data dashboard (budgeted in RB without a digital CEDS – outside contract, $15,000)
   iii. Housing assessments for Walden, Kremmling and Hot Sulphur Springs - item 5 from the CEDS (not budgeted).
   iv. Funding for a 2027 Regional Economic Summit (program expense – $5,000 budgeted).

$20,000 Transfer from EIP for Travel, Budgeted

2. Broadband Director, page 59

a. Does the Council approve continuing to fund the position from dues at the current rate, with the same 2027 raise as all other employees? Project THOR (page 61) is budgeted to cover $184,296 of employee costs for the Regional Broadband Director in 2027. This is two years into a gradual shift that will move this position entirely to Project THOR in 2031 (page 62).

$95,000 from Dues/RB, for wages. Budgeted

3. Vintage: additional one-year bridge, page 65

Historically, NWCCOG leverages dues as matching funds for grant programs that require it. The $110k in NWCCOG dues allows Vintage to continue service delivery through the 2027 calendar year. Specifically, these dues have been budgeted to deliver Case Management, Transportation, and In-home services vouchers and are the least restrictive funding we receive. Even with the $110k in dues, Vintage will still need to reduce funding and service delivery for both direct and provider services starting July 2027.

$110,000 Transfer Dues/RB, Budgeted

Federal COVID ARPA funding allowed Vintage to increase services and funding for both providers and direct services through September 2025. This funding was flexible, and AAAs could carry over up to 100% across State Fiscal Years. This Federal carryover allowed Vintage to maintain services and funding over the last 6 years and avoid the 2022 "fiscal cliff." The SUA provided notice that starting SFY 27, carryover of federal funding would be limited to 10%. Anticipating this loss of flexibility, Vintage reserved NWCCOG match/dues (fund balance) to stabilize funding and maintain expanded services for another 1.5 to 2 years after ARPA funding ends. Vintage is now drawing down the reserved NWCCOG fund balance to maintain services through State Fiscal Year 27.

NWCCOG

2027 Wage Ranges

2026 Wage Ranges increased by 4.0% for annual COLA

PROGRAM	WAGE RANGE			RANGE SPREAD
	MIN	MID	MAX	
Elevator Inspection				
EIP Administrative Assistant	$ 55,868	$ 67,042	$ 78,216	40%
EIP Program Coordinator	65,943	79,132	92,320	40%
EIP Operations Manager	74,466	91,221	107,976	45%
Elevator Inspector	96,717	120,896	145,075	50%
EIP Program Director	127,490	159,362	191,235	50%
Energy Program				
Energy Efficiency Technician I	$ 49,696	$ 57,151	$ 64,605	30%
Energy Administrative Assistant	55,868	67,042	78,216	30%
Energy Outreach Assistant	55,868	67,042	78,216	40%
Energy Finance Assistant	55,868	67,042	78,216	40%
Energy Efficiency Technician II	57,242	68,691	80,139	40%
Energy Warehouse Manager	61,593	73,911	86,230	40%
Energy Crew Leader	63,653	76,384	89,115	40%
Energy Finance Coordinator	64,111	76,934	89,756	40%
Energy Outreach Coordinator	64,111	76,934	89,756	40%
Energy Auditor	65,943	79,132	92,320	40%
Energy HVAC Technician I	66,859	80,231	93,603	40%
Energy Quality Control Inspector	67,775	81,330	94,885	40%
Energy HVAC Technician II	76,018	91,221	106,425	40%
Energy Agency Trainer	77,804	95,310	112,816	45%
Energy Program Manager I	77,804	95,310	112,816	45%
Workforce Development Manager	77,804	95,310	112,816	45%
Energy Outreach Manager	77,804	95,310	112,816	45%
Energy Finance Manager	77,804	95,310	112,816	45%
Energy Operations Manager *	90,862	111,306	131,750	45%
Energy Program Manager II	90,862	111,306	131,750	45%
Energy Program Director	116,675	145,844	175,013	50%
Northwest Loan Fund				
NLF Deputy Director	$ 83,200	$ 104,000	$ 124,800	50%
NLF Director	96,717	120,896	145,075	50%
Vintage				
SHIP Medicare Coordinator	$ 65,027	$ 78,033	$ 91,038	40%
Vintage Program Specialist	65,943	79,132	92,320	40%
Long Term Care Ombudsman	66,859	80,231	93,603	40%
Vintage Business Operations Manager	78,952	96,717	114,481	45%
Vintage Program Director	97,596	121,995	146,394	50%
Other Programs				
Economic Development Director	$ 83,842	$ 104,802	$ 125,763	50%
Regional Transportation Director	83,528	104,410	125,292	50%
Regional Broadband Director	153,251	191,564	229,876	50%
Indirect				
Administrative Assistant	$ 58,500	$ 70,200	$ 81,900	40%
Accountant	69,607	83,528	97,449	40%
Human Resource Generalist	82,334	98,800	115,266	40%
Finance Director	98,475	123,094	147,712	50%
Executive Director	150,485	195,631	240,777	60%

*New Position

APPROVED by NWCCOG Council on

Northwest Colorado Council of Governments

Budget Workshop Action Items & Open Questions

From the NWCCOG Council Budget Workshop

Monday, October 12, 2026

Owners and dates are listed where they were stated or clearly implied in the workshop. Items marked for confirmation need verification.

A. Key Dates

- **October 13**: Leadership Meeting. Discuss the Energy profit-sharing proposal and the budget preview.
- **October 22**: Council meeting and budget hearing. Workshop highlights in a 10–15 minute summary; budget memo in packet.
- **Late October / November**: Executive Committee work session on budget memo items, possibly alongside the ED review.
- **December Council meeting**: 2027 budget adoption, decision on profit sharing, and Patti Clapper recognition.

B. Action Items

Budget packet and October 22 meeting

- Finalize the budget memo, including Erin Fisher's correction on the Vintage dues transfer, and publish it with the October packet. **Owner:** Jon Stavney. **Due:** about October 14–15.
- Add a recommendation to the October agenda that Council delegate final decisions on the budget memo items to the Executive Committee. **Owner:** Jon Stavney.
- Packet revisions. **Owner:** Becky Walter / Jon Stavney.
  - Show the 2026 budget net alongside the 2027 net.
  - Change the red text on the reserves page.
  - Consider reordering the packet: history, Executive Committee and org chart before the financials.
  - Add a definition of Regional Business "special projects."
- Create companion org charts (a funding detail chart and an Energy chart) for new Council members. **Owner:** Jon Stavney. **Timing:** after the election.
- Revisit the 2027 FTE count (60–61 in July versus about 64–65 now). **Owner:** Becky Walter / Energy.

Finance and reserves

- Find out when the reserve and fund balance policy (bylaws) was last reviewed. **Owner:** Jon Stavney / Becky Walter.
- Compile historical ending fund balance percentages and forecast reserves through the end of 2027. **Owner:** Becky Walter.
- Scope the accounting/ERP implementation consultant ($50,000 placeholder). **Owner:** Becky Walter.

Energy profit-sharing proposal

- Discuss at the October 13 Leadership Meeting and revise the memo to address the concerns raised: fairness across NWCCOG, base wages versus a variable stipend, and the effect on retention. Return to the Executive Committee or Council. **Owners:** Jon Stavney, Doug Jones, Elaina West. **Target:** decision by the December

meeting.

- Continue the Bonus Policy revision alongside this proposal. **Owner:** Jon Stavney / HR.

Programs

- **EDD:** Advertise the EDD Director position (December/January) and start interim contract work. Consult the Executive Committee if salary needs exceed budget. **Owner:** Jon Stavney.
- **Energy:** Schedule a 20–30 minute presentation on the Eagle County Energy partnership for a Summit County future program (October). **Owners:** Nina Waters, Doug Jones.
- **Energy:** Follow up with Summit County on the Mountain Energy Project. **Owners:** Doug Jones and Summit County.
- **Elevator:** Plan sub-regional public forums for 2027. Restore online access to inspection reports. **Owners:** David Harris, Brianne.
- **Homeland Security / Jackson County:** Invite Jackson County commissioners to designate and attend as COG representatives. **Owners:** Jon Stavney; a member offered to reach out *Tom Boyd.*
- **Project THOR:** Form a public safety/911 working group. **Owner:** Nate Walowitz.
- **Wage Range Analysis:** Complete in summer 2027 for the 2028 budget. Members suggested including Jackson County as a comparable. **Owner:** Becky Baugh (HR).

Recognition and follow-up

- Order an etched award for Patti Clapper for the December meeting. **Owner:** Jon Stavney / staff.
  - Confirm her years of NWCCOG service. **Owner:** Jon Stavney / staff.
  - Reconcile her start date: the workshop discussion said she was elected in 2004, and packet page 87 says 1998.
- Ask attendees whether anything from the final, unrecorded retreat session needs to be added to the memo. **Owner:** Jon Stavney.

C. Items Needing Further Deliberation

For the Executive Committee (budget memo items)

- **EDD Director role and pay:** stay a dedicated ED director or broaden to deputy executive director duties? How much salary flexibility is acceptable?
- **Vintage dues transfer ($110,000):** keep at the current level or reduce?
- **Behavioral health seed funding:** keep a small amount of seed money in Regional Business?
- **Workforce housing report update:** fund a contractor, defer to 2027–28, or produce a lower-cost regional summary of existing county studies?
- **Second-homeowner study update:** pursue it, or first use data in the water economy (headwaters) report?
- **Council retreat (about $10,000):** hold it annually or every other year?
- **Newsletter:** find support now that Dana Wood's help has ended, or have the Executive Director absorb it (about 3 days per month)?
- **Promotional video:** fund it?
- **Executive Director priorities:** set time allocation across the above. Staff suggested approving some studies in concept and releasing the funding later (for example, in May) depending on capacity.

For leadership, then the Executive Committee or Council

- **Energy profit sharing:** whether to adopt the three-way split with a cost-of-living stipend; fairness for staff outside Energy; higher base wages as an alternative; and whether Energy surplus should support NWCCOG

more broadly.

Longer-term and strategic

- **Reserves:** set a target above the 10% minimum and a plan to build reserves, given tight 2027 margins.
- **Structural budget trend:** expenditures are rising faster than revenues. Monitor it and consider it in strategic planning.
- **Elevator:** dependence on Elevator transfers for the General Fund and other programs, and how quickly revenue recovers.
- **Indirect rate:** the 16.5% charged versus the 18.45% calculated average, to be reviewed each year.
- **Regional Business deficit:** the path to balance as Project THOR absorbs the broadband position.
- **Mobility capacity:** additional staff support, such as a split administrative position, if the 5304 grant is awarded.
- **Vintage:** how long fund balance can bridge federal funding changes.
- **Motor Pool:** whether to dissolve the fund.
- **Future positions:** a Deputy Director or Research Assistant in future years, per the retreat.

Northwest Colorado Council of Governments

NWCCOG Council Budget Workshop Minutes

NWCCOG Office, Silverthorne, and via Zoom

Monday, October 12, 2026

Executive Committee Members

Alyssa Shenk – Snowmass Village, Chair (via Zoom; departed during break)
Nina Waters – Summit County, Secretary/Treasurer
Tom Boyd – Eagle County
Randy George – Grand County

Members Present (On Zoom)

Jacob Zook – Glenwood Springs

NWCCOG Staff

Jon Stavney – Executive Director
Becky Walter – Finance Director
Doug Jones – Energy Program Director (by phone)
Elaina West – Energy Program Finance Manager
David Harris – Elevator Inspection Director (joined late)
Brianne Busto – Elevator Inspection Program
Erin Fisher – Vintage Director
Amanda Rens-Moon – Vintage
Dana Wood – Mobility Director
Nate Walowitz – Regional Broadband Director
Blaine Rhoden – NLF Deputy Director
Kristin Green – QQ / Watershed Services

NWCCOG COUNCIL BUDGET WORKSHOP

Call to Order and Purpose of Workshop

Jon Stavney opened the workshop at approximately 1:10 p.m. He noted that a workshop is a non-action meeting: no motions were made and no votes were taken. Jon Stavney and Becky Walter walked through the Draft 2026 Revised and 2027 Proposed Budget packet (dated October 8, 2026), with program directors presenting their budgets. A budget memo that also covers decision items left over from the Council retreat was to be discussed if time allowed.

Budget Packet Overview and Organization Chart

- The indirect cost rate remains at **16.5%** of direct salaries and wages. The calculated four-year average is 18.45%.
- Staff presented a redesigned organization chart. It shows the governing boards, funding sources and reporting lines, including the new Rifle Operations Manager position in Energy, which reduces the Energy Director's direct reports.
- Members praised the chart and the packet's annual-report format. Suggestions:
  - Present history, Executive Committee and the organization chart before the financial pages.
  - Produce companion charts, such as a detailed funding chart and a separate Energy chart, for new Council members after the election.
  - Define what Regional Business "special projects" are.
  - Avoid red text on the reserves page, because it reads as a deficit.

Staffing

- Staffing grew from 44 employees in 2022 to about 60 today. The 2027 forecast is 64–65 positions, mostly from filling vacancies (Economic Development and Energy) plus about one new FTE. Elevator added two inspectors and an administrative position.
- The FTE count was set in July and has since risen, especially in Energy. Staff will revisit it.

Budget Summary: 2026 Revised to 2027 Proposed

- 2027 revenues are **$17.65M** (up $7,299). Expenditures are **$17.57M** (up $672,232, about 4%). The 2027 budget net is **$83,506**.
- Expenditures are rising faster than revenues due to staffing (Elevator inspectors, Economic Development Director, HR), general cost increases and planned use of fund balance in some programs. Staff do not expect this pattern to continue for 3–5 years, but members noted it would be a concern if it did.
- The budget includes a 6% compensation increase (4% COLA plus 2% merit).
- Northwest Loan Fund (NLF) operating figures exclude loan disbursements. The apparent NLF decrease reflects more lending from the revolving fund instead of reimbursed federal funds.
- The 2026 revised budget forecasts a net of about $748,000. Changes from the original budget include lower Elevator revenue (about $163,000 below budget), Homeland Security equipment deferred to 2027, and higher indirect revenue from Energy hiring, which largely offset the cost of the new HR position.
- Randy George asked that the 2026 budget net be shown alongside the 2027 net.

Fund Balance and Reserves

- The bylaws require a reserve of at least 10% of projected revenues ($1,803,387). Reserves are projected at about $2,119,000, or about **11.8%**, entering 2027. Fund balance is equity, not cash.

- Members asked when the reserve and fund balance policies were last reviewed and whether NWCCOG should aim above the 10% minimum. Staff agreed it is a good time to review this and will look into historical fund balance and a forecast through 2027.
- Staff noted that cash flow is tight at payroll times, particularly around year-end.

Internal Services (Indirect, Building, Motor Pool)

- Indirect costs increase with a full year of the HR Director and Administrative Assistant, rising Paycom and IT costs, and a **$50,000 placeholder** for a consultant to implement a new accounting/ERP system in 2027 (2028 go-live).
- Some of the Executive Director's time is moving into Indirect to relieve Regional Business. Part of the Finance Director's time is now charged to Homeland Security and the Healthcare Coalition.
- The Motor Pool is essentially inactive and may be dissolved in the future.

Economic Development District (EDD)

- The budget adds funding for an EDD Director with regional standing, consistent with direction from the Council and the economic development community. The NWCCOG match increases to $100,000, supported partly by a transfer from Elevator.
- The salary midpoint is comparable to Eagle County's new SBDC position. Some prospective candidates expected about $150,000. Staff intends to advertise in December or January and hire in early 2027. Interim contract support is possible.
- EDA has confirmed the three-year grant allocation, though federal continuing resolutions could affect timing.
- Discussion: members asked whether the position could also serve as a deputy executive director. Jon Stavney noted that would be a new job description for the Executive Committee to consider. He will consult the Executive Committee if a preferred candidate requires a salary materially above the budgeted amount.

Elevator Inspection Program

- 2026 was a difficult year: the death of an employee, staff turnover and a complex database implementation. The program expects to finish near budget.
- The 2027 budget is conservative and accepts lower net revenue while new inspectors are trained (one more starts January 1). Salaries and benefits rise from about $1.3–1.4M to about $1.8M.
- Members asked about community satisfaction given the program's revenue role. Staff reported:
  - three enforcement cases this year that ended in settlements;
  - a well-attended public forum in Steamboat Springs, with similar sub-regional forums planned for 2027;
  - a service lapse with a Breckenridge business that has been addressed.
- Inspection reports will again be viewable online.

Energy Program

- Doug Jones presented the 2027 Energy budget of about **$7.5M**, up from about $5M in 2024. Federal Weatherization Assistance (WAP) is flat at about $3.59M. Fee-for-service programs now exceed WAP at about $4M. Staff has grown from 8 to 36 (38 when fully staffed).
- The training center is the only BPI training site on the Western Slope. A $130,000 Xcel Energy training grant is underway. Eagle County's $600,000 for ReEnergize Eagle is leveraged to about $1.6–1.7M in rebates and other funds.
- Tom Boyd noted that Eagle County values the partnership. Nina Waters invited Energy staff to present to a Summit County call.

DISCUSSION: Energy Profit-Sharing / Cost-of-Living Stipend Proposal

Under the current bonus policy, net fee-for-service revenue is split 50% to the Energy reserve (now about $1M) and 50% to an annual distribution to employees, paid in February. Energy proposed splitting the same pool into thirds: reserve, annual distribution, and a cost-of-living stipend paid each paycheck. Amounts would vary with revenue and would depend on meeting the program's target fund balance. Energy cited retention of entry-level field staff in a competitive labor market as the reason.

Concerns raised:

- Fairness to other NWCCOG employees, who receive no comparable sharing, and no other bonuses are budgeted.
- Whether NWCCOG can compete with private-sector wages, and a caution against reacting quickly.
- A view that competitive base wages would work better than a variable stipend.
- Skepticism that the incentive changes behavior.

Points in support:

- Energy contributes to the organization through indirect costs, wellness funding for all staff, the office heat pump and EV chargers.
- A variable stipend avoids locking in permanent wage increases.
- The program offers a defined career ladder.
- WAP cost-per-job limits constrain wages. NWCCOG averages about $19,000 per job against a target of about $8,000.

No consensus was reached. Staff will discuss the proposal at the October 13 Leadership Meeting and bring back a revised memo. Staff would like a decision by the December Council meeting, so it can apply to the February 2027 distribution.

Homeland Security Grant Program

- Formerly the Northwest All-Hazards Region. Jackson County's public safety communications project (repeater towers and, in Phase 3, satellite communications) is funded. About $250,000 in equipment is expected in 2027 and will be transferred to the county.
- Staff will encourage Jackson County commissioners to attend as COG representatives.

Mobility Program (Regional Transportation)

- Dana Wood highlighted the RTCC AI strategy workshop and the fall CASTA conference presentations. Local match and state income have grown, including management of the Intermountain and Northwest TPRs.
- The outside-contractor line would support a 5304 grant NWCCOG applied for on behalf of the Colorado River Valley, if awarded. Dana Wood noted that, as a one-person department, she needs more support. A shared or split administrative position was discussed.

NWCCOG Foundation

- The Foundation adopted bylaws and a donation procedure in June. It accepted a multi-year gift (about five years) from a single donor for Eagle County Public Health's Healthy Aging program.

Northwest Loan Fund

- For 2027, the NLF plans $500,000 in federal loan disbursements and $550,000 in revolved loans. Revolved principal repayments of about $897,705 are projected, and loan interest income is about $215,000.
- Fee income has dropped since electronic payments reduced late payments. The Deputy Director position has proved valuable.

Northwest Region Healthcare Coalition

- Federal funding came through after a year of uncertainty. 2027 is flat, with a slightly lower formula allocation. Coordinator Steve Hilley will retire in June 2027.

Regional Business and Project THOR

- Regional Business, funded mostly by member dues, runs a deficit even with an Elevator transfer. Reasons include absorbing broadband after the loss of $130,000 per year in DOLA funding, wage costs and legal costs (Sullivan Green Seavy). Council meeting costs are now tracked on a separate line.
- Under a five-year plan, Project THOR takes on an increasing share of the Broadband Director's position (about 70% of revenue in 2027) while meeting its reserve contributions.
- Nate Walowitz reported 26 fiber incidents in 2026 with no impact on communities. He will form a public safety/911 working group.

Vintage (Area Agency on Aging)

- ARPA funding ended September 30, 2025. Vintage is drawing on saved fund balance to avoid abrupt cuts to nutrition, transportation and case management. Federal carryover is now capped at 10%. The fiscal year runs July to June, so the second half of 2027 is uncertain.
- The $110,000 dues transfer is Vintage's only flexible funding. Jon Stavney noted it as one place that could be reduced if needed.

Water Quality/Quantity (QQ), Watershed Services and Wild & Scenic

- Spending was elevated for the one-time revision of the regional water quality plan. The water economy report was completed. The QQ Legal Defense Fund is projected at $279,972 entering 2027.
- NWCCOG will end its role as fiscal agent for Upper Colorado Wild & Scenic as that group becomes its own 501(c)(3).

Budget Memo and Retreat Follow-Up

Jon Stavney briefly reviewed his budget memo, which lists decision items with costs and notes which are already budgeted:

- EDD Director recruitment and interim contract support.
- The Vintage dues transfer.
- Seed funding for behavioral health.
- An update to the workforce housing report.
- A second-homeowner study update.
- Frequency of the Council retreat (about $10,000).
- Newsletter support, since Dana Wood's assistance ended in September.
- A promotional video.

He also noted that staff will conduct a Wage Range Analysis in summer 2027, which could add cost pressure to a tight budget.

Members generally agreed that these items are best decided by the Executive Committee. At the October Council meeting, staff will recommend that Council delegate final decisions on the memo items to the Executive Committee, which will meet to go through them. Members suggested that a regional summary of existing county housing studies could cost less than a new survey.

Members discussed recognizing Patti Clapper, whose final meeting is in December, with an etched award.

Adjournment

The workshop concluded at approximately 4:30 p.m.

NWCCOG POLICY:

Letters of Support, Legislative and Ballot Measure Positions

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

Date Adopted:	August 22, 2019	**Date Revised Adopted:**	December 01, 2022; *proposed revision pending Council action*
Author:	NWCCOG Executive Director	**Draft Date:**	*October 21, 2026*

DRAFT FOR COUNCIL REVIEW. *Blue italic text is new or revised language proposed for Council consideration, including the revised policy title.* All other text is the current policy (revised December 1, 2022), unchanged. One sentence in the current policy that was already italicized for emphasis is shown here in regular type so it is not mistaken for new language.

Purpose:

NWCCOG regularly receives requests for letters of support (LOS) or letters of objection/criticism across a spectrum of issues and topics. Some are perfunctory and innocuous, while other requests may be inherently controversial among the diverse membership. There are enough LOS requests that it would be unwieldy (and untimely) for each to be vetted and formally approved by NWCCOG Council at one of the seven meetings each year, yet some requests deserve to rise to that level of approval. Before this policy was enacted, the NWCCOG Executive Director (ED) exercised full discretion in handling LOS. When a LOS deserved the gravitas of Council approval with a signature by the Council Chair it was approved by the NWCCOG Council and sent out with Council Chair's signature on NWCCOG Letterhead. Although the majority of f LOS requests do not rise to this level, this policy establishes parameters for determining which LOS requests may be approved at a staff level with the ED, and those which would benefit from or require formal Council approval. *This policy also establishes NWCCOG's approach to requests that the organization take a position on proposed state legislation, ballot measures, propositions, and citizen initiatives.*

NOTE regarding QQ:

NWCCOG QQ Committee and the Watershed Services program specialize in the expertise to monitor state water policy and provide Comment Letters to state and federal agencies on evolving policy in a timely manner as well as to lobby at the legislature on water matters on behalf of the region and in defense of stated water policy interests. QQ Contractors are therefore afforded wide latitude by the QQ Committee to carry out that mission independent of NWCCOG Council or NWCCOG Executive Director approval. *This latitude does not extend to endorsing or opposing ballot measures, as described in the section on State Legislation, Ballot Measures and Citizen Initiatives.*

LOS in support of ongoing programs or status quo funding:

The origin and nature of each request matters. Some requests come to Program Directors from their partner agencies and clearly align with defined program efforts, goals and priorities. For instance, jurisdictions participating in our broadband program have requested letters of support when they seek

funding from other sources for a project to which NWCCOG is familiar and has lent technical assistance, or a partner jurisdiction to our Vintage program may seeking additional support for a program which we already participate, such as a senior meal program. NWCCOG Program Directors have the discretion to advocate for their programs or provide feedback to partner agencies on operational matters about their programs without seeking Council approval. Programs regularly extend NWCCOG support through their federal advocacy partners to continue or adjust funding for that program. When requests precisely align with a NWCCOG program, such as the continuation of funding or The Older Americans Act which funds Vintage or for LEAP which funds the Energy Program, LOS should continue to be extended at a staff level at the discretion of the ED and signed on NWCCOG letterhead with either a Program Director or ED signature. These shall be collected and submitted in the following NWCCOG Council packet for information purposes only.

LOS requesting new legislation or policy, or on topics not specifically related to existing NWCCOG programs:

Others requests for LOS for NWCCOG to advocate or support a position on "new" upcoming legislation or policy making. These may originate from a member jurisdiction, NWCCOG staff or occasionally from a Congressional or state legislator or staff liaison. *In general, NWCCOG LOS directed at federal elected officials advocating on policy change should be approved by NWCCOG Council. Requests regarding state legislation are governed by the section on State Legislation, Ballot Measures and Citizen Initiatives.* Other requests may be of regional importance to the membership and loosely or not at all align with an already defined interest of a NWCCOG program or adopted policy, such as Forest Service funding. These requests should also be vetted through formal NWCCOG Council approval.

State Legislation, Ballot Measures and Citizen Initiatives:

Purpose. *NWCCOG periodically receives requests to support, oppose, or comment on proposed state legislation and on ballot measures. Ballot measures include referred measures, citizen-initiated propositions, and constitutional or statutory amendments. These requests differ from other LOS because they ask NWCCOG to influence lawmakers or voters on policy questions. Positions on ballot measures are also governed by the Colorado Fair Campaign Practices Act (FCPA), C.R.S. § 1-45-117.*

General Position. *Unless the circumstances below apply, NWCCOG will not take a position on proposed state legislation, ballot measures, propositions, or citizen initiatives. The reasons are:*

1. ***Meeting schedule.*** *The NWCCOG Council meets seven times a year, two of which are scheduled during the legislative session schedule. That alignment does not allow Council to respond meaningfully to the state legislative session, when bills are introduced, amended, and heard in committee within days, or to the ballot measure process, from title setting and signature gathering through certification and the election.*
2. ***Staff capacity.*** *NWCCOG has no staff assigned to track legislation or ballot measures. Without that, Council cannot get consistent analysis of how a bill or measure would affect members or NWCCOG programs.*
3. ***Time for deliberation.*** *Meaningful deliberation among regional entities on policy matters requires extended, dedicated discussion time. Council meetings are not currently structured or scheduled to allow for that depth of debate.*
4. ***Better-positioned organizations.*** *Other organizations are better placed to represent NWCCOG's member counties and municipalities. These include Colorado Counties, Inc. (CCI), the Colorado Municipal League (CML), and the member jurisdictions themselves. Each has dedicated*

legislative staff, policy committees, and established processes for taking positions. Nothing in this policy limits any member jurisdiction from taking its own position.

Staff will report requests in the next Council packet for information only.

What This Section Does Not Cover. *Several activities remain under other parts of this policy:*

- ***Program funding letters.*** *Program Directors and the ED may continue to extend staff-level LOS on state appropriations or funding streams that support existing NWCCOG programs, consistent with the section "LOS in support of ongoing programs or status quo funding."*
- ***Information and testimony.*** *Staff may provide factual information or technical testimony about an NWCCOG program when legislators or state agencies ask for it. Staff may not state an organizational position on a bill.*
- ***QQ and Watershed Services.*** *QQ Contractors keep their existing latitude to lobby the legislature on water matters on behalf of the QQ Committee, as described in the "NOTE regarding QQ." That latitude does not extend to endorsing or opposing ballot measures. A QQ position on a ballot measure requires approval by the QQ Committee and must comply with the FCPA.*
- ***Federal legislation.*** *Positions on federal legislation continue to follow the general process for LOS on new legislation or policy.*

Exceptions Requiring Formal Council Approval. *Council may consider taking a position on state legislation or a ballot measure only when all of the following apply:*

- *The bill or measure would directly and substantially affect the funding, governance, or operations of an existing NWCCOG program or the organization itself.*
- *Members are not expected to be substantially divided on the matter. If the ED, consulting the Council Chair, believes the bill or measure may be controversial among members, the request should normally be declined.*

Any position must be adopted by majority vote of Council as an agenda item, and is signed by the Council Chair.

Fair Campaign Practices Act Compliance (Ballot Measures). *Once a measure has been submitted for title setting or has been referred, NWCCOG may not spend public funds or staff time urging voters to support or oppose it, beyond what the FCPA allows. The permitted activities are:*

- *Council may pass a resolution or take a position of advocacy, and may report or distribute that resolution through NWCCOG's usual channels for sharing its proceedings. Paid advertising is not allowed. (C.R.S. § 1-45-117(1)(b)(III))*
- *NWCCOG may distribute a factual summary that presents arguments both for and against a measure and contains no conclusion or opinion. (C.R.S. § 1-45-117(1)(b)(I))*
- *Individual Council members may state personal opinions. When they do, they should make clear they are not speaking for NWCCOG. (C.R.S. § 1-45-117(1)(b)(II))*

NWCCOG General Counsel shall review any proposed resolution on a ballot measure before Council acts on it.

Review of This Section. *If Council creates a legislative or policy committee, or adds staff to track legislation, this section may be revisited.*

LOS Conditions Requiring Formal NWCCOG Council Approval:

LOS requiring placement on an agenda and majority approval of NWCCOG Council to be signed by NWCCOG Council Chair on behalf of the organization include:

1. LOS which would benefit from the gravitas provided by formal NWCCOG Council action.
2. LOS for NWCCOG submittal of a grant to DOLA (a formal vote is required by DOLA).
3. LOS which the Executive Director considers may be controversial between members. ED may seek consultation from NWCCOG Council Chair in this determination.
4. *LOS on proposed federal legislation, or correspondence with federal legislators or the executive branch proposing legislation or a policy position. LOS on proposed state legislation may be considered only as provided in the section on State Legislation, Ballot Measures and Citizen Initiatives.*
5. LOS for a new NWCCOG Program that would require additional Director Level FTE.
6. LOS that gives preference to one-member jurisdiction's request over another in a competitive funding situation. This is different from general support of a member jurisdictions request when multiple jurisdictions may be applying for the same grant.
7. LOS, Amicus Brief, or taking of a written legal position which may commit the organization to foreseeable legal expenses.
8. Requests from any part to amend the Regional Water Quality Management Plan (208 Plan).
9. Comment Letters (CL), especially those involving matters such as water quality standards can be complex, both legally and technically, and are submitted to state or federal agencies and thus should be reviewed by NWCCOG General Counsel. The General Counsel in consultation with the Executive Director have authority to decide if CL require approval of NWCCOG Council, or in the case of water, the NWCCOG Water Quality and Quantity Committee.
10. *Any position on proposed state legislation or on a statewide or local ballot measure, proposition, or citizen initiative, consistent with the section on State Legislation, Ballot Measures and Citizen Initiatives.*

NWCCOG POLICY: Letters of Support

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

Date Adopted:	August 22, 2019	**Date Revised Adopted:**	December 01, 2022
Author:	NWCCOG Executive Director		

Purpose:

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DRAFT 2027 NWCCOG COUNCIL MEETING SCHEDULE

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

Location: Zoom Conference Call, On-Site Location – See Each Meeting Below
Time: **Council** 9:00 a.m.-12:00 p.m., **EDD Board** 12:30 p.m. – 2:30 p.m.

Thursday, January 28, 2027 – Gypsum Conference Room Energy Program Warehouse
Full Council, EDD Board & NLF Board Meeting

Primary Agenda Items: Introduction of new members/representatives; annual NLF Board meeting; approve December NWCCOG meeting minutes, Preliminary 2026 Financials, elect CHP representative; EDD Board meeting

Thursday, March 25, 2027 – Silverthorne Conference Room NWCCOG Office
Full Council Meeting

Primary Agenda Items: Approve January meeting minutes, program overviews, distribute electronic version of Member Handbook, approve Policy updates; EDD Board meeting

Thursday, June 10, 2027 – Silverthorne Conference Room NWCCOG Office
Full Council & EDD Board Meeting

Primary Agenda Items: Approve March meeting minutes, Approve Q1 Financials; EDD Board meeting, Approve 2026 audited financial statements

Thursday, August 5, 2027 – Aspen/Pitkin County Location TBD
Full Council & EDD Board Meeting, TBD COUNCIL RETREAT?

Primary Agenda Items: Approve June meeting minutes, approve 2028 dues, discussion re: Annual Planning Meeting Agenda; EDD Board meeting

Thursday, September 16, 2027 – Steamboat Springs/Routt County Location TBD
Full Council & EDD Board Annual Planning Meeting

Primary Agenda Items: Approve August 2027 meeting minutes, strategic planning for 2028; EDD Board meeting

Thursday, October 28, 2027 – Silverthorne Conference Room NWCCOG Office
Full Council & EDD Board Meeting AND Executive Committee Meeting

Primary Agenda Items: Review of draft 2028 budget, approve 2028 meeting schedule, approve Q3 Financials; EDD Board meeting

Between Oct 18-22, October 2027 – Silverthorne Conference Room NWCCOG Office
2027 NWCCOG Budget Workshop

Schedule Executive Committee Meeting for Executive Director's Annual Review

Thursday, December 2, 2027 – Gypsum Conference Room Energy Program Warehouse
Full Council, EDD Board & Foundation Board Meeting

Time: **Foundation** 9:00 a.m., **Council** 10:15 a.m.-12:00 p.m., **EDD Board** 12:30 p.m. – 2:30 p.m.

Primary Agenda Items: Review Executive Director's Annual Review results, 2027 budget revisions, approve 2028 budget; annual NWCCOG Foundation Board meeting; EDD Board meeting

September 25, 2026

Senator Mike Lee, Chairman
Committee on Energy and Natural Resources
United States Senate

Bruce Westerman, Chairman
House Committee on Natural Resources
United States House of Representatives

RE: S. 5101 and H.R. 9826, THE GLENWOOD HOT SPRINGS PROTECTION ACT

The Northwest Colorado Council of Governments Water Quality Committee (QQ) supports S. 5101and H.R. 9826, the Glenwood Hot Springs Protection Act. QQ comprises municipalities, counties, water and sanitation districts, and conservancy districts located in the headwaters of the Colorado, Gunnison, and Yampa River Basins and their tributaries, including the Roaring Fork River. Many of our members are local governments representing small rural communities, where federally held lands make up a significant portion of their jurisdictions. Properly managing those public lands takes strong stewardship, adequate staffing, and a continued commitment to our federal-local partnerships.

QQ members share deep economic ties with the City of Glenwood Springs. We are concerned about the water quality risks of the proposed expansion of the Mid-Continent Limestone Quarry and the potential impacts to tourism in the area. The Glenwood Hot Springs are part of a larger groundwater network and regional outdoor culture.

Given the importance of these hot springs to the region, QQ believes that protecting this resource is of critical regional importance. We therefore support the Glenwood Hot Springs Protection Act, which would prohibit the U.S. Department of the Interior from processing or approving any application to expand federal limestone mining permits in the vicinity of the existing quarry.

QQ respectfully urges you to advance and enact S. 5101 and H.R. 9826 to ensure the long-term protection of the Glenwood Hot Springs for current and future generations. Thank you for your continued leadership and service. We appreciate your efforts to protect one of the region's most significant natural resources.

Sincerely,

Kristen Green

_____

Kristin Green
Northwest Colorado Council of Governments Water Quality/Quantity Committee
Phone: 970-286-4804
Email: kgreen@nwccog.org

WATER QUALITY / QUANTITY COMMITTEE (QQ)

P.O. Box 2308 ● Silverthorne, Colorado 80498
970-468-0295 ● Fax 970-468-1208 ● email: qqwater@nwccog.org

TO: Stacey Jensen
Acting Director of Wetlands, Oceans, and Watersheds
U.S. Environmental Protection Agency

Milton Boyd
Acting Director for Policy and Legislation
Department of the Army, U.S. Army Corps of Engineers

ATTN: Docket ID No. EPA-HQ-OW-2025-0322

FROM: Nina Waters, Summit County Commissioner and Chair of Northwest Colorado Council of Governments Water Quality/ Quantity Committee

DATE: October 9th, 2026

RE: Public Comment on Waters of the United States Supplemental Proposal

The Northwest Colorado Council of Governments Water Quality/ Quantity Committee (QQ) submits these comments addressing the EPA and Army Corps of Engineers supplemental proposal regarding the definition of "Waters of the United States" under the Clean Water Act (Docket ID No. EPA-HQ-OW-2025-0322).

QQ's mission is to enable its member jurisdictions to protect and enhance the headwaters of Colorado while facilitating the responsible use of water resources for the good of all Colorado citizens and its environment. Its members are municipalities, counties, water and sanitation districts, and water conservancy districts in Eagle, Grand, Gunnison, Pitkin, Routt, and Summit County. QQ members are united in their shared interest in protecting water quality and quantity in the headwaters of the Colorado, Gunnison, and Yampa river basins. We collectively refer to this region as the "headwaters" or headwaters region. Water from the headwaters region flows downstream to six other states and Mexico, providing drinking water, irrigation, recreation, and industrial uses to more than 30 million people.

QQ previously submitted comments regarding the proposed rule *Updated Definition of "Waters of the United States* published in the *Federal Register* on November 17, 2025. Those comments expressed concern regarding the lack of clarity in defining a "wet season" and specific considerations for a snow-melt hydrology as found in Colorado. While replacing the wet-season standard with the proposed perennial standard may increase clarity, the perennial standard is ill-suited for the hydrologic reality of the headwaters region.

Defining "relatively permanent" to mean perennial bodies of water, or as "having standing or continuously flowing water every day of the year during ordinary conditions," except during a temporary interruption for no more than 30 consecutive days in any given year, would likely exclude important bodies of water in the headwaters. Waters in the headwaters region experience significant influx during peak hydrologic conditions (i.e. melting of snowpack) that in turn may be seasonally dry. For example, in Eagle County, Colorado, at least 75% of waters are intermittent, ephemeral or headwaters.[1] It is crucial to protect water quality for these types of waters to help ensure safe drinking water and robust economies throughout Colorado's headwaters.

Thank you for your consideration of QQ's comments on behalf of almost 50 local governments and communities who depend on high water quality in Colorado's headwaters.

Sincerely,



Nina Waters
Summit County Commissioner and QQ Chair

[1] EPA, Percentage of Surface Drinking Water from Intermittent, Ephemeral, or Headwater Streams in Colorado <http://water.epa.gov/lawsregs/guidance/wetlands/upload/2009_10_15_wetlands_science_surface_drinking_water_surface_drinking_water_co.pdf>.