

# National Western Center Authority Board Meeting Minutes

<b>Date of Meeting:</b>	December 18, 2025	<b>Time:</b>	9:00 am – 10:26 am
<b>Minutes Prepared by:</b>	Alexi Palazzari	<b>Location:</b>	Hybrid Meeting via Zoom and In Person
<b>Meeting Description</b>			
National Western Center Authority Board Meeting			
<b>Authority Board Member Attendance at Meeting</b>			
<b>Name</b>	<b>Present (in person or virtual)</b>	<b>Absent</b>	<b>Notes</b>
John Ikard	In person		
Steven McCarthy	In person		
Robb Brown	In person		
Diedra Garcia	In person		
Kelly Leid	In person		
Sandra Ruiz	Zoom		
Tony Frank	Zoom		
Bill Mosher	In person		
Doug Jones	In person		
Wes Allison	Zoom		
Ernest House	In person		
Caroline Acha	In person		
Nicole Doheny*	Zoom		
Other attendees including members of the public are as recorded registration for the meeting. Guests: Mark Williams, Mike Bouchard.			



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Topic	Owner	Time
<b>Call to Order</b>		
<b>Quorum</b> Meeting was called to order by John Ikard, Chair. Quorum present.	John Ikard	9:03 am
<b>Board Business/Action Items</b>		
A Motion was made by Director Doug Jones and seconded by Director Bill Mosher to approve the Minutes for Nov 20, 2025. Motion approved.	John Ikard	9:04 am
<b>Chairman Update</b>		
Chairman explained the executive search has begun and they are starting the process.	John Ikard	9:04 am
<b>CEO Update</b>		
<p>The CEO provided the following updates:</p> <p>Facilities</p> <ul style="list-style-type: none"> <li>• Equestrian Center/Hotel</li> <li>• LVC Commissioning</li> <li>• CUP North parking structure</li> <li>• CSU O&amp;M agreement in progress</li> <li>• WSSA Campus Energy agreement in progress</li> </ul> <p>Community Engagement</p> <p>Partnerships</p> <p>Holiday Food Distribution at Birdseed Collective and Globeville First</p> <ul style="list-style-type: none"> <li>• Serving over 300 Turkey boxes</li> </ul> <p>We Don't Waste &amp; WeeCycle</p> <ul style="list-style-type: none"> <li>• Served 10,000 individuals with fresh food.</li> <li>• Distributed 100,000 diapers and 1,000 units of baby formula.</li> </ul> <p>Cultural Access</p> <ul style="list-style-type: none"> <li>• Provided 1,000+ complimentary tickets through partnerships with Denver Center for the Performing Arts and Denver Museum of Nature &amp; Science for GES community members.</li> <li>• Continuing to work with GES stakeholders to strengthen collaborations that benefit the community.</li> </ul> <p>Stock Show Events</p> <p>Stock Show Parade – <i>January 8, 2026</i></p> <ul style="list-style-type: none"> <li>• Featuring Garden Place Academy and Swansea Elementary.</li> <li>• GES Community Tickets</li> </ul>	Brad Buchanan	9:06 am



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<ul style="list-style-type: none"> <li>• 300 complimentary tickets with food/drink vouchers for GES residents.</li> <li>• Additional 150 grounds admissions provided by Western Stock Show Association (WSSA).</li> <li>• Reception &amp; Rodeo – <i>January 11, 2026</i> <ul style="list-style-type: none"> <li>• Includes dinner and Mexican Rodeo experience.</li> <li>• Includes dinner and Mexican Rodeo experience.</li> </ul> </li> </ul> <p>Staffing &amp; Operations</p> <ul style="list-style-type: none"> <li>• Staffing – Welcome!             <ul style="list-style-type: none"> <li>• 4 positions filled:                 <ul style="list-style-type: none"> <li>• Conversion and Rooms Set - Andrew Rivera</li> <li>• Campus Janitorial and Food and Beverage Manager - Cody Faulkner</li> <li>• Campus Events Manager - John St. Martin</li> <li>• Campus Facilities Electrician - Brad Cervantes</li> </ul> </li> <li>• Upcoming:                 <ul style="list-style-type: none"> <li>• Campus Building Engineer</li> <li>• Maintenance Technician</li> <li>• Staff Accountant</li> <li>• Sales and Marketing Coordinator</li> <li>• Senior Project Manager – EQC</li> </ul> </li> </ul> </li> </ul>		
<b>Partner Reports</b>		
<p><b>NWCO</b> Update provided in a page print with agenda. NWCO shared the additional following updates:</p>	Mike Bouchard	9:22 am
<p><b>CSU:</b> Update provided as part of the board packet.</p>	Dr. Tony Frank	9:25 am
<p><b>WSSA:</b> Update provided as part of the board meeting:</p>	Wes Allison	9:25 am
<p><b>COMMUNITY UPDATE:</b> 12/20 – Globeville First Christmas Crafts 12/23 – Globeville First Toy Drive 11am-2pm</p>	Sandra Ruiz	9:38 am



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1/13 – Three Kings Day		
<b>Committee Reports</b>		
<b>Finance &amp; Audit</b> Update provided as part of the board packet with additional information provided during the board meeting.	Mitzi Kissel	9:42 am
<b>Campus Services &amp; Partnerships</b> No meeting this month.	n/a	9:43 am
<b>Community Benefits</b> Update provided as part of the board packet.	Ernest House	9:43 am
<b>Facilities Update</b>		
COO provided the following update: Facilities Objectives <ul style="list-style-type: none"> <li>• Optimize facilities and operations structure, systems, and processes, including preparations for the Livestock Center (LVC) opening.</li> <li>• Support the Stock Show efficiently through shared resources, reduced redundancy with NWCA, and clear M&amp;O/HUB agreements with WSSA.</li> <li>• Intentional timing for new staffing, resources, contract scopes, and procurements.</li> <li>• Manage major transitions: 2C shifting to an Authority-run cultural venue model, and the Triangle handover process through 2026 for February 1, 2027 acceptance.</li> <li>• Provide ongoing EQC technical and operational support.</li> </ul> Ongoing and upcoming Campus / Operations <ul style="list-style-type: none"> <li>• Security / Safety meetings and planning (ERP).</li> <li>• Sustainability and Waste meetings and planning /integration.</li> <li>• Parking tracking for campus and meetings.</li> <li>• IT / Technology tracking and campus meetings.</li> <li>• CUP / Energy tracking and campus meetings.</li> <li>• Campus Coordination meetings and education.</li> <li>• Future Round Up (one stop campus booking) meetings</li> <li>• F&amp;B partner meetings (starting December)</li> <li>• City DOF/city procurement/partner 2C projects planning (2026)</li> <li>• Campus directory / additional services / key procurements done</li> <li>• Marketing / sponsorship event branding guides, meetings and program.</li> </ul>	Joe McCullough	9:44 am



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<ul style="list-style-type: none"> <li>• Community event and programming meetings with partners.</li> </ul> <p>Facilities Staffing approach 2026/2027</p> <ul style="list-style-type: none"> <li>• Support to run events and campus.</li> <li>• Support for 2027 starting to manage the Triangle.</li> <li>• Facilities and operator support for construction of Equestrian Center.</li> <li>• Facilities and operator support for pedestrian bridge, Marion underpass, CUP North parking garage, buildout of M&amp;O for WSSA/NWCA to office.</li> <li>• Campus activation, keystone events on campus.</li> </ul> <p>Facilities &amp; Operations Look Ahead</p> <ul style="list-style-type: none"> <li>• Execute FFE program: \$1.4M delivered for 2025; \$3.5M planned for 2026.</li> <li>• Coordinate campus operations with partners as event volume grows.</li> <li>• Prepare for 2026 Triangle handover using current staff and systems.</li> <li>• Refine 2027–2029 plans and processes to support event expansion.</li> <li>• Manage leadership transition and sustain community benefits across operations, facilities, and events.</li> </ul> <p>Preview of Sales/Events</p> <ul style="list-style-type: none"> <li>• LVC events, 2027 Triangle events, Equestrian Bookings, processes and financial model</li> <li>• Sales support, coordination and alignment with WSSA and OVG</li> <li>• Successful ticketing onboarding</li> <li>• VisitDenver / VisitAurora coordination</li> <li>• National and international events</li> <li>• 2026 Forecast: Projections to actual. Good news!</li> <li>• AIO Campus Application</li> <li>• Campus event evolution and progression: On track and ahead of other comparable venues.</li> </ul>		
<b>Action Item</b>		
<p>A Motion was made by Director Doug Jones and seconded by Director Bill Mosher to vote to confirm the recommendation of the Finance Committee to authorize the CEO to finalize negotiations and execute documents necessary to create entity for NWCA participation in The Exchange. Chair John Ikard recused himself and abstained. Motion approved.</p>	<p>Brad Buchanan</p>	<p>10:20 am</p>



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Public Comment		
There was no public comment.	John Ikard	10:24 am
Adjourn		
There being no further business, the Chair adjourned the meeting.	John Ikard	10:26 am

Next Board of Directors Meeting					
<b>Date:</b>	Feb 19, 2025	<b>Time:</b>	9:00 a.m.	<b>Location:</b>	Hybrid via Zoom * NWCA offices

Submitted by: Alexi Palazzari

Approved by: Board of Directors

Date: 2/19/2026

