



# **2018 MEMBER HANDBOOK**

P. O. Box 2308 ♦ 249 Warren Avenue  
Silverthorne, Colorado 80498

Phone (970) 468-0295 ♦ Fax (970) 468-1208  
[www.nwccog.org](http://www.nwccog.org)



# 2018 MEMBER HANDBOOK

## TABLE OF CONTENTS

### **The Organization**

Introduction .....	1
What Is NWCCOG? .....	1
Who Are Our Customers? .....	4
Purpose.....	4
Programs.....	5
Associated Programs .....	7
Glossary of Terms.....	9

### **The People**

2018 NWCCOG Council.....	12
2018 Northwest Loan Fund Board (NLF) & Committee .....	13
2018 Executive Committee .....	13
2018 Economic Development District (EDD) Board .....	14
The NWCCOG Staff .....	15
2018 NWCCOG Organization Chart.....	16
Role of Council Members .....	17
Relationship of Staff to Council .....	18
Member Demographic and Economic Data Links .....	19

### **The Bylaws**

NWCCOG & EDD Articles of Association.....	20
NWCCOG Bylaws .....	28
EDD Bylaws .....	39
RTCC Standards of Operation .....	45
Regional Advisory Council Bylaws .....	48
Water QQ Bylaws.....	58

### **The Budget**

2018 NWCCOG Budget Summary.....	62
2018 NWCCOG Budget .....	63

### **The Meetings**

2018 NWCCOG Council Meeting Schedule .....	110
--	-----

## **INTRODUCTION**

### **Welcome to the Northwest Colorado Council of Governments Council**

As a Northwest Colorado Council of Governments (NWCCOG) Councilmember you will be asked to make decisions that affect regional planning, the delivery of regional and individual member services and programs, and the future direction of NWCCOG. Your decisions should be based on the best possible information and a thorough understanding of the regional impacts of any options under consideration.

The staff at NWCCOG has a great deal of respect for your position as a member of the Council. We rely heavily on your judgment and we want to do everything we can to give you the best possible information on which to base your decisions. We have assembled this handbook with this purpose in mind. In the handbook, you will find information about the focus of the organization for the current year, geographic and socioeconomic characteristics of the region, the organizational structure of NWCCOG, the current year's approved budget, and Councilmember responsibilities.

We thank you for your time and commitment to NWCCOG. Please feel welcome to call any of us at **970-468-0295**.

### **What is NWCCOG?**

Northwest Colorado Council of Governments was established as Colorado Planning and Management Region XII in 1972 by Executive Order of the Governor in response to the Federal Intergovernmental Cooperation Act of 1968. Regional, multi-jurisdictional planning was encouraged as a means to avoid overlap, duplication, and competition between local planning activities. Today, NWCCOG serves a five-county region including Eagle, Grand, Jackson, Pitkin, and Summit Counties and the municipalities therein. Additional members from outside Region XII include the Cities of Glenwood Springs and Steamboat Springs.

Northwest Colorado Council of Governments (NWCCOG) is a voluntary association of county and municipal governments that, individually and collectively, believe working together on a regional basis provides benefits that could not be obtained without the association with other jurisdictions.

There is no universal model for regional councils of governments. There are 14 regional governmental associations within Colorado. All are different and unique because each reflects the needs and desires of its membership. NWCCOG literally becomes what its members want it to be, according to the changing needs and opportunities unique to the region. The Council, made up of representatives from each member jurisdiction, directs the activities of NWCCOG. The professional staff at NWCCOG is responsible for carrying out its direction.

- **NWCCOG provides services to its members that are more cost-effective and efficient when executed on a regional shared basis rather than being duplicated by each member jurisdiction.**

For example, the NWCCOG Elevator Inspection Program ensures that member jurisdictions remain in compliance with building codes by employing certified elevator inspectors to work across jurisdictional boundaries, eliminating the need for individual jurisdictions to employ, train, and certify their own inspectors.

- **NWCCOG provides the “critical mass” necessary to take advantage of various federal programs.**

Many federal programs have minimum population requirements necessary to enact the program. NWCCOG, through its combined membership, meets mandated population thresholds that then make benefits available to individual members that would otherwise be too small to receive them. NWCCOG is the designated agency for several federal programs on behalf of its members. NWCCOG is responsible for programs under the Older Americans Act (Alpine Area Agency on Aging), the Clean Water Act (Regional 208 Water Quality Management Plan), and the Energy Conservation and Production Act (home weatherization for low-income families).

- **NWCCOG provides strength to individual member jurisdictions by speaking to matters with a unified voice comprised of multiple jurisdictions.**

For example, NWCCOG successfully developed a unified response to the Colorado Department of Transportation, regarding transportation in the I-70 corridor. In addition, NWCCOG’s Water Quality and Quantity Committee (QQ) provides a unified voice to the state legislature regarding critical water issues.

- **NWCCOG provides a regional perspective to local, state, and federal policymakers.**

NWCCOG gathers, analyzes, maintains, and distributes economic, demographic, and environmental data on a regional basis over time. Cost of living, housing, water quality, and transportation are but a few of the areas of data concerning regional issues.

- **NWCCOG promotes the concept of regional multi-jurisdictional cooperation for improved efficiencies and effectiveness between multiple governmental jurisdictions.**

For example, 70 percent of the NWCCOG region is federally-owned. NWCCOG successfully promoted the concept of federal, state, county, and municipal cooperation on issues such as river restoration, wildfire mitigation, and forest health.

- **NWCCOG provides a regional forum for the purpose of facilitating communications between multiple governmental jurisdictions regarding issues and opportunities.**

NWCCOG is the only organization within the region that provides a recurring forum for elected officials from both county and municipal governments, covering a 6,000-square-mile area. In addition, NWCCOG cooperates with other regional organizations within Colorado, as well as the nation, to expand the size of the forum.

- **NWCCOG provides custom designed services for individual member jurisdictions effectively expanding the staff capabilities of those jurisdictions regarding specific needs.**

NWCCOG makes its staff available to respond to specific requests from individual jurisdictions for assistance. NWCCOG also coordinates the acquisition of resources to assist individual members.

- **NWCCOG leverages members’ dues dollars into larger amounts of financial resources.**

### **Mission Statement:**

The purpose of the Northwest Colorado Council of Governments is to be responsive to our members' needs and interests by providing guidance and assistance in problem-solving, information sharing and partnership building, advocating members' interests and needs with local, state and federal entities, and providing quality services to our membership that are relevant, effective and efficient.

Serving the following local governments:

#### **Eagle County**

**Basalt**

**Eagle**

**Gypsum**

**Minturn**

**Red Cliff**

**Vail**

#### **Grand County**

**Fraser**

**Granby**

**Grand Lake**

**Hot Sulphur Springs**

**Kremmling**

**Winter Park**

#### **Jackson County**

**Walden**

#### **Pitkin County**

**Aspen**

**Snowmass Village**

#### **Summit County**

**Blue River**

**Breckenridge**

**Dillon**

**Frisco**

**Montezuma**

#### **(Neighboring Counties)**

**Glenwood Springs**

**Steamboat Springs**

## **WHO ARE OUR CUSTOMERS?**

First and foremost, our customers are our member jurisdictions. The county and municipal governments that are voluntary members of Northwest Colorado Council of Governments are the sole reason why the organization exists. The highest priority of NWCCOG is to provide value to our members both in an individual and regional context.

Secondly, our customers are individuals served by our various programs, those public and private groups and organizations that are cooperators of Northwest Colorado Council of Governments. At NWCCOG, the issues, not the political boundaries, define the associations of organizations necessary to positively address them. Therefore, NWCCOG seeks to build positive relationships with other municipal and county governments outside of Region XII, state and federal agencies, special districts, regional and statewide associations, and state and Congressional elected officials.

Finally, our customers are our staff, contractors, and council. NWCCOG is a team of paid staff professionals, contractors, and volunteer councilmembers who are responsible for the efficient and effective management of the organization, charged with the responsibility of providing benefit to the region including delivery of quality customer services. Only through the concept of customer/supplier relationships can the diversity of programs and personnel be brought into focus as a functioning team.

A pledge that we, the NWCCOG team, make to each of our customers is:

**At Northwest Colorado Council of Governments, we seek to understand and act to meet the evolving needs of the membership as well as the needs of each customer we serve, and we strive for our performance to meet the satisfaction of each of our customers.**

## **PURPOSE**

The primary purpose of Northwest Colorado Council of Governments is to build a network of cooperation and communication among its member jurisdictions to address individual and regional needs. NWCCOG builds the network by:

- ◆ Delivering high quality services from a variety of established, long-term programs, and evolving short-term initiatives that deliver benefits across the region and in some cases into neighboring regions on behalf of the membership
- ◆ Regularly seeking to understand the needs of the membership which make sense addressing at a regional level, and being responsive to those members' needs and interests as identified collectively and when possible directly to individual member organizations
- ◆ Providing an opportunity for regional problem solving, information sharing and relationship development among the region's local governments.
- ◆ Advocating regional interests and funding with local, state, and federal agencies.

- ◆ Providing high quality, cost and time effective, standard and customized services and technical assistance that make sense aggregated at a regional level while avoiding ineffective duplication of effort.

## **PROGRAMS**

Northwest Colorado Council of Governments manages a wide variety of programs to serve its membership. Existing programs include:

***Annual Goals for each Program are posted on the NWCCOG Website on the About Us/NWCCOG Organization page.***

### ***Alpine Area Agency on Aging***

The Older Americans Act (OAA) of 1965 established the Administration on Aging (AoA) at the federal level in the U. S. Department of Health and Human Services. The Act is intended to assist older Americans to live independently and with dignity, in their own communities, by removing barriers and providing continual care for vulnerable older adults. AoA awards funds to the State Units on Aging based on estimates of the number of people 60 and over. The State of Colorado allocates funds to 16 Area Agencies on Aging, which, in turn, fund local service providers. This interconnected stream of funds and programs is known as the “aging network”. Resources made available under the Older Americans Act funds are used to finance those activities necessary to achieve elements of a comprehensive and coordinated community-based system of services. Under current OAA legislation, programs authorized under the OAA are intended to serve persons over the age of 60, especially those with the greatest social or economic need, and their family caregivers. No one may be charged for services, nor denied because of an inability to pay. Clients may contribute toward the cost of services should they choose. Donations from our clients provide an important source of income for senior services and enable the network to continue to provide services to the community.

The NWCCOG began sponsorship of the Alpine Area Agency on Aging (Alpine AAA) in 1978. The Alpine AAA is the designated regional planning and service agency for senior services in Eagle, Grand, Jackson, Pitkin, and Summit Counties. The Alpine AAA Regional Advisory Council (RAC), mandated by the OAA, was formed in 1980 and acts as the Alpine AAA’s primary advisory and advocacy group. A voluntary group of citizens, the RAC represents all counties within the NWCCOG region. Agencies, providers, and individuals with expertise in aging interests are recruited as “Optimal Representatives” to serve on the RAC. The RAC meets six times a year. Meetings are open to the public.

### **➤ *Network of Care (NOC)***

Region 12’s Network of Care is for older adults, people with disabilities and veterans, as well as their families, caregivers and service providers. The Region 12 Network of Care site, part of the Adult and Disability Resources of Colorado (ADRC) network, is coordinated by NWCCOG in conjunction with many local partners. This comprehensive, Internet-based resource is part of a broad effort to improve and better coordinate long-term support services and care regionally.

### **➤ *Alpine Area RSVP***

The Retired and Senior Volunteer Program (RSVP) is part of the federal Senior Corps programs. Funded in part by the Corporation for National and Community Service (CNCS),

RSVP has been serving Eagle County since 2000. In 2015, Eagle County Public Health and Environment who had sponsored the program decided not to compete for the grant. Northwest Colorado Council of Governments applied to be the sponsor agency for the RSVP grant for the Eagle County program and was awarded the grant in March 2015, creating the Alpine Area RSVP.

➤ ***Health Insurance Assistance***

Through a work agreement with the Colorado Division of Insurance the Health Insurance Assistance Program is serving as a lead SHIP (Senior Health Insurance Assistance Program) and SMP (Senior Medicare Patrol) agency for Region 12 to enhance and build the capacity of Medicare insurance counseling and for Medicare fraud education and prevention activities.

***Economic Development District***

The NWCCOG's Economic Development Program was initiated in 2009. NWCCOG received its Economic Development District (EDD) designation in August 2012, combining new Economic Development goals of the five-county NWCCOG region with the operation of the revolving business loan program. The Economic Development District is charged with strategizing with NWCCOG member communities to generate new jobs, help retain existing jobs, and stimulate commercial growth in the recent distressed environment and economy, and also with sourcing access to capital to promote innovation, competitiveness, diversification and successful growth throughout the NWCCOG region. In 2016, the Comprehensive Economic Development Strategy (CEDS) update was completed following significant regional outreach. The contents of that report live on the website.

***Elevator Inspection***

The NWCCOG Elevator Inspection Program (EIP) inspects and issues permits for commercial and residential conveyances (elevators, lifts, dumbwaiters and escalators) to ensure safe conveyances throughout the region. The program began in 1993. Prior to that, most conveyances were not inspected. NWCCOG member jurisdictions are invited to sign a "Letter of Agreement" with NWCCOG, agreeing to adopt the elevator codes for conveyances. Jurisdictions then agree to pass an ordinance authorizing the inspection service fees. NWCCOG's elevator inspectors' work cooperatively with each jurisdiction's building department to implement the program in that jurisdiction. The EIP now serves Routt, Garfield, Clear Creek, Eagle, Summit, Pitkin, Moffat, Grand and Jackson counties which includes most of the cities and towns within those areas.

***Energy Management/Weatherization Program***

The Energy Management Program, also known as Weatherization, weatherizes low and moderate-income homes to reduce their fuel consumption and heating costs. Services include insulation, caulking, weather-stripping, and the installation of storm windows, and new energy-efficient furnaces and refrigerators. NWCCOG is a local administering agency under the Department of Energy's Weatherization Assistance Program, and is under contract to the Colorado Governor's Energy Office. Weatherization has helped preserve affordable housing units in the region. By reducing a household's energy consumption and heating costs, these families have more income available to spend within their local communities.

Old, inefficient furnaces are replaced with 95%-efficient models. Also, refrigerator electricity usage is measured as part of the initial energy audit and refrigerators using excessive amounts of electricity are replaced with a new Energy Star-rated refrigerator. All old refrigerators are returned to an appliance recycling facility in Denver. Insulation and storm windows are provided



whenever cost-effective. Many of the homes, particularly mobile homes, weatherized in the region have pre-existing health and safety problems. In addition to reducing energy consumption and heating costs, the weatherization process corrects any health and safety problems found, such as gas leaks and carbon monoxide problems. Every home that uses propane or natural gas receives a minimum of two safety inspections.

The Weatherization Program has a main office in Silverthorne and a field office in New Castle. In addition to weatherizing homes within the NWCCOG region, NWCCOG also weatherizes homes in Chaffee, Clear Creek, Garfield, Lake, Moffat, Park, Rio Blanco, and Routt Counties.

### ***Regional Business***

The Regional Business cost center provides the administration, oversight, and leadership to the NWCCOG. Dues paid by the 28 local government members support the activities of the Regional Business program (also known as Member Services) and serve as matching funds to some program grants. The Regional Broadband Coordinator position falls under this heading.

### ***Regional Transportation Coordinating Council***

The Regional Transportation Coordinating Council (RTCC) was formed in 2010 as a result of Rural Resort Region's focus: Seniors in Our Mountain Communities. The RTCC is the local coordinating council for a 10-county rural area of Colorado and is active in better transportation coordination, especially for the veteran, disabled, older, and low-income adult populations. The RTCC's efforts are building on coordinating the existing public transit providers with other human service providers by promoting, enhancing and facilitating a seamless access to transit services through a coordinated system.

In 2012 a regional Mobility Manager was hired to staff the RTCC and to work within the CDOT Intermountain region and a majority of the Northwest region. The Mobility Manager is working to develop a One Call/One Click Center system, a regional billing mechanism which eventually will be able to bill all payor sources, and a regional services inventory including both human service agencies and transit providers along with a detailed gap analysis of the transit needs in each area to expand coordination of and access to existing and new resources.

### ***Watershed Services***

NWCCOG has been the designated regional water quality management agency for the region since 1976. In that capacity, NWCCOG's Watershed Services completes and implements a water quality management plan for the NWCCOG Region, in compliance with Section 208 of the Clean Water Act. The Watershed Service program also reviews development applications and local land use regulations to determine consistency and compliance with the 208 Plan.

## **ASSOCIATED PROGRAMS**

Northwest Colorado Council of Governments supports several programs through shared services and/or technical support. Those programs are:

### ***Northwest All Hazards Emergency Management Region***

The Northwest All-Hazards Emergency Management Region (NWAHEMR) is a ten-county region located in the northwest corner of the state. It is comprised of Eagle, Garfield, Grand, Jackson, Mesa, Moffat, Pitkin, Rio Blanco, Routt, and Summit counties. An Executive

Board/Steering Committee, made up of each county's emergency manager as well as discipline representatives, meets on a regular basis to develop strategies to improve the preparedness of the region through the use of homeland security grant funds. NWCCOG provides fiscal management and program coordination for the NWAHEMR. Each year, the NWAHEMR applies for funding from the State of Colorado Division of Homeland Security and Emergency Management for various projects that improve the region's capability to be prepared for emergencies and terrorist attacks. This funding ultimately comes from the U.S. Department of Homeland Security. These grants often overlap years.

### ***Northwest Health Care Coalition***

New in 2017, NWCCOG was requested by a newly formed group of regional Hospital safety professionals to be the fiscal agent for this new emergency preparedness grant program overseen by the Colorado Department of Health and Environment. The Northwest Health Care Coalition is structured similarly to the NWAHEMR with the same 10 county structure, including its own bylaws and coordinator.

### ***Northwest Loan Fund***

The Northwest Loan Fund (NLF) is a non-profit corporation that provides financing for the start-up and/or expansion of small businesses unable to secure conventional financing in the NWCCOG region (Eagle, Grand, Jackson, Pitkin and Summit Counties) and Garfield, Moffat, Rio Blanco, and Routt Counties. The NLF is a key component in the efforts of the Economic Development District.

### ***NWCCOG Foundation, Inc.***

The NWCCOG Foundation, Inc. is a federal tax-exempt public charity under section 501 (c) (3) of the Internal Revenue Code. The mission of the NWCCOG Foundation, Inc. is to provide a financial mechanism for the member jurisdictions of Northwest Colorado Council of Governments to work collaboratively with not-for-profit organizations, citizen-based groups and individuals on projects of mutual interest and benefit for the region. The officers of the NWCCOG Foundation, Inc. are the same as those of Northwest Colorado Council of Governments. NWCCOG staff provides administration of the NWCCOG Foundation Inc.

### ***Water Quality / Quantity Committee***

The Water Quality and Quantity Committee (QQ) includes towns, counties, and water and sanitation districts in the Headwaters Region of Colorado. Its purpose is to enable members to protect and enhance the quality of the region's waters, while facilitating the responsible use of those resources for the good of Colorado's citizens and environment. QQ monitors water development activities and legislative initiatives that affect water quality or quantity in the basin of origin. The QQ Committee meetings provide a forum for members to formulate policies and strategies, and make decisions. The QQ staff provides members with legislative, informational, coordination, supportive and technical assistance to further intergovernmental cooperation and increase members' political clout with state and federal agencies.

## **ALPHABET SOUP**

### **GLOSSARY OF TERMS**

AAA	- Area Agency on Aging
AAAA	- Alpine Area Agency on Aging (NWCCOG Program)
AGNC	- Associated Governments of Northwest Colorado
ANSI	- American National Safety Institute
AoA	- Administration on Aging
ADA	- Americans with Disabilities Act
CARO	- Colorado Association of Regional Organizations
CAST	- Colorado Association of Ski Towns
CCI	- Colorado Counties Incorporated
CD	- Community Development
CDHS	- Colorado Department of Human Services
CDOT	- Colorado Department of Transportation
CDPHE	- Colorado Department of Public Health and Environment
CEO	- Colorado Energy Office
CHFA	- Colorado Housing and Finance Authority
CHAS	- Comprehensive Housing Affordability Strategy
CHDO	- Community Housing Development Organization
CIRSA	- Colorado Intergovernmental Risk Sharing Agency
CML	- Colorado Municipal League
COA	- Council on Aging
CRDC	- Colorado Rural Development Council
DHS	- Division of Homeland Security (State)
DLG	- Division of Local Government
DNR	- Department of Natural Resources

DOE	- Department of Energy
DOH	- Division of Housing
DOLA	- Department of Local Affairs
DOW	- Division of Wildlife
EDA	- Economic Development Administration
EDD	-Economic Development District
EIP	- Elevator Inspection Program (NWCCOG Program)
ENP	- Elderly Nutrition Program
FBLF	- Forest Business Loan Fund
FEMA	- Federal Emergency Management Act
GIS	- Geographic Information System
HCPF	- Healthcare Policy and Finance (Colorado Department of)
ID	- Indirect Cost Center
IBC	- International Building Code
JTPA	- Job Training Partnership Act
LCC	- Local Coordinating Council (Transportation)
NWCCOG	- Northwest Colorado Council of Governments
NADO	- National Association of Development Organizations
NARC	- National Association of Regional Councils
NLF	- Northwest Loan Fund (NWCCOG Program)
OAA	- Older Americans Act
OEDIT	- Office of Economic Development and International Trade
ORJT	- Office of Rural Job Training
QQ	- Water Quality/Quantity Committee (NWCCOG Program)
RAC	- Regional Advisory Council (AAAA)
RB	- Regional Business (NWCCOG Program)

RRR	- Rural Resort Region (NWCCOG Program)
RTCC	- Regional Transportation Coordinating Council (NWCCOG Program)
SDA	- Special District Association
SHPO	- State Historic Preservation Office
SWQC	- Summit Water Quality Committee
Title III	- OAA Funds used for Nutrition & Aging Services
UBC	- Uniform Building Code
USDA	- Unites States Department of Agriculture
WS	- Watershed Services (NWCCOG Program)
WX	- Weatherization (NWCCOG Program)

## **2018 NWCCOG COUNCIL**

Representatives to the Council shall be designated by each Member Jurisdiction annually prior to the regular Council meeting in January. Each representative shall serve from the January meeting to the following January unless sooner replaced by the Member Jurisdiction. The NWCCOG Council is made up of one voting representative from each member jurisdiction. The governing body of the Member Jurisdiction may also appoint an alternate who shall meet the same qualifications as the representative.

### **COUNTIES**

Eagle  
Grand  
Jackson  
Pitkin  
Summit

### **REPRESENTATIVES**

Jeanne McQueeney  
Kristen Manguso  
Betsy Blecha  
Patti Clapper  
Karn Stiegelmeier

### **ALTERNATE**

Kelley Collier  
Richard Cimino  
Jeff Benson  
Steve Child  
Dan Gibbs

### **MUNICIPALITIES**

Aspen  
Basalt  
Blue River  
Breckenridge  
Dillon  
Eagle  
Fraser  
Frisco  
Glenwood Springs  
Granby  
Grand Lake  
Gypsum  
Hot Sulphur Springs  
Kremmling  
Minturn  
Montezuma  
Red Cliff  
Snowmass Village  
Steamboat Springs  
Vail  
Walden  
Winter Park

### **REPRESENTATIVES**

Ward Hauenstein  
Ryan Mahoney  
Toby Babich  
Brian Waldes  
Carolyn Skowyra  
Anne McKibbin  
Andy Miller  
Deborah Shaner  
Rick Voorhees  
Aaron Blair  
Jim White  
Jeff Shroll  
Robert McVay  
Thomas Clark  
Matt Scherr  
Jake Still  
Jake Spears  
Alyssa Shenk  
Heather Sloop  
Patty McKenny  
James Dustin  
Bill Wengert

### **ALTERNATE**

vacant  
Watkins Fulk-Gray  
Michelle Eddy  
Eric Mamula  
vacant  
Brandy Reitter  
Jeff Durbin  
Randy Ready  
Kathryn Trauger  
vacant  
Jim Peterson  
Jeremy Rietmann  
Sandy White  
Mark Campbell  
John Widerman  
vacant  
Valarie Blevins  
Bob Sirkus  
Ginger Scott  
Greg Clifton  
Sherry Cure  
James Shockey

## **2018 NORTHWEST LOAN FUND (NLF) BOARD**

The Northwest Loan Fund Board is the NWCCOG Council. Representatives are listed above.

## **2018 NORTHWEST LOAN FUND (NLF) COMMITTEE**

The purpose of the Northwest Loan Fund Committee is to oversee the Northwest Loan Fund at a policy level. Specific loans, including confidential client information are reviewed and approved by the NLF Committee.

<b><u>COUNTIES</u></b>	<b><u>REPRESENTATIVES</u></b>
Eagle	Jill Klosterman
Garfield	Nicole Christianson
Grand	Mark Krieg
Jackson	Vacant
Moffat	Grant Roper
Pitkin	Howie Mallory
Rio Blanco	Tawny Halandras

## **2018 EXECUTIVE COMMITTEE**

The Executive Committee members shall be elected at the annual meeting in January and shall serve until the following January. The Executive Committee consists of nine voting representatives of the council; one member from each of the Region XII counties and four municipal members at large. Each of the elected representatives shall designate an alternate.

<b><u>COUNTIES</u></b>	<b><u>REPRESENTATIVES</u></b>	<b><u>ALTERNATES</u></b>	<b><u>POSITIONS</u></b>
Eagle	Jeanne McQueeney	Kelley Collier	Representative
Grand	Kristen Manguso	Richard Cimino	Representative
Jackson	Betsy Blecha	Jeff Benson	Representative
Pitkin	Patti Clapper	Steve Child	Representative
Summit	Karn Stiegelmeier	Dan Gibbs	<i>Chair</i>
<b><u>MUNICIPALITIES</u></b>	<b><u>REPRESENTATIVES</u></b>	<b><u>ALTERNATES</u></b>	<b><u>POSITIONS</u></b>
Dillon	Carolyn Skowrya	vacant	Representative
Gypsum	Jeff Shroll	Jeremy Rietmann	<i>Vice-Chair</i>
Kremmling	Thomas Clark	Mark Campbell	<i>Secretary-Treasurer</i>
Snowmass Village	Alyssa Shenk	Bob Sirkus	Representative

## **2018 ECONOMIC DEVELOPMENT DISTRICT (EDD) BOARD**

The Economic Development Board members shall be elected bi-annually at the meeting in January and shall serve for 2 years. The EDD Board shall consist of members that broadly represent the principal economic interests of the region: one representative from each of NWCCOG's Member County Governments; at least one representative from a municipality in each of the NWCCOG Member Counties; at least one representative from a municipality in one of

NWCCOG's affiliated member municipalities outside Region XII; one economic development organization representative from each of NWCCOG's Member Counties; one representative from workforce; one representative from education; and one representative from each of the region's key industries.

<b><u>COUNTIES</u></b>	<b><u>REPRESENTATIVES</u></b>	<b><u>REPRESENTING</u></b>	<b><u>POSITIONS</u></b>
Eagle	Jeanne McQueeney	Eagle	Representative
Grand	DiAnn Butler	Grand	<i><b>Secretary-Treasurer</b></i>
Jackson	Betsy Blecha	Jackson	Representative
Pitkin	Patti Clapper	Pitkin	<i><b>Vice-Chair</b></i>
Summit	Karn Stiegelmeier	Summit	Representative
<b><u>MUNICIPALITIES</u></b>	<b><u>REPRESENTATIVES</u></b>	<b><u>REPRESENTING</u></b>	<b><u>POSITIONS</u></b>
Eagle	Jeremy Rietmann	Gypsum	Representative
Grand	Thomas Clark	Kremmling	<i><b>Chair</b></i>
Grand	Allie Heon	Fraser	Representative
Jackson	Sarah Wyatt	Walden	Representative
Pitkin	Alyssa Shenk	Snowmass Village	Representative
Summit	Carolyn Skowrya	Dillon	Representative
Steamboat Springs	John Bristol	Outside Region 12	Representative
<b><u>ECONOMIC DEV ORGS</u></b>	<b><u>REPRESENTATIVES</u></b>	<b><u>REPRESENTING</u></b>	<b><u>POSITIONS</u></b>
Eagle	Chris Romer	Vail Valley Partnership	Representative
Grand	Catherine Ross	Winter Park/Fraser Chamber	Representative
Jackson	Vacant	Vacant	Representative
Pitkin	Vacant	Vacant	Representative
Summit	Corry Mihm	SIBA/Summit Chamber	Representative
<b><u>KEY INDUSTRY</u></b>	<b><u>REPRESENTATIVES</u></b>	<b><u>REPRESENTING</u></b>	<b><u>POSITIONS</u></b>
Tourism & Outdoor Rec.	Vacant	Vacant	Representative
Health & Wellness	Susan Fairweather	Kaiser Permanente	Representative
Creative Industries	Vacant	Vacant	Representative
Infrastructure & Engineering	Vacant	Vacant	Representative
Technology & Information	Amy Kemp	Elevate CoSpace	Representative
Agriculture	Vacant	Vacant	Representative
<b><u>WORKFORCE &amp; EDU</u></b>	<b><u>REPRESENTATIVES</u></b>	<b><u>REPRESENTING</u></b>	<b><u>POSITIONS</u></b>
Workforce	Jessica Valand	CO Dept. of Labor & Emp.	Representative
Education	Matt Gianneschi	CO Mtn. College	Representative



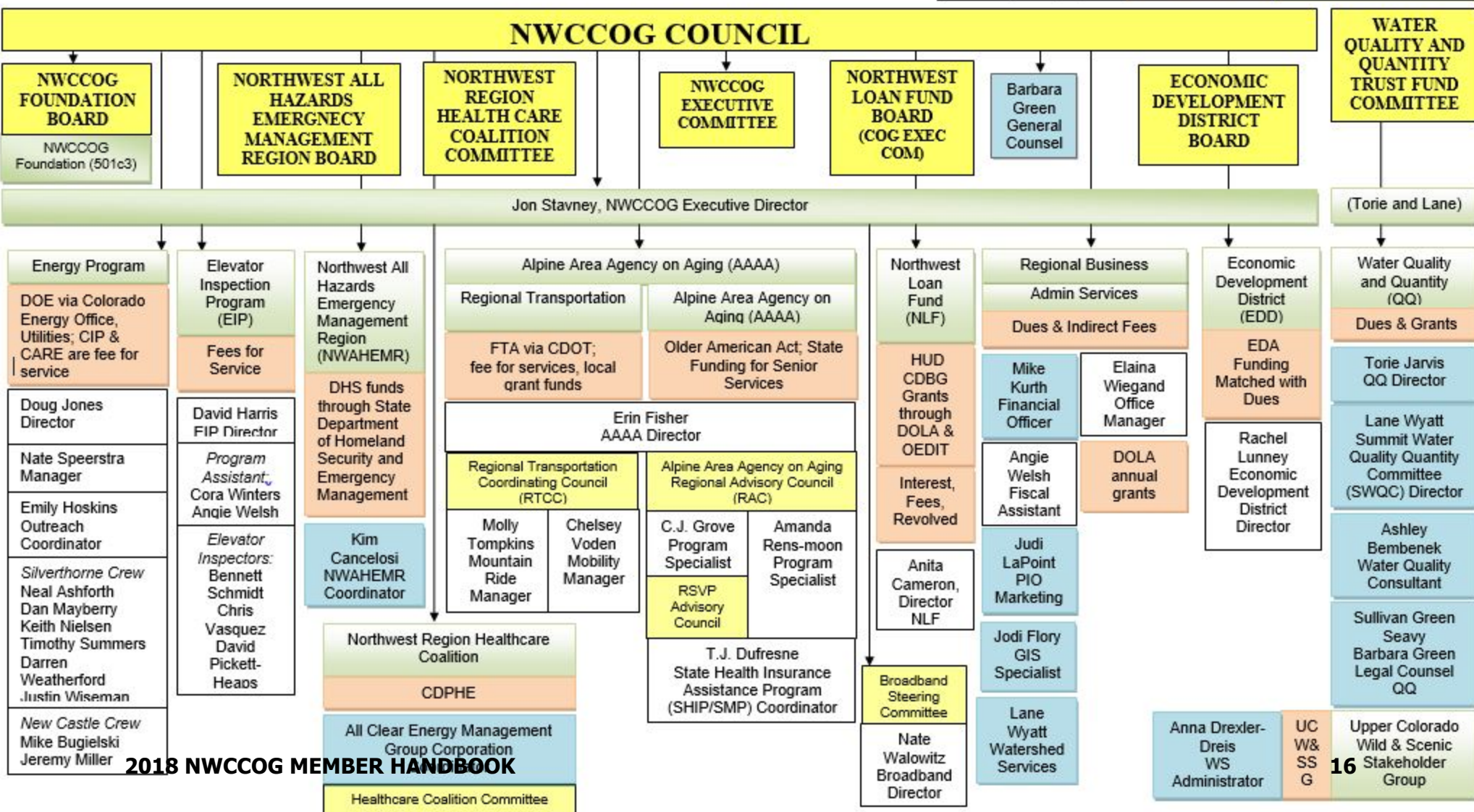
## **2018 NWCCOG STAFF including CONTRACTORS**

Silverthorne Office: 970-468-0295 • New Castle Office: 970-984-0917

<b><u>EMPLOYEE NAME</u></b>	<b><u>PROGRAM, TITLE</u></b>	<b><u>EXTENSION</u></b>
All Clear Emergency Management Group	Northwest Region Healthcare Coalition, Coordinator (Contractor)	740-601-6901
Amanda Rens-Moon	Alpine AAA, Program Specialist	117
Angie Welsh	Fiscal, Assistant & EIP, Administrative Assistant	112
Anita Cameron	Northwest Loan Fund, Director	119
Anna Drexler-Dreis	Upper Colorado Wild & Scenic Stakeholder Group, Administrator (Contractor)	414-305-8422
Ashley Bembenek	Watershed Services Water Quality Consultant (Contractor)	970-251-0029
Bennett Schmidt	Elevator Inspection Program, Elevator Inspector	970-409-0311
Chelsey Voden	RTCC, Mobility Manager	113
Chris Vasquez	EIP, Elevator Inspector	970-409-7263
CJ Grove	Alpine AAA, Program Specialist	122
Cora Winters	EIP, Administrative Assistant	114
Dan Mayberry	Energy, Installer	
Darren Weatherford	Energy, Installer	970-485-1965
David Harris	EIP, Director	108
David Picket-Heaps	EIP, Elevator Inspector	970-409-7330
Doug Jones	Energy, Director	111
Elaina Wiegand	Office Manager	101
Emily Hoskins	Energy, Outreach Coordinator	115
Erin Fisher	Alpine AAA, Director	107
Jeremy Miller	Energy, Inspector /Trainer, New Castle	970-409-0157
Jodi Flory	Geographic Information Systems (Contractor)	970-409-9238
Jon Stavney	Executive Director	123
Judi LaPoint	Market & Communications (Contractor)	970-389-6470
Justin Wiseman	Energy, Energy Auditor	970-485-3853
Keith Nielsen	Energy, Installer	970-485-1856
Kim Cancelosi	Northwest All Hazards Emergency Management Region, Coordinator (Contractor)	970-485-1279
Lane Wyatt	Watershed Services & Summit Water Quality Committee, Director (Contractor)	970-485-0561
Mike Bugielski	Energy, Energy Auditor, New Castle	200
Mike Kurth	Fiscal, Officer (Contractor)	112
Molly Tompkins	RTCC, Call Center Manager	105
Nate Speerstra	Energy, Manager	102
Nate Walowitz	Broadband, Director	970-455-1064
Neal Ashforth	Energy, Inspector/Trainer	970-485-5381
Rachel Lunney	Economic Development District, Director	106
Timothy Summers	Energy, Installer	970-485-5355
TJ Dufresne	SHIP/SMP, Coordinator	970-409-9697
Torie Jarvis	Water Quality/Quantity Committee, Director (Contractor)	970-596-5039

# 2018 NWCCOG Organizational Chart

Key:	Contractor	Program Funding Source	Council, Board, Advisory Board or Committee
	Employee		



## **ROLE OF COUNCIL MEMBERS**

- ◆ Commit the time necessary to attend, either in person or via conference call, six council meetings each year. Executive Committee members commit to additional meetings as needed in the months that the full council does not meet to review the organization's financials and oversee the executive staff.
- ◆ Attend all council and committee meetings, either in person or via conference call and appoint an alternate to attend in your place if necessary.
- ◆ Understand NWCCOG's Articles of Incorporation and Bylaws, mission, purpose, programs and budgets.
- ◆ Direct the policy and development of NWCCOG, ensuring adherence to policies, budgets, planning, and development philosophy.
- ◆ Bring information from your community and town/county board to the meetings for appropriate input into regional decision-making.
- ◆ Facilitate connections between the capacity and services offered by NWCCOG and local government.
- ◆ Act as a liaison to your local board, keeping them well-informed of NWCCOG programs, activities, and issues at hand. Bring the issues, concerns and needs of local government to NWCCOG as appropriate.
- ◆ Communicate the value of NWCCOG to the jurisdiction you represent and ensure that jurisdiction's continued membership and participation.
- ◆ Act as a goodwill ambassador of the organization.
- ◆ Participate actively in decision-making.
- ◆ Respect other Councilmembers' ideas and input, balancing constituents' and jurisdiction's needs with the regional goals of NWCCOG.

## **RELATIONSHIP OF STAFF TO COUNCIL**

- ◆ The Executive Director seeks direction and input from the Executive Committee and Full Council as needed, keeping them apprised of critical issues and developments.
- ◆ The Executive Director attends all Council and Executive Committee meetings.
- ◆ The Full Council establishes policy for the organization. Staff implements policy.
- ◆ The relationship between the Executive Director and Council is one of cooperative teamwork.
- ◆ The Executive Director seeks the input of the council in development of programs.
- ◆ Program Directors are welcome to attend council meetings and may be called upon to brief the council on accomplishments, ideas and information, discuss program issues, and receive direction and feedback.
- ◆ Staff organizes and plans meetings, delivers council packets, and reminds members of meeting dates.
- ◆ Agendas are supported by clear, relevant background information.
- ◆ Councilmember assignments and requests for assistance from program and support staff are generally routed through the Executive Director.
- ◆ Staff follows through conscientiously on implementing council decisions, providing feedback on the implementation and impact of these decisions.
- ◆ The Full Council, Executive Director, and Program Directors meet annually to plan the direction for the organization for the next year.
- ◆ The Fiscal Officer, Executive Director, and Program Directors prepare the next year's draft budget and mail it to the Full Council in October. The Council reviews the draft budget in October, makes modifications, and approves the budget in December.

## **NWCCOG Member Jurisdictions - Demographic Profiles**

To view the demographics of each of our following member jurisdictions, please click on the jurisdiction. You will be redirected to NWCCOG's Economic Development District website:

<http://northwestcoloradoregion.org/home.aspx>

### **Eagle County**

[Avon](#)  
[Basalt](#)  
[Eagle](#)  
[Gypsum](#)  
[Minturn](#)  
[Red Cliff](#)  
[Vail](#)

### **Grand County**

[Fraser](#)  
[Granby](#)  
[Grand Lake](#)  
[Hot Sulphur Springs](#)  
[Kremmling](#)  
[Winter Park](#)

### **Jackson County**

[Walden](#)

### **Pitkin County**

[Aspen](#)  
[Snowmass Village](#)

### **Summit County**

[Blue River](#)  
[Breckenridge](#)  
[Dillon](#)  
[Frisco](#)  
[Montezuma](#)  
[Silverthorne](#)

### **Outside Region 12**

[Glenwood Springs](#)  
[Steamboat Springs](#)

**AMENDED AND RESTATED  
ARTICLES OF ASSOCIATION  
NORTHWEST COLORADO COUNCIL OF GOVERNMENTS/ ECONOMIC DEVELOPMENT DISTRICT**

**ARTICLE I  
General Provisions**

**101.** Establishment of Northwest Colorado Council of Governments/Economic Development District

- A. The Member Jurisdictions of Northwest Colorado Council of Governments ("Council" or "NWCCOG") hereby establish an organization known as the Northwest Colorado Council of Governments/Economic Development District (NWCCOG/EDD). The NWCCOG/EDD will serve as an Association of Governments pursuant to Article XIV, Section 18 of the Colorado Constitution, and Section 29-1-201 et seq., 29-1-401 and 29-1-402, Colorado Revised Statutes; and as an Economic Development District pursuant to U.S Code Title 42 Chapter 38, Subchapter II Establishment of Economic Development partnerships. The geographic area of the NWCCOG/EDD shall comprise the Counties of Eagle, Grand, Jackson, Pitkin, and Summit.
- B. The purposes and functions of the NWCCOG/EDD shall comprise regional council of government activities, set forth in Article II, and economic development activities set forth in Article III.

**102.** The NWCCOG/EDD regional council of government activities shall be under the authority of the Council as described in Article II, and the Economic Development District activities shall be under the authority of the EDD Board.

**103.** The activities of the Council and the EDD shall be coordinated by a Coordination Team comprising 2 individuals from the Council and 2 individuals from the EDD Board.

**ARTICLE II  
Purpose, Function and Powers of the Council**

**201. Purpose**

The Council shall promote regional cooperation and coordination among local governments and between levels of government for the geographic area comprising the Counties of Eagle, Grand, Jackson, Pitkin, and Summit, hereinafter referred to as the "Region".

The need for a Council of Governments is based on the recognition that people in the Region form a single community and are bound together not only physically, but economically and socially. It is the purpose of the Council through its participating membership, staff and

programs, to provide local public officials with the means of responding more effectively to the local and regional problems of this Regional community.

In order to assure the orderly and harmonious development of the Region, and to provide for the needs of future generations, it is necessary for the Council to serve as an advisory coordinating agency to harmonize the activities of Federal, State, County and Municipal agencies within the Region, and to render assistance and service and create public interest and participation for the benefit of the Region.

A regional approach to problem solving and service delivery offers economies of scale, reduces redundancies, and allows each of the member jurisdictions access to funds not available when acting alone. Cooperative efforts among local governments enhance the capacity to address regional issues in the most cost-effective way.

## **202. Functions**

The Council shall promote regional coordination and cooperation through activities designed to:

- A. Strengthen local governments and their individual capacities to deal with local problems.
- B. Serve as a forum to identify study and resolve area-wide problems.
- C. Develop and formulate policies involving Regional problems.
- D. Promote intergovernmental cooperation through such activities as reciprocal furnishing of services, mutual aid and parallel action as a means to resolve local, as well as Regional, problems.
- E. Provide the organizational framework to ensure effective communication and coordination among governmental bodies.
- F. Serve as a vehicle for the collection and exchange of Regional information.
- G. Develop Regional comprehensive plans.
- H. Serve as a spokesman for local governments on matters of Regional and mutual concern.
- I. Encourage action and implementation of Regional plans and policies by local, State and Federal agencies.

- J. Provide, if requested, mediation in resolving conflicts between members and other parties.
- K. Provide a mechanism for delivering financial assistance, in the form of loans, or otherwise, to public or private, for profit or nonprofit ventures, deemed to be in the public interest and to fulfill the purposes and functions of the Council,.
- L. Provide technical and general assistance to members within its staff and financial capabilities. These services are inclusive of, but not limited to:
  - 1. Identify issues and needs which are Regional and beyond the realistic scope of any one local government.
  - 2. Compile and prepare, through staff and from members, the necessary information concerning the issues and needs for Council discussion and decision.
  - 3. Debate and concur in a cooperative and coordinated Regional action to meet the need or issue.
  - 4. Implement the details of the cooperative action among affected member governments, using such devices as interlocal contracts and agreements, parallel ordinances or codes, joint performance of services, transfers or consolidations of functions, or special subordinate operating agencies.
  - 5. And, in general,
    - a. Arrange contracts among officials on an intergovernmental basis.
    - b. Publish reports on functional programs.
    - c. Publish current information of Regional interest.
    - d. Provide advice and assistance on physical land use planning and other functional programs.
    - e. Sponsor Regional training programs.
    - f. Negotiate cooperative agreements.
    - g. Sponsor or oppose legislation on behalf of the Region and its units of local government.



### **203. Powers**

The Council shall, for the purpose of fulfilling its purposes and functions, be a body politic and corporate, and as such, be subject to all rights, duties and obligations as such may affect the members of such Council whereby its activities are of a Regional, area-wide or multi-governmental nature and further, shall constitute the entity to perform those Regional or area-wide functions which may be authorized by Federal or State statute. To effectuate such powers, the Council shall:

- A. Be the approving and contracting agent for all Federal and State regional grants, as required.
- B. Constitute the governmental entity for the purpose of receiving State or Federal assistance to area-wide or Regional governmental entities through designation as grantee for such grants.
- C. Constitute the governmental entity for any existing entities that are Regional in nature and any new entity, Regional in nature, which may be required to be created as a new board or commission by State or Federal statute and, to consummate such purpose, these Articles shall be amended from time to time.
- D. Serve as the Area Clearinghouse and Project Notification Review Agency.
- E. Serve as the Regional Planning Commission pursuant to Section 30-28-105, C.R.S.
- F. Exercise all powers set forth in Section 29-1-201, et seq., C.R.S., and Article XIV, Section 18, Colorado Constitution.
- G. Accept contributions from member local governments or from any other source, commit them to a general fund or funds, or a special fund or funds, and disburse the same for such purposes as the Council may direct at the time the fund or funds are established or at any time thereafter.
- H. Revolving Loan Fund. Subject to the approval of the Board of Directors, a Revolving Loan Fund may be created to assist in the financing of either public or private, for profit or nonprofit ventures, where the retention or creation of employment and the consequent public revenue or benefit to the health, safety and welfare of the Region is deemed by the Board to be in the public interest. The Board shall appoint a Revolving Loan Fund committee of nine persons, one from each county in the service area, under criteria as it shall establish. The Board shall also appoint nine alternates in the event of the inability of any committee member to attend a meeting. The NWCCOG Executive Staff or senior staff member shall serve as a non-voting, ex-officio member of the loan fund committee. The Revolving Loan Fund will create policy for review and approval of its loans including criteria established by agencies of origination from which

capitalization of the Revolving Loan Fund is achieved. In addition, such loans shall be made in full compliance with the Colorado Constitution, the Colorado Revised Statutes and applicable Federal law and regulations. The Revolving Loan Fund committee shall adopt Bylaws for the conduct of its affairs and the administration of the Revolving Loan Fund. Such Bylaws shall not be effective until approved by the Board of Directors of the Council.

#### **204. Membership**

- A. Initial Membership. The Council shall be composed of the following Counties and Municipal Corporations ("Member Jurisdictions"):
  - 1. Counties: Eagle, Grand, Jackson, Pitkin, and Summit
  - 2. Municipal Corporations: Aspen, Basalt, , Dillon, Eagle, Fraser, Frisco, Granby, Grand Lake, Gypsum, Hot Sulphur Springs, Kremmling, Minturn, Montezuma, Red Cliff, Silverthorne, Vail, Walden, and Winter Park, Glenwood Springs, Steamboat Springs, and Carbondale.
- B. Additional Members. Any other municipal corporations within the Region are eligible to become members of the Council by subscribing to these Articles of Association and Council Bylaws and paying the applicable assessment of dues.

#### **205. Termination of Membership**

Any member government may withdraw from membership in the Council as follows:

- A. A resolution or ordinance shall be adopted by the governing body of the Member Jurisdiction, following notice and public hearing, including findings that it is in the best interest of the public to withdraw from membership in the Council.
- B. Written notice of intent to withdraw from the Council by the governing body of the Member Jurisdiction shall be submitted to the Executive Committee, together with a copy of the duly adopted ordinance or resolution, by June 15, of the year prior to the effective date of withdrawal which date shall be January 1. Provision of services and all other rights and privileges of membership shall remain in effect from the date of written notice of the intent to withdraw and shall terminate on the effective withdrawal date. Any withdrawing Member Jurisdiction shall make a written request to the Executive Director of the Department of Local Affairs and the Governor to revise the designation of Planning and Management Region XII to reflect the member's withdrawal from NWCCOG.

## **206. Council Bylaws**

The Council, acting by resolution at any regular or special meeting, may enact or amend Bylaws in order to efficiently conduct its affairs including creation of and delegation of authority to an Executive Committee, establishment of representation and voting rights of members on the Council, establishing responsibilities of officers and key personnel. Such Bylaws may not contravene or supersede any provision of these Articles.

### **ARTICLE III**

#### **Purpose, Function, and Powers of the Economic Development District**

##### **301. Purpose.**

The EDD shall promote regional cooperation, intergovernmental cooperation, and coordination on economic development activities among local governments and private sector for the geographic area of the District. The geographic area of the District shall include the Counties of Eagle, Grand, Jackson, Pitkin, and Summit Counties and all of the incorporated municipalities within these counties.

##### **302. Functions**

Economic Development functions shall include: Directing the activities of the Economic Development District towards the accomplishments of the goals, objectives, and action plans continued in the Comprehensive Economic Development Strategy; apply for funding that supports these efforts, convene organizations and individuals who purpose is also to work on strengthening the economy within the define region, oversee and operate the District with regarding to fiscal management, budgeting, reporting, and employee hiring, firing and supervision. The EDD Board will be required to cooperate on the hiring, supervision and termination of the joint Executive Director. The District is responsible for updating of the CEDS and other such economic development activities as directed by the EDD Board.

##### **303. EDD Board**

- A. All economic development functions of the NWCCOG/EDD shall be directed by the EDD Board.
- B. The EDD Board shall consist of no less than fifty-one percent (51%) governmental representatives and no less than thirty-five percent (35%) non-governmental representatives. The membership shall comprise the following representation:
  - 1. One (1) elected official, or their chief administrative official, from each county within the District, to be appointed by the individual county.

2. Six (6) representatives of the municipalities located within Region 12, to be elected by ballot vote of the Council.
3. One (1) representative from a non-governmental stakeholder organization from each county within the District, to be appointed by the individual county.
4. One (1) representative of the Colorado Mountain College, to be appointed by the College President.
5. One (1) representative from the State office of Workforce Development, to be appointed by the Colorado Workforce Center.
6. One (1) representative from the resort industry, to be appointed in the first year by the NWCCOG Council and thereafter to be appointed by the EDD Board of Directors
7. One (1) representative from the health care industry, to be appointed in the first year by the NWCCOG Council, and thereafter to be appointed by the EDD Board of Directors
8. One (1) representative from each Member Jurisdiction located outside of Region 12, appointed by the jurisdiction.
9. Each appointing authority may also appoint or elect one alternate for each representative it appoints or elects to the Board.

#### **304. Bylaws**

The EDD Board acting by resolution at any regular or special meeting may enact or amend Bylaws in order to efficiently conduct its affairs including creation of and delegation of authority to an Executive Committee, establishment of representation and voting rights on the Board and, establishing responsibilities of officers and key personnel. Such Bylaws may not contravene or supersede any provision of these Articles.

### **ARTICLE IV** **Effective Date and Amendment**

#### **401. Articles: Effective Date**

These Amended and Restated Articles of Association shall regulate and govern the affairs of the NWCCOG/EDD. These Articles shall become effective upon their adoption by the Council and the EDD Board and ratification by a majority of the Member Jurisdictions of the Council.

#### **402. Articles: Amendment**

These Articles may be amended by resolution approved by the Council and the EDD Board, provided that at least one week's notice in writing be given to all Council members and EDD Board members, setting forth such amendment, and that the approved amendment be ratified by a majority of the Member Jurisdictions of the Council, and the private and public sector entities within the Economic District.

**AMENDED AND RESTATED  
BYLAWS OF THE  
NORTHWEST COLORADO COUNCIL OF GOVERNMENTS**

Colorado Planning and Management Region XII

**ARTICLE I  
Adoption and Effect**

These Bylaws shall become effective upon the adoption thereof by a majority of the voting representatives of the Northwest Colorado Council of Governments (hereinafter, the "Council" or "NWCCOG") at any regular meeting, and according to the procedure established for voting by the Articles of Association and shall not be construed to operate in contravention of any provision of said Articles of Association. Any provision herein determined to be contrary to or in violation of said Articles of Association shall be null, void, and of no effect.

**ARTICLE II  
Representation and Voting of Member Jurisdictions**

**1. Representatives**

Elected Officials as Representatives. "Member Jurisdictions" shall be entitled to voting representatives as set forth in these Articles. The voting representative shall be a member of the elected governing body of the Member Jurisdiction appointed by vote of such governing body to be the NWCCOG representative. The governing body of the Member Jurisdiction may also appoint an alternate who shall meet the same qualifications as the representative.

In the event of the absence of the elected representative or alternate for any jurisdiction, an administrative representative may participate as a representative of that jurisdiction at the pleasure of the Council, however, that administrative representative shall not be permitted to cast a vote on any issue.

Appointed Administrative Representative: A Member Jurisdiction may, by resolution of its governing body and subject to the approval of the Executive Committee, appoint a senior administrative official in lieu of an elected official to be the designated voting representative to the Council. The Member Jurisdiction shall grant to the administrative representative the authority to vote and otherwise participate fully in all matters that come before the Council.

**2. Term**

Representatives to the Council shall be designated by each Member Jurisdiction annually prior to the regular Council meeting in January. Each representative shall serve from the January meeting to the following January unless sooner replaced by the Member Jurisdiction.

### **3. Allocation of Voting Rights**

A maximum of twelve (12) full votes may be cast upon any matter before the Council. Each County shall be entitled to one (1) full vote. The aggregate of all Municipal Corporations within each County shall be entitled to one (1) full vote on all matters before the Council. At each meeting of the Council, the Municipal representatives present from each County shall be allocated the following voting rights:

One Municipal Corporation present: casts 1 vote.  
Two Municipal Corporations present: each casts 1/2 vote.  
Three Municipal Corporations present: each casts 1/3 vote.  
Four Municipal Corporations present: each casts 1/4 vote.  
Five Municipal Corporations present: each casts 1/5 vote.  
(etc.)

Only representatives of those members whose dues payments are current, in accordance with the Bylaws, Article IV.6 are entitled to cast a vote at a meeting of the Council.

### **4. Vacancies**

If any NWCCOG representative shall cease to hold office on the governing board or appointed position of its Member Jurisdiction, a vacancy shall exist and the appointing government shall fill the vacancy.

### **5. Quorum**

A quorum shall consist of at least seven County and/or Municipal representatives or their alternates. In no event, however, shall a quorum consist of less than seven full votes, considering the fractional voting for Municipalities from the same County.

### **6. Telephone Polling**

In order to achieve a quorum, the Council may poll by telephone, not more than two of its members, with respect to a specific matter before the Council on motion or resolution. Such telephone polling shall constitute the equivalent of a physical presence at the meeting of the representative(s) so polled, shall be carried out by the Chairman, and the results of the poll reported to the Council by him. The minutes for the meeting shall reflect that a telephone poll was taken, the results thereof, and the representative(s) polled. Further, a memorandum of the poll shall be approved and signed by the polled member. If the representative(s) do not approve and sign the memorandum, the action upon which the vote, including the poll, was taken shall be null, void and of no effect.

### **7. Proxy Voting**

Proxy voting is not permitted.

### **8. Vote**

A majority of full votes cast at any meeting shall be required to adopt any matter before the Council.

## **ARTICLE III**

### **Executive Committee**

#### **1. Creation**

There is hereby created an Executive Committee which shall consist of nine voting representatives of the Council. There shall be one member from each of the five Boards of County Commissioners in Region XII. Each representative of the Boards of County Commissioners shall designate an alternate. There shall be four members from Municipalities within the NWCCOG membership. Each representative of Municipalities shall designate an alternate.

The Executive Committee members and alternates shall be elected at the annual meeting in January and shall serve until the following January. The Executive Committee shall select the Chairman, Vice Chairman and Secretary-Treasurer from among its members.

No representative may be a member of the Executive Committee unless its Member Jurisdiction is current, as required by the Bylaws Article IV.6, in its dues payments.

A. **Chairman**: The Chairman shall preside at all meetings of the Council and shall be the chief officer of the Council.

B. **Vice Chairman**: The Vice Chairman shall exercise the functions of the Chairman in the Chairman's absence or incapacity.

C. **Secretary-Treasurer**: The Secretary-Treasurer shall exercise the functions of the Vice Chairman in the absence or incapacity of the Vice Chairman and shall perform such other duties as may be consistent with his office or as may be required by the Chairman.

#### **2. Election of Members: Term of Office**

Members of the Executive Committee shall be elected by majority of the voting representatives of the Council. Members shall serve for a term of one (1) year from the date of their election.

#### **3. Meetings**

The Executive Committee shall meet monthly except in June and November. Special meetings may be called by a member of the Executive Committee upon the concurrence of at least four (4) additional members of the Committee, which may include the member calling for the meeting. Special meetings may be held by telephone provided, however, that in that event, the Executive Staff shall poll the members of the Executive Committee and shall immediately send a written memorandum of the results of the poll to each member of the Executive Committee within five (5) days of the special meeting.

#### **4. Quorum: Action**

A quorum shall consist of five (5) members of the Executive Committee. In order to be effective, any action of the Executive Committee must receive an affirmative vote from the majority of those present. Action taken at a special meeting held by telephone is effective upon the day



that the members of the Executive Committee are polled by the Executive Staff provided, however, that unless a written memorandum of the results of the poll is sent by the Executive Staff to all members of the Committee within five (5) days of the poll, the action taken at the special meeting shall be null, void, and of no effect. Every such written memorandum shall be circulated to all of the members of the Executive Committee for their review, approval and signature. Signatures on individual copies of such memorandum are hereby authorized. Unless at least four (4) members of the Executive Committee approve and sign a memorandum issued subsequent to a telephone poll of the Committee, the action taken at the special meeting described by the memorandum shall be rendered null, void, and of no effect. All formal actions of the Executive Committee, whether taken at regular or special meetings, shall be recorded in such manner as the Committee shall direct, and shall be incorporated into the formal records of the Council.

## **5. Powers**

The Executive Committee shall have the following powers:

- a. The Committee shall review the Executive Staff's evaluations of professional staff.
- b. The Committee shall review the performance of the Membership and General Counsel annually and shall report to the Council.
- c. The Committee shall review all payments.

## **6. Duties**

The Committee shall have the following duties:

- a. At least one member of the Committee shall participate in the conduct of interviews for the purpose of hiring new professional staff of the Council, and to this end, all nine members of the Executive Committee may serve on the Hiring Committee.
- b. The Committee shall act as an appeal board for grievances of employees on personnel actions.

# **ARTICLE IV**

## **Annual Dues Assessment Policies**

## **1. DUES ASSESSMENT**

Members of the Northwest Colorado Council of Governments shall pay an annual dues assessment for services. In recognition of the mandatory nature of regional delivery of many of NWCCOG's services and the matching fund requirements for these services the NWCCOG has created dues assessment policies that serve to ensure the equitable distribution of member assessment obligations.

**2. CALCULATION AND APPROVAL OF TOTAL ANNUAL AND INDIVIDUAL MEMBER JURISDICTION DUES ASSESSMENT**

The base year for calculating the total annual dues to be collected shall be 2002. In each subsequent year the proposed total annual dues assessment will be adjusted by multiplying each individual member's population, as estimated by the State Demographer's Office in the Department of Local Affairs by a per capita monetary amount approved by the Council and the annual assessed valuation, as reported by each member jurisdiction for the previous year, by a mil levy amount approved by the Council. The total of the two amounts for each member jurisdiction will serve as that jurisdiction's membership dues for the next year. The proposed total annual dues assessment will be the total of the combined dues of the member jurisdictions and will be presented to the membership for approval at the July Council meeting.

**3. REEVALUATION OF BASE YEAR**

The base year for calculating the total annual dues to be collected shall be reevaluated by the NWCCOG Executive Committee in 2006 for the 2007 budget year and thenceforth every five years. The Council shall make a determination, based on a recommendation of the Executive Committee whether or not to recalculate the total amount necessary to conduct NWCCOG business by establishing per capita and assessed valuation mil levy assessment amounts.

**4. ANNUAL CONFIRMATION OF DUES ASSESSMENT**

By August 31st, the Council shall send notices to each Member Jurisdiction stating the amount of the next calendar year's annual assessment for services, including a confirmation of that annual assessment. The confirmation of intention to pay the assessment must be received by the Council by October 31st. If the confirmation is not received the Council shall contact the non-responding member to remind them of their obligation to respond. If the members(s) has not responded by December 31st, the Council may deem it appropriate to discontinue services to the Member Jurisdiction(s).

**5. PAYMENT OF DUES ASSESSMENT**

Dues Assessments are due and payable on an annual basis by February 28th. All members who have fulfilled their dues assessment responsibilities by this date will be considered "current" and thereby eligible for all Council rights, privileges and services for the calendar year.

**6. NON-PAYMENT OF DUES ASSESSMENT**

If any members' dues payment is more than 20 days delinquent, the Chairman of the Council shall send written notice to each Member Jurisdiction within the county where such delinquent member is located, setting forth in detail the amount of said delinquency and permitting all Member Jurisdictions within that county to collectively contribute the amount of the delinquency. If, at the next regular meeting following said notice, it is determined that the amount of the delinquency will be contributed by the other members, then the delinquent member shall be deemed to be current with respect to its dues assessment. If the amount of the delinquency will not be covered by the other members, then the delinquent member will not be eligible for any membership rights, privileges and services.

## **7. REQUIRED WITHDRAWAL FROM NWCCOG**

In the event of a member's non-payment of dues the Council may by majority vote require that the non-paying member withdraw from NWCCOG in accordance with the procedures set forth in Article III, 303 of the Articles of Incorporation. Failure to comply with Article III, 303 of the Articles of Incorporation and Article IV, 5 and 6 of the Bylaws may result in the Council taking action to discontinue services and all other rights and privileges of membership to the delinquent Member Jurisdiction.

## **ARTICLE V Financial Management**

### **1. Annual Budget**

Each year between October 1 and October 15, the Chairman shall submit, by mail, to the Council an estimate of the budget required for the operation of the Council during the ensuing calendar year.

### **2. Funding Sources**

The Council is specifically empowered to contract or otherwise participate in and to accept grants, funds, gifts or services from any Federal, State or local government or its agencies or instrumentality thereof, and from private and civic sources, and to expend funds received therefrom, under provisions as may be required of and agreed to by the Council, in connection with any program or purpose for which the Council exists.

### **3. Accounting**

The Council shall arrange for a systematic and continuous record of its financial affairs and transactions and shall obtain an annual audit of its financial transactions and expenditures.

### **4. Cash Reserve Accounts**

The Council shall maintain a Restricted Emergency Cash Reserve Account balance equal to ten percent (10%) of the current year budget's projected revenues for internal programs. The purpose of the Restricted Emergency Cash Reserve Account is to provide readily available funds to meet financial emergencies experienced by the Council. Access to the funds can only occur following a two-thirds majority vote by the Executive Committee for a specific use to which the funds will be applied.

The Council shall maintain excess unrestricted funds in an Unreserved Fund. The purpose of the Unreserved Fund is to provide available cash to be applied to any purposes to be determined by the Executive Committee on an as needed basis. Access to the funds can only occur following a two-thirds majority vote of the Executive Committee for a specific use to which the funds will be applied.

In addition, the Council shall maintain cash reserves in an Accrued Leave Payable Account equal to the total amount of accrued annual leave of eligible employees. The purpose of the Accrued Leave Payable Account is to purchase unused annual leave from employees in case of employment separation from the Council.

## **ARTICLE VI** **Executive Staff**

### **1. Hiring and Termination**

The Executive Committee shall appoint professional Executive Staff who shall serve at the pleasure of the Council, and may be hired and/ or terminated only by a Policy Vote of the Council, as provided at Article II Section 3 of the Bylaws of Association of the Council. Executive positions shall have such authority, reporting relationships and titles as may be described in documents approved by the Executive Committee.

### **2. Duties**

The Executive Staff shall serve as the general administrators of the Council and shall oversee the daily affairs in a manner that carries out the will of the Council, including but not limited to the following authority:

a. The Executive Staff shall implement personnel policies, and shall hire, supervise and terminate employment for the staff of the Council.

b. The Executive Staff designated by the Executive Committee shall have the authority to enter into contracts for services and materials on behalf of the Council provided, however, that the Council has previously approved budget items encompassing such services and materials, and the contracts implement items in the Work Program approved by the Board of Directors. In no event may the Executive Staff enter into contracts in excess of \$20,000. The Executive Staff shall have the authority to dispose of, by sale or exchange, property and equipment of the Council up to and including a value of \$1,000 per unit or market lot, as appropriate, without prior approval of the Council. Upon approval of the Council or Executive Committee, as appropriate, the Executive Staff may dispose of Council property or equipment valued in excess of \$1,000.

c. The Executive Staff shall have the authority to bind the Council during the course of contract negotiations with present or future contractors with the Council provided, however, that the specific contract under negotiation has previously been approved by the Council. The Executive Staff shall have the authority to implement change orders and contract amendments consistent with the intent and purpose of previously approved contracts.

## **ARTICLE VII** **Hiring Committee**

### **1. Creation and Membership**

There is hereby created a Hiring Committee, which shall consist of a member of the Executive Staff and at least one member of the Executive Committee, and where appropriate, one member of the citizen policy advisory group for the program for which a professional staff vacancy must be filled.

## **2. Powers**

The Hiring Committee shall have the sole authority to conduct interviews for the purpose of filling vacancies in the professional staff of the Council. At the conclusion of the interviews, the Hiring Committee will make recommendations to the Executive Staff concerning filling the personnel vacancy.

## **3. Quorum, Meetings, Action**

The Hiring Committee shall meet upon the call of the Executive Staff. Three members shall constitute a quorum. Action shall be taken by majority vote.

# **ARTICLE VIII NWCCOG Advisory Councils**

## **1. Authority and Scope**

These procedures apply to all requests for reconsideration or review of decisions by all advisory councils to the NWCCOG Board of Directors.

## **2. Decision Procedure for NWCCOG Advisory Councils**

All NWCCOG advisory councils must make required decisions by a majority vote of a quorum of the members of such council. For all NWCCOG advisory councils, a quorum shall be 51% of the membership. No decision may be made without a quorum.

## **3. Review by the NWCCOG Board of Directors**

All decisions of NWCCOG advisory councils are subject to review and approval or veto by the NWCCOG Board of Directors. Actions by the NWCCOG Board of Directors on advisory council decisions shall be binding on such councils.

# **ARTICLE IX APPEAL OF DECISIONS BY ALPINE AREA AGENCY ON AGING**

When the NWCCOG Board of Directors makes a decision in its capacity as the sponsor of the Alpine Area Agency on Aging (AAAA) pursuant to the provisions of the Older Americans Act, such decisions may be appealed in accordance with the following provisions.

1. Any aggrieved agency seeking to appeal a decision of the NWCCOG Board made while acting in its capacity as sponsor of the AAAA may file a Notice of Appeal with the Executive Director of NWCCOG within ten (10) working days of the decision. The Executive Director shall immediately forward a copy of the appeal to the Chairman of NWCCOG. In the event of a conflict of interest by the Chairman, the chair's responsibilities will be taken up by the Vice Chair.

2. The Notice of Appeal shall identify the decision being appealed and shall include a summary of the factual and legal basis for that appeal, a list of any witnesses who will participate in the appeal and a summary of the testimony and evidence that will be presented.
3. Upon receipt of the Notice of Appeal, the Chairman of NWCCOG shall notify all parties that mediation of the dispute is available as an alternative to the appeal process.
4. If any party to the dispute elects not to submit the dispute to mediation, within twenty (20) working days of receipt of the Notice of Appeal by the Chairman of NWCCOG, the Chairman shall appoint an Appeal Panel comprised of three impartial persons, none of whom is a representative of a member of NWCCOG. Within thirty (30) working days of its appointment, the Appeal Panel shall hold a hearing. Written notice of the time and place of the hearing and the matters to be considered on appeal shall be sent to the Appellant, the Chairman of NWCCOG and the Director of AAAA at least twenty (20) working days prior to the hearing.
5. Within ten (10) working days of the hearing, the Director of AAAA shall file a written response to the Notice of Appeal with the Appeal Panel and with the Appellant.
6. At any time prior to the beginning of the hearing, the Appeal Panel may direct the Appellant and the Director of AAAA to engage in formal mediation. The hearing shall be continued until such mediation has been concluded. If the parties are able to resolve their difference through mediation, the hearing shall be vacated upon written request of the Director of AAAA.
7. The hearing shall be limited to a review of the issues raised in the Notice of Appeal and the Appeal Panel shall consider testimony and evidence presented by the Appellant, the Director of AAAA and any interested party. The Appeal Panel shall have the right to limit the amount of time allotted to each of the parties for the presentation of testimony and evidence and may, at its discretion, afford the parties the right to cross-examine witnesses if such cross-examination is deemed necessary for a full understanding of the issues on appeal.
8. The burden shall be on the Appellant to demonstrate that the decision of the NWCCOG Board was based on an improper interpretation of the applicable rules and regulations or otherwise without a reasonable factual or legal basis.
9. Within ten (10) working days from the close of the hearing, the Appeal Panel shall make its written findings and shall send a copy of those findings to the Appellant and NWCCOG.
10. To the extent provided by state regulation, the Appellant may appeal the final decision of the Appeal Panel to the Colorado Department of Human Services/Aging and Adult Services.

## **ARTICLE X**

### **Amendment**

These Bylaws may be amended by the Council, acting by resolution, in either regular or special session.

**ARTICLE XI**  
**Rules of Order**

Except as otherwise provided in these Articles, Robert's Rules of Order shall prevail for the conduct of business of the Council.

**ARTICLE XII**  
**Meetings**

The Council shall meet bimonthly beginning each year in January, with the exception of November, and at such other times as the Chairman may direct. All such meetings shall be open to the public.

**ARTICLE XIII**  
**Committees**

The Council or the Executive Committee may establish advisory committees as may be necessary from time to time.

**ARTICLE XIV**  
**Indemnification**

The Council shall indemnify, to the extent permitted by law, any person who is an officer, agent, fiduciary or employee of the Council against any claim, liability or expense arising against or incurred by such person as a result of actions reasonably taken by him at the direction of the Council. The Council shall further have the authority to the full extent permitted by the law to indemnify its directors, officers, agents, fiduciaries and employees against any claim, liability or expense arising against or incurred by them in all other circumstances and to maintain insurance providing such indemnification.

**Articles of Association & Bylaws**  
**Amendments**

<b>Topic</b>	<b>Section</b>	<b>Date</b>
Elimination of Routt County	Articles – Art. II, Sec. 201	1/1/99
Elimination of Routt County	Articles – Art. III, Sec. 301	1/1/99
Elimination of Oak Creek, Steamboat Springs, and Yampa	Articles – Art. III, Sec. 301	1/1/99
Elimination of Blue River and Snowmass Village	Articles – Art. III, Sec. 301	1/1/01
Cash Reserve Policy	Bylaws – Art. V, Sec. 4	5/27/99
Elimination of Executive Committee Meeting in month of June	Bylaws – Art. III, Sec. 3	1/27/00
Makeup of Executive Committee	Bylaws – Art. III, Sec. 1	1/25/01
Quorum requirement for Executive Committee	Bylaws – Art. III, Sec. 4	1/25/01
Calculation of membership dues	Bylaws – Art. IV, Sec. 2	7/26/01
Reevaluation of Base Year	Bylaws – Art. IV, Sec. 3	7/26/01
Municipal Representation on Executive Committee	Bylaws – Art. III, Sec. 1	12/13/07
Cash Reserve Accounts Change	Bylaws – Art. V, Sec. 4	12/5/13



**BYLAWS OF THE  
NORTHWEST COLORADO COUNCIL OF GOVERNMENTS  
ECONOMIC DEVELOPMENT DISTRICT**

**ARTICLE I  
Adoption and Effect**

These Bylaws shall become effective upon the adoption thereof by a majority of the voting representatives of the Northwest Colorado Council of Governments Economic Development District (hereinafter, the " District" or "EDD Board") at any regular meeting, and shall not be construed to operate in contravention of any provision of the Articles of Association, Northwest Colorado Council of Governments/Economic Development District ("Articles of Association"). Any provision herein determined to be contrary to or in violation of the Articles of Association shall be null, void, and of no effect.

**ARTICLE II  
Representation, and Voting**

**1. Representation**

The EDD Board shall consist of members that broadly represent the principal economic interests of the region.

A. The EDD Board shall comprise the following representation:

- One representative from each of NWCCOG's Member County Governments (Eagle, Grand, Jackson, Pitkin, Summit).
- At least one representative from a municipality in each of NWCCOG Member Counties.
- At least one representative from a municipality in one of NWCCOG's affiliated member municipalities outside Region 12 (i.e. Steamboat Springs, Carbondale, or Glenwood Springs).
- One Economic Development Organization (EDO) Representative from each of NWCCOG's Member Counties (could be a Chamber of Commerce, Business Association, Visitor's Bureau, DMO, etc.).
- One representative from Workforce.
- One representative from Education.
- One representative from each of the region's key industries.

B. Each appointing authority may also appoint or elect one alternate for each representative it appoints or elects to the Board.

**2. EDD Board Officers.**

EDD Board officers shall be elected by majority vote of the representatives. Officers shall serve for a term of two (2) years from the date of their election.

- a. **Chairman.** The Chairman shall preside at all meetings of the EDD Board and shall be the chief officer of the EDD Board .
- b. **Vice Chairman.** The Vice Chairman shall exercise the functions of the Chairman in the Chairman's absence or incapacity.
- c. **Secretary-Treasurer.** The Secretary-Treasurer shall exercise the functions of the Vice Chairman in the absence or incapacity of the Vice Chairman and shall perform such other duties as may be consistent with the office of Secretary-Treasurer or as may be required by the Chairman.

### 3. **Term of Representation**

Each representative shall serve a two year term unless sooner replaced by the appointing authority. Representatives shall serve on the EDD Board at the will of the appointing authority. All representatives serving on the original EDD Board shall serve from the EDD Board's inception until the second January following the EDD Board's creation.

### 4. **Allocation of Voting Rights**

Each representative shall be entitled to vote on any matter that requires a vote by the Board. Each representative shall have a total of one vote. Only the representatives of those appointing authorities whose dues payments are current are entitled to cast a vote at a meeting of the EDD Board.

### 5. **Quorum**

A quorum shall consist of no less than seven representatives or their alternates. To pass a budget or set dues, the majority of the representatives comprising the quorum shall be government representatives.

### 6. **Telephone Polling**

In order to achieve a quorum, the EDD Board may poll by telephone, not more than two representatives, with respect to a specific matter before the EDD Board on motion or resolution. Such telephone polling shall constitute the equivalent of a physical presence at the meeting of the representative(s) so polled, shall be carried out by the Chairman, and the results of the poll reported to the EDD Board by the Chairman. The minutes for the meeting shall reflect that a telephone poll was taken, the results thereof, and the representative(s) polled by telephone. Further, a memorandum of the telephone poll shall be approved and signed by the

polled representative. If the representative(s) does not approve and sign the memorandum, the action upon which the vote, including the poll, was taken shall be null, void and of no effect.

7. **Electronic Voting**

With prior approval by the EDD Board, the representatives may vote via electronic means on subjects not related to the budget or the setting of dues.

**ARTICLE III**  
**Annual Dues Assessment Policies**

1. **Dues Assessment and Payment**

- a. The EDD Board will receive a dues payment from the Council equal to 50% of the EDD's adopted budget minus other revenues received or budgeted to be received.
- b. The EDD Board shall adopt a voluntary dues structure that applies to private sector representation, to offset the costs of adding the private sector representatives to the EDD Board and to be applied toward matching the federal dollars.
- c. By August 31st, the EDD Board shall send notices stating the amount of the next calendar year's annual dues assessment. Confirmation of intention to pay the assessment is due to the EDD Board by October 31st. Dues assessments are due and payable on an annual basis by February 28<sup>th</sup>.

2. **Required Withdrawal from EDD Board**

In the event of non-payment of dues the EDD Board may by majority vote require that the non-paying entity withdraw its representation on the EDD Board.

**ARTICLE IV**  
**Financial Management**

1. **Annual Budget**

Each year between October 1 and October 15, the Chairman shall submit, by mail, to the EDD Board an estimate of the budget required for the operation of the EDD Board during the ensuing calendar year.

2. **Funding Sources**

The EDD Board is specifically empowered to contract or otherwise participate in and to accept grants, funds, gifts or services from any Federal, State or local government or its agencies or

instrumentality thereof, and from private and civic sources, and to expend funds received therefrom, under provisions as may be required of and agreed to by the EDD Board, in connection with any program or purpose for which the EDD Board exists.

3. **Accounting**

The EDD Board shall arrange for a systematic and continuous record of its financial affairs and transactions and shall obtain an annual audit of its financial transactions and expenditures.

**ARTICLE V**  
**Executive Staff**

1. **Hiring and Termination**

The NWCCOG Executive Committee shall appoint professional Executive Staff who shall serve at the pleasure of the EDD Board, and may be hired and/ or terminated only by a vote of the Council pursuant to Article II Section 3 of the Amended and Restated Bylaws of the Northwest Colorado Council of Governments.

2. **Duties**

The Executive Staff shall serve as the general administrators of the EDD Board and shall oversee the daily affairs in a manner that carries out the will of the EDD Board, including but not limited to the following authority:

- a. The Executive Staff shall implement personnel policies, and shall hire, supervise and terminate employment for the staff of the EDD Board.
- b. The Executive Staff shall have the authority to enter into contracts for services and materials on behalf of the EDD Board provided, however, that the EDD Board has previously approved budget items encompassing such services and materials, and the contracts implement items in the Work Program approved by the EDD Board. In no event may the Executive Staff enter into contracts in excess of \$20,000. The Executive Staff shall have the authority to dispose of, by sale or exchange, property and equipment of the EDD Board up to and including a value of \$1,000 per unit or market lot, as appropriate, without prior approval of the EDD Board. Upon approval of the EDD Board or Executive Committee, as appropriate, the Executive Staff may dispose of EDD Board property or equipment valued in excess of \$1,000.
- c. The Executive Staff shall have the authority to bind the EDD Board during the course of contract negotiations with present or future contractors with the EDD Board provided, however, that the specific contract under negotiation has previously been approved by the EDD Board. The Executive Staff shall have the

authority to implement change orders and contract amendments consistent with the intent and purpose of previously approved contracts.

## **ARTICLE VI**

### **Amendment**

These Bylaws may be amended by resolution of the EDD Board, approved by majority vote of the EDD Board.

## **ARTICLE VII**

### **Rules of Order**

Except as otherwise provided in these Articles, Robert's Rules of Order shall prevail for the conduct of business of the EDD Board.

## **ARTICLE VIII**

### **Meetings**

The EDD Board shall hold meetings open to the public at least twice a year and shall also publish the date and agenda of such meetings sufficiently in advance to allow the public a reasonable time to prepare in order to participate effectively.

The EDD shall provide information sufficiently in advance of decisions to give the public adequate opportunity to review and react to proposals. The EDD shall communicate technical data and other material to the public so they may understand the impact of public programs, available options and alternative decisions.

The EDD shall make available to the public such audited statements, annual budgets and minutes of public meetings, as may be reasonably requested.

The EDD and its board of directors shall comply with all Federal and State financial assistance reporting requirements and the conflicts of interest provisions set forth in CFR § 302.17.

## **ARTICLE IX**

### **Committees**

The EDD Board may establish advisory committees as may be necessary from time to time.

## **ARTICLE X**

### **Indemnification**

The EDD Board shall indemnify, to the extent permitted by law, any person who is an officer, agent, fiduciary or employee of the EDD Board against any claim, liability or expense arising

against or incurred by such person as a result of actions reasonably taken by him at the direction of the EDD Board. The EDD Board shall further have the authority to the full extent permitted by the law to indemnify its directors, officers, agents, fiduciaries and employees against any claim, liability or expense arising against or incurred by them in all other circumstances and to maintain insurance providing such indemnification.

# **STANDARDS OF OPERATIONS FOR THE NW COLORADO REGIONAL TRANSPORTATION COORDINATING COUNCIL (RTCC)**

## **revision approved 6/1/2016**

### **ARTICLE I – Name**

The name of this board shall be the Northwest Colorado Regional Transportation Coordinating Council (RTCC).

### **ARTICLE II – Objective**

The objective of the RTCC is to serve as the local coordinating council for a seven (7) county rural area of Colorado, including Eagle, Garfield, Grand, Jackson, Routt, Pitkin, and Summit Counties, and to provide regional transportation coordination, especially for the veteran, people with disabilities, older adults, and low-income adult populations.

### **ARTICLE III – Members**

The RTCC consists of the following 25 seats (see appendix A for the list of RTCC representatives):

- Transportation Service Providers: 7 seats
- Human Services Providers: 6 seats (one for each participating county) Current participating counties include Eagle, Garfield, Grand/Jackson, Pitkin, Routt, and Summit.
- Local government elected officials: 2 seats ( 1 municipal level representative + 1 county level representative)
- Veteran Service Providers: 2 seats
- Disability Community: 2 seats (Center for Independence & Mountain Valley Developmental)
- Older Americans Agencies: 1 seat (Alpine Area Agency on Aging)
- Volunteer Driver Programs: 1 seat (Summit County Seniors)
- Hospital Systems/Discharge Planners/Care Managers: 1 seat
- Workforce Center: 1 seat
- Single Entry Point: 1 seat
- Consumer: 1 seat

Each representative can identify an alternate. Only one vote per seat will be recognized.

### **ARTICLE IV – Officers**

Section 1. The Officers of the RTCC shall consist of a Chairperson, Vice Chairperson, and Secretary, and each shall be a RTCC member.

Section 2. The Chairperson shall preside at all meetings of the RTCC.

Section 3. The Vice Chairperson shall, in the case of the absence or disability of the Chairperson, perform the duties of the Chairperson

Section 4. The Secretary shall, in the case of absence or disability of both the Chairperson and Vice Chairperson, perform the duties of Chairperson. The Secretary or designee shall

take responsibility for the recording and maintenance of meeting minutes and other regional documents.

Section 5. The officers shall perform the duties described in the parliamentary authority (e.g., Roberts Rules of Order) and these Standards of Operations.

Section 6. The officers shall be elected by vote at a regularly scheduled RTCC meeting to serve a term of two (2) years or until their successors are elected. Their term of office shall begin upon adjournment of the regular meeting during which the election took place.

Section 7. Elections shall be held at the RTCC meeting in February of every odd numbered year.

Section 8. In the event the Chairperson should resign from the RTCC or a vacancy is created, the Board can vote for a replacement to fill the position until the next scheduled election.

Section 9. In the event the Vice Chairperson should resign from the RTCC or a vacancy is created, the Board can vote for a replacement to fill the position until the next scheduled election.

Section 10. In the event the Secretary should resign from the RTCC or a vacancy is created, the Board can vote for a replacement to fill the position until the next scheduled election.

Section 11. No person shall hold office if he/she is not a member and no member shall hold more than one (1) office at a time.

## **ARTICLE V – Committees**

Section 1. The direction and authority of subgroups or committees will be determined upon their formation.

## **ARTICLE VI – Meetings**

Section 1. A regular meeting of the RTCC shall be held on the first Wednesday of even numbered months (February, April, June, August, October, and December). Special meetings may be called by the RTCC Chairperson. Meetings will be held in Eagle County between the hours of 10 a.m. and 3 p.m. and will include a conference call option for participants who wish to call-in. With prior approval of the RTCC board, representatives may vote via electronic means.

Section 2. Notice will be sent to each RTCC member by the RTCC's Coordinator for regular meetings at least one (1) week in advance.

Section 3. All meetings of the RTCC shall be open to the public and interested participants are encouraged to attend.

Section 4. Minutes shall be recorded at every meeting and sent to the RTCC within one (1) week of the meeting.



Section 5. 51% of the membership of the RTCC shall constitute a quorum. There shall be no proxy votes. Designated alternates may vote in the absence of the appointed representative.

Section 6. Decisions will be made through consensus whenever possible. If a vote is needed, a motion may be passed by the majority of the RTCC members in attendance, providing a quorum has been reached.

Section 7. The RTCC may decide to go into Executive Session for matters of personnel or contractual issues.

#### **ARTICLE VII – Regional Coordination**

The RTCC is served by a Regional Mobility Manager. The Regional Mobility Manager is selected by the RTCC. The primary responsibilities of the Regional Mobility Manager are to:

Section 1. Serve as the single contact point to the RTCC and work with the RTCC Chairperson to coordinate and facilitate all meetings, including conference calls, and maintain minutes and summaries of all meetings

Section 2. Work with the Northwest Colorado Council of Governments (NWCCOG) Fiscal Officer to ensure that accountings of all financial activity pertaining to the RTCC, including quarterly grant reports and year-end audits, are completed accurately and in a timely manner.

Section 3. Serve as the purchasing contact for all equipment and training expenditures.

Section 4. Implement and maintain a regional One Click/One Call center. Develop partnerships with all relevant organizations and jurisdictions with the RTCC region.

Section 5. Prepare grant applications for all subsequent grants pertaining to the RTCC.

#### **ARTICLE VIII – Amendment**

These Standards of Operations may be amended at any regular or special meeting of the RTCC by a two-thirds (2/3) or greater vote of the RTCC in attendance, provided that previous notice of the amendment was given to all members at least 1 (one) week in advance and a quorum is present.

# **Alpine Area Agency on Aging Regional Advisory Council (RAC) By-Laws**

Adopted November, 2000  
Amended: January 10, 2001  
Amended: June 8, 2005  
Amended: March 12, 2008  
**Amended: April 12, 2017**

## **ARTICLE I AGENCY**

Section 1. Name & Mission of Agency The Agency shall be called the Alpine Area Agency on Aging (Alpine AAA). The mission of the Alpine AAA is to provide and connect the community with supports and services that promote aging with independence and dignity for individuals sixty and older and their caregivers in their community of choice.

Section 2. Governing Council The Northwest Colorado Council of Governments Board of Directors shall be the Governing Council, grantee, and fiscal agent of the Agency, and shall be responsible for the appointment of an elected official board member to the Alpine Area Agency on Aging Regional Advisory Council.

Section 3. Advisory Council There shall be an Advisory Council to the Agency consisting of older adults who are participants or who are eligible to participate in programs assisted under the Older Americans Act, family caregivers of such individuals, representatives of older individuals, service providers, representatives of the business community, local elected officials, providers of veterans' health care, and the general public. This Advisory Council shall be known as Alpine Area Agency on Aging Regional Advisory Council (RAC).

Section 4. Area The area to be served by the Advisory Council consists of State Planning and Service Area Region XII. The counties in this region are Eagle, Grand, Jackson, Pitkin, and Summit counties.

Section 5. Nondiscrimination Policy The Regional Advisory Council does not discriminate on the basis of gender, race, ethnicity, religion/no religion, national origin, language, education, marital status, body size, political affiliation/philosophy, sexual orientation, gender identity/expression or variance, physical and mental ability, social-economic status, genetic information and HIV and veteran status.

## **ARTICLE II RESPONSIBILITIES OF THE REGIONAL ADVISORY COUNCIL**

Section 1. Responsibilities The Alpine Area Agency on Aging Regional Advisory Council shall provide to NWCCOG and Alpine AAA:

- a. Advise continuously the Alpine AAA on all matters relating to the development of the area plan, the administration of the plan, and operations conducted under the plan.
- b. Advice and recommendations on Alpine AAA's policies and procedures.
- c. Review and comment on community policies, programs and actions affecting older individuals; the conduct of public hearings; represent the interests of older persons; and encourage the involvement of older persons.
- d. Review and recommend policies related to how Alpine AAA will address the needs of older people, particularly low income minority older adults, older adults living in geographically isolated areas, and older adults eligible to participate in the program.
- e. Serve as a link to the community, to county councils on aging, and local elected officials by communicating the purposes, responsibilities and functions of Alpine AAA within the State Planning and Service Area Region XII.
- f. Assist Alpine AAA with compliance with the guidelines and regulations of the State of Colorado (Volume X), the State Office on Aging Policies and Procedures, and the Older Americans Act of 1965 as amended.

- g. Assist Alpine AAA in monitoring and assessing the progress of the subcontractors providing services.

### **ARTICLE III**

#### **COMPOSITION OF THE REGIONAL ADVISORY COUNCIL**

Section 1. Purpose The purpose of the membership requirements for the Alpine Area Agency on Aging Regional Advisory Council are:

- a. To have broad representation on the RAC
- b. To increase the base of support and connection to the senior community
- c. To increase visibility of senior services
- d. To increase possibilities for joint programming and cooperation across the counties and with other agencies
- e. To share experiences, programs, and best practices across Service Area Region XII

The purpose will be achieved by including expertise from and making connections to:

- a. Senior service areas
- b. The business community
- c. Community organizations
- d. Legislative and political administrators
- e. Caregivers

Section 2. Membership The membership of the Alpine Area Agency on Aging Regional Advisory Council shall be as follows:

- a. At least 50% older adults
- b. One (1) local elected official selected by the Northwest Colorado Council of Governments Board of Directors.
- c. County Representative. Two (2) representatives from each county in the Region XII planning and service area. The entity in each

county that represents older adults shall appoint these two representatives (County Council on Aging, Senior Center Board, etc.)

- d. Community Representative. Up to ten (10) individuals of any age with expertise in the following areas of interest to senior citizens and aging issues will make up the remaining membership on the council:

-Social Services	-Health Services
-Mental Health	-Legal
-Business	-County Government Staff
-Hospital	-Town Government Staff
-Accounting	-Caregiver
-Faith-Based Organizations	-Community Organizations
-Local Leaders	-General Public
-Education	-Media
-Transportation	-Elected Officials: County & Town
-Surrounding counties	-Veteran's Services

- e. Senior Center Directors. One (1) representatives from each county senior center in the Region XII planning and service area
- f. Each RAC member shall have one (1) vote

Section 3. Terms The terms of the Alpine Area Agency on Aging Regional Advisory Council membership shall be as follows:

- a. The Northwest Colorado Council of Governments Board of Directors selected elected official representative shall be appointed in odd numbered years for two-year terms beginning on July 1.
- b. County Representatives shall be appointed for two year terms beginning on July 1. Terms shall be staggered with new member representatives from:
- i) Jackson, Summit and Pitkin counties appointed in even numbered years
  - ii) Eagle and Grand counties appointed in odd numbered years.
- c. Community Representatives serve two year terms.
- d. Senior Center Directors serve so long as they are so employed

- e. Each RAC member shall be limited to 3 consecutive terms, unless a waiver is granted by a quorum.

Section 4. Absences After two (2) consecutive unexplained absences from regular meetings in one year, the RAC shall notify the RAC member in writing that if they have a third (3rd) unexplained absence, their RAC membership shall be terminated.

Section 5. Recruitment The RAC shall assist in the recruitment of the Community Representatives. The entity in each county that represents older adults and the NWCCOG Board of Directors shall be responsible for the recruitment of their designated representatives.

Section 6. The Regional Advisory Council shall have an obligation to conduct business in a manner that both recognizes and prohibits actual or potential conflict of interest.

- a. An actual or potential conflict of interest occurs when a RAC member is in a position to influence a decision that may result in a personal gain for that Regional Advisory Council (RAC) member or relative as a result of the region's business dealings. For the purposes of this policy, a relative is any person who is related by blood or marriage, or whose relationship with the employee is similar to that of persons who are related by blood or marriage.
- b. No "presumption of guilt" is created by the mere existence of a relationship with outside firms. However, if the RAC members have any influence on transactions involving purchases, contracts, or leases, it is imperative that they disclose to the chairperson of the RAC as soon as possible the existence of any actual or potential conflict of interest so that the designated policy can be followed.
- c. Members of the RAC who are board members of agencies, or otherwise affiliated with an agency, that have submitted applications for an award of funds to the Alpine AAA shall not take part in the review process that evaluates such applications and shall abstain from casting a vote to approve or disapprove of such application. Neither shall there be participation in any evaluation, assessment, or review of an Alpine AAA's grantee's operations on the part of RAC member, nor participation in any other activity that can be considered a conflict of interest

because such member's official relationship with the grantee organization.

- d. Members may still be involved in the review, evaluation, and assessment process for services where a conflict of interest does not exist.

#### **ARTICLE IV GRANT REVIEW COMMITTEE**

- Section 1. Purpose The Grant Review Committee shall review applications for funds and recommend the allocation of funds for services.
- Section 2. Membership Regional Advisory Council members or other interested persons who have no conflict of interest can serve on the Grant Review Committee. The Committee shall have at least five (5) and no more than nine (9) members. Preference to be being given to membership from each county and shall be selected for two years.
- Section 3. Conflict of Interest See Article III, Section 6

#### **ARTICLE V OFFICERS**

- Section 1. Officers The officers of the Alpine Area Agency on Aging Regional Advisory Council shall be a Chairperson and Vice-Chairperson. The Chairperson and Vice-Chairperson shall be elected by the RAC at a biennial meeting for a term of at least two successive years. Terms of officers begin July 1.
- Section 2. Vacancy A vacancy in the office of Chairperson or Vice-Chairperson may be filled by the RAC for the unexpired portion of the term.
- Section 3. Chairperson The Chairperson shall preside at all meetings of the RAC, except as otherwise authorized by resolution of the Regional Advisory Council members.
- Section 4. Vice-Chairperson The Vice-Chairperson shall perform the duties of the Chairperson in the absence or incapacity of the Chairperson; and in the event of the resignation or death of the Chairperson, the Vice-Chairperson

shall perform such duties as are imposed on the Chairperson until such time as the RAC elects a new Chairperson.

- Section 5. Removal of Officers Upon an affirmative vote of a majority of the members of the RAC, any officer may be removed, either with or without cause, and his/her successor elected at any regular meeting of the RAC, or at any special meeting of the RAC called for such purpose.
- Section 6. Officers shall be limited to 3 consecutive terms, unless a waiver is granted by a quorum.

## **ARTICLE VI MEETINGS**

- Section 1. Annual Meetings An Annual meeting shall be held in the month of June each year.
- Section 2. Regular Meetings At least four (4) regular meetings shall be held on a schedule approved by the RAC, at a place and time designated by the RAC. Public Notice of meetings shall be sent at least ten (10) days prior to such meetings. The meeting agenda must be delivered at least ten (10) days prior to the time of the regular meeting to each member.
- Section 3. Special Meetings Special meetings of the RAC may be called by the Chairperson or at least five RAC members. Such special meetings shall be held to transact any business designated in the call. The call for a special meeting must be delivered at least seven (7) days prior to the time of proposed meeting to each member.
- Section 4. Quorum A quorum shall consist of 51% of the RAC members. Presence at a meeting shall be in person, by electronic means or such other method that allows the member to participate.
- Section 5. Waiver of Notice Attendance at Meeting. Any notice provided or required to be given to the members may be waived in writing or electronically by any of them, whether before, at, or after the time stated therein. Attendance of a member at any meeting shall constitute a waiver of notice of such meeting except where the member attends for the express purpose, and so states at the opening of the meeting, of objecting to the transaction of any business because the meeting is not lawfully called or convened.



## **ARTICLE VII RULES OF ORDER**

Section 1. Rules of Order The rules contained in Robert's Rules of Order shall govern the Agency and RAC in all cases to which they are applicable and in which they are not inconsistent with the By-Laws.

## **ARTICLE VIII AMENDMENTS**

Section 1. Amendments to By-Laws The By-Laws of the Agency shall be amended only with the approval of two-thirds (2/3) majority of members in attendance having been given, at least, seven days (7) written notice.

## **ARTICLE IX DISSOLUTION OF THE AGENCY**

Section 1. Dissolution Upon the dissolution of the Agency, the Governing Board shall, after paying and making provision for the payment of all of the liabilities of the Agency, dispose of all of the assets of the Agency exclusively for charitable, educational, religious, or scientific purposes as shall at the time qualify as an exempt organization or organizations under section 501(c)(3) of the Internal Revenue Code of 1954 (or the corresponding provision of any future United States Internal Revenue Law), as the Governing Board shall determine. Any such assets to be disposed of shall be disposed of by the Court of Common Peace of the county in which the principal office of the Agency is located, exclusively for such purposes or to such organization or organizations as said court shall determine.

## **ARTICLE X ADMINISTRATIVE REVIEW PROCEDURES**

Section 1. Review and Decision Procedures The Alpine Area Agency on Aging shall abide by NWCCOG Resolution No. 1982-1.

**NORTHWEST COLORADO COUNCIL OF GOVERNMENTS**

A RESOLUTION ADOPTING A POLICY FOR THE ADMINISTRATIVE REVIEW OF ACTION TAKEN BY ADVISORY COUNCILS TO THE BOARD OF DIRECTORS OF THE NORTHWEST COLORADO COUNCIL OF GOVERNMENTS.

WHEREAS, the Northwest Colorado Council of Governments is an intergovernmental association of local governments in Colorado formed pursuant to Article 18, Section 2 of the Colorado Constitution and Section 29-1-201, et seq., C.R.S. 1973 and

WHEREAS, NWCCOG has been designated as a regional planning commission pursuant to Section 30-28-105, C.R.S. 1973, and

WHEREAS, in order to assist in its administration of certain federal, state and local grants programs, the NWCCOG Board of Directors, has, from time to time, created "advisory councils," and

WHEREAS, the Board of Directors has determined it to be in the best interest of NWCCOG, its member local governments, and the ultimate recipients of funds from such federal, state and local grant programs to establish an administrative review procedure for actions taken by the advisory councils created by the NWCCOG Board of Directors.

NOW THEREFORE, be it resolved by the Board of Directors of the Northwest Colorado Council of Governments, as follows:

1. There is hereby established an administrative review procedure whereby persons desiring to challenge or have reconsidered any decision of any NWCCOG advisory council may have recourse to a defined process for that purpose.

**NWCCOG RESOLUTION NO. 1982-1  
(Amendments to By-Laws of the Northwest Colorado Council of Governments)**

**ARTICLE VIII**

**ADMINISTRATIVE REVIEW PROCEDURE  
FOR ALL NWCCOG ADVISORY COUNCILS**

**1. Authority and Scope**

These procedures apply to all requests for reconsideration or review of decisions by all advisory councils to the NWCCOG Board of Directors.

**2. Decision Procedure for NWCCOG Advisory Councils**

All NWCCOG advisory councils must make required decisions by a majority vote of a quorum of the members of such council. For all NWCCOG advisory councils, a quorum shall be 51% of the membership. No decision may be made without a quorum.

**3. Review by the NWCCOG Board of Directors**

All decisions of the NWCCOG advisory councils are subject to review and approval or veto by the NWCCOG Board of Directors. Actions by the NWCCOG Board of Directors on advisory council decisions shall be binding on such councils. Members of the Board of Directors may participate in a review of the NWCCOG advisory council decision if the decision is general and region wide in nature, provided however, members of the Board of Directors may not vote concerning decisions of NWCCOG advisory councils which affect exclusively the county or municipality from which the NWCCOG Director is a representative.

# **BYLAWS**

## **OF**

### **THE NORTHWEST COLORADO COUNCIL OF GOVERNMENTS WATER QUALITY/QUANTITY COMMITTEE**

Date: June 29, 2011

The purpose of these bylaws is to formalize the internal affairs of Northwest Colorado Council of Governments Water Quality/Quantity Committee and provide definition and consistency to its structure and operation.

#### **ORGANIZATION**

The Northwest Colorado Council of Governments Water Quality/Quantity Committee (“QQ”) is a group of local governments in the headwaters of the Colorado River Basin dedicated to protecting the region’s water quality and quantity. The group funds and oversees litigation and advocacy support, monitoring of legislative activities, policy formulation and analysis, and provides technical assistance to members. QQ directs a team of consultants to carry out these activities. The consultants are guided by policies adopted by QQ members. QQ also maintains and oversees a legal defense fund.

QQ was first established by a subset of Northwest Colorado Council of Governments (“NWCCOG”) members in 1978 as a way to coordinate and fund legal and technical activities among headwater local governments related to transmountain diversions. Since that time, its membership has expanded to include counties and municipalities outside the NWCCOG region, as well as water and wastewater providers. QQ is governed by its members, these bylaws and its policies.

#### **MEMBERSHIP**

QQ members may include counties, municipalities, and special districts within the headwaters of the Colorado River Basin, and any other entities as approved by the membership. The QQ members may also allow non-voting associate members to join.

#### **FINANCIAL ADMINISTRATION**

QQ funds and expenditures shall be administered by the membership in accordance with an annual budget. Revenues shall consist of annually-levied dues from members, grants, and other sources identified and approved by QQ. QQ funds shall be maintained in any type of account as determined by the members.

## **MEETINGS**

QQ shall meet quarterly or as needed. Notice of the date time and place of any meeting shall be given to all members at least one week before the meeting is convened. All meetings shall be open to the public. The members may vote to go into executive session to receive legal advice and for other matters allowed by law. Meetings may be attended by the elected officials and staff of QQ members.

## **OFFICERS**

The membership shall elect a Chair and Vice Chair to oversee meetings and serve as day to day contact for consultants as necessary.

## **DECISION MAKING**

QQ encourages decision making by consensus. If a vote is deemed appropriate, a majority vote is required to pass any measure. No vote shall be taken unless a quorum is present. A quorum shall consist of seven members.

## **AMENDING THE BYLAWS**

A two-thirds vote of those members present at meeting is required to amend the bylaws.

## **LEGAL DEFENSE FUND**

QQ shall maintain a legal defense fund. The purpose of the legal fund is to fund unanticipated professional services such as legal counsel, engineering consultation, or other experts to conduct work that goes beyond the annually-approved scope of services and budget. Challenges to land use authority, transmountain diversion proposals, state rulemaking proceedings, and other unanticipated legal actions may create the need for these increased professional services.

Expenditures from the legal defense fund shall be approved by the QQ members.

## **POLICIES**

QQ may adopt various policy statements on matters of concern to guide the consultants' work and to provide a unified focus for its members. The existing policy statements are attached and incorporated as Exhibit A. QQ will periodically review its policies and make changes as needed.

## **Exhibit A**

### **QQ POLICIES**

- I. **PROTECT AND IMPLEMENT LOCAL GOVERNMENT AUTHORITY TO PROTECT WATER RESOURCES**
  - A. Defend against attacks on 1041 and other local government regulatory authority.
  - B. Strengthen and implement water quality provisions of municipal and county land use codes.
  - C. Support legislation or policies designed to minimize impacts of transmountain diversions.
- II. **BUILDING COALITIONS AND EDUCATION**
  - A. Advocate the headwater communities' water quality and quantity interests throughout the State. Identify and work with other groups statewide that share QQ's concerns. Develop educational tools for varied audiences.
  - B. Coordinate with elected officials, private sector and other decision-makers on water quality issues. Develop working relationships with governmental entities, the private sector and others where appropriate.
  - C. Foster cooperative regional management of water resources. Minimize redundant systems.
  - D. Seek support of other local governments and organizations in efforts to protect headwaters interests.
- III. **TRANSMOUNTAIN DIVERSION OVERSIGHT**
  - A. Transmountain diversion projects will not be supported by QQ unless all socioeconomic and environmental impacts are mitigated to the satisfaction of the affected governmental units.
  - B. Existing water projects should be operated to minimize local impacts where possible.
  - C. Transmountain diversion water should be re-used to extinction to the extent allowed by law.
  - D. Cooperate to determine water quality and quantity impacts caused by new or expanded transmountain diversion; identify measures and conditions that would help mitigate those impacts; and assist the local government with 1041 permitting of water projects.

- E. Implement intergovernmental agreements among member jurisdictions to extend regulatory oversight beyond individual jurisdictional boundaries so that the impacts of water diversion projects can be fully addressed.
- F. Educate Front Range elected officials on transmountain diversion impacts in the headwaters communities.

#### IV. **WATER QUALITY**

- A. Water development activities should not have an adverse effect on the quality of water resources.
- B. Local wastewater facilities should be protected from increased operational costs caused by hydrologic modifications and transmountain diversions.
- C. Regional water quality interests should be protected during rulemaking hearings before the Water Quality Control Commission and the Colorado Water Conservation Board that affect the upper Colorado River Basin.
- D. Defend and update the regional Water Quality Management Plan (208 Plan).
- E. Coordinate local governments' efforts to adopt Water Quality Protection Standards and other measures to protect local water quality.

#### V. **STATEWIDE WATER POLICY**

- A. West Slope consumptive and non-consumptive needs should be integral to state-wide water policy.
- B. Oppose water policies that protect east slope interests at the expense of headwater water quality and quantity.
- C. Water conservation and efficiency measures in Colorado should be increased.
- D. Instream flow programs should be protected.
- E. Programs that allow agricultural users to transfer water to municipal uses on a temporary basis should be implemented.

## NWCCOG 2018 Budget Summary

	Beginning	2018						2018		Ending
	Fund	Budgeted						Budgeted		Fund
<b>Internal programs</b>	Balance	Income	Salaries	Benefits	Rent	Indirect	Other	Expense	Net	Balance
Alpine Area on Aging		1,187,688	233,105	81,350	13,166	28,159	831,908	1,187,688	(0)	
Broadband		196,219	136,895	33,241	2,304	16,537	12,180	201,157	(4,938)	
Economic Development		126,500	78,661	29,645	1,845	9,502	9,195	128,848	(2,348)	
Elevator Inspection		820,000	441,949	135,696	7,996	53,387	97,100	736,127	83,873	
Energy Management		1,100,075	463,852	152,666	22,201	56,033	405,323	1,100,075	(0)	
Homeland Security		243,331	-	-	-	-	243,331	243,331	-	
Regional Business		357,737	94,568	24,673	3,667	11,424	279,584	413,916	(56,179)	
Regional Transportation		554,500	120,250	39,399	8,747	14,526	371,578	554,500	(0)	
Subtotal	395,153	4,586,050	1,569,280	496,669	59,927	189,569	2,250,199	4,565,643	20,407	
<b>Internal Service Funds Funds</b>										
Indirect	3,643	230,582	79,195	22,764	15,578	-	119,530	237,066	(6,484)	(2,841)
Motor Pool	80,957	40,000	513	137	-	-	18,732	19,383	20,617	101,575
Office Condo	49,261	77,919	-	-	-	-	71,260	71,260	6,659	55,920
Subtotal	133,861	348,501	79,708	22,901	15,578	-	209,522	327,709	20,792	154,653
NWCCOG Fund Balance	529,014								41,199	570,213
<b>External Programs</b>										
High Country Forest Collaborative - CBB	1,390	-	-	-	-	-	-	-	-	1,390
Health Care Coalition	0	150,905	-	-	-	15,092	135,813	150,905	-	-
Northwest Loan Fund	1,524,313	649,700	78,060	16,540	2,415	9,430	565,819	672,263	(22,563)	1,501,750
Summit Water Quality Committee	35,161	33,000	-	-	-	2,608	32,600	35,208	(2,208)	32,953
Water Quality/Quantity	105,729	162,196	-	-	-	12,399	154,985	167,384	(5,188)	100,541
Watershed Services	4,920	17,800	-	-	-	1,484	18,550	20,034	(2,234)	2,686
Subtotal	1,671,513	1,013,601	78,060	16,540	2,415	41,013	907,767	1,045,794	(32,193)	1,639,320
<b>Total non-duplicated budget</b>	<b>2,066,666</b>	<b>5,599,651</b>	<b>1,647,340</b>	<b>513,209</b>	<b>62,341</b>	<b>230,581</b>	<b>3,157,966</b>	<b>5,611,437</b>	<b>(11,787)</b>	<b>1,639,320</b>
<b>Grand Total</b>	<b>2,200,527</b>	<b>5,948,152</b>	<b>1,727,048</b>	<b>536,110</b>	<b>77,919</b>	<b>230,581</b>	<b>3,367,488</b>	<b>5,939,146</b>	<b>9,006</b>	<b>1,793,973</b>





# 2018 BUDGET

FINAL VERSION FOR COUNCIL

Submittal: November 30, 2017



# Table of Contents

## 2018 BUDGET

<b>Budget Intro Documents .....</b>	
Letter from Executive Director & Fiscal Officer .....	4-5
History & Mission Statement.....	6
NWCCOG Council Members .....	7
Fiscal Management .....	8
Annual Dues Assessment Policy.....	9
2018 Dues Summary .....	10
Indirect Cost Rate.....	11
Indirect Budget.....	12
Building Budget .....	13
Motor Pool Budget.....	14
<b>Alpine Area Agency on Aging (AAAA) Budget Narrative.....</b>	<b>16</b>
AAAA Budget .....	17
<b>High Country Forest Collaborative (HCFC) Budget Narrative.....</b>	<b>18</b>
HCFC Budget.....	19
<b>Economic Development District (EDD) Budget Narrative.....</b>	<b>20</b>
EDD Budget.....	21
<b>Elevator Inspection Program (EIP) Budget Narrative.....</b>	<b>22</b>
EIP Budget .....	23
<b>Weatherization (WX) Energy Management Program Budget Narrative.....</b>	<b>24</b>
WX Budget .....	25
<b>Northwest All Hazards Emergency Management (NWAHEMR) Region Budget Narrative .....</b>	<b>26</b>
NWAHEMR Budget .....	27
<b>Norwest Loan Fund (NLF) Budget Narrative.....</b>	<b>28</b>
NLF Budget .....	29
<b>NWCCOG Foundation Budget Narrative .....</b>	<b>30</b>
NWCCOG Foundation Budget .....	31
<b>Regional Business Budget Narrative.....</b>	<b>32</b>
Regional Business Budget .....	33

<b>Regional Business – Broadband Program Budget Narrative .....</b>	<b>34</b>
Regional Business – Broadband Program Budget .....	35
<b>Regional Transportation Coordinating Council (RTCC) Budget Narrative .....</b>	<b>36</b>
RTCC Budget.....	37
<b>Watershed Services &amp; Summit Water Quality Committee (SWQC) Budget Narrative.....</b>	<b>38</b>
Watershed Services Budget .....	39
SWQC Budget .....	40
<b>Water Quality/Quantity Committee (QQ) Budget Narrative.....</b>	<b>41</b>
QQ Budget .....	42
QQ Association & District Dues.....	43
<b>Northwest Colorado Regional Healthcare Coalition (NWRHCC) Budget Narrative .....</b>	<b>44</b>
NWAHEMR Budget .....	45
<b>2018 Budget Summary .....</b>	<b>46</b>
<b>2017 Final Revised Budget .....</b>	<b>46</b>



## Letter from Executive Director & Fiscal Officer

2018 BUDGET (Revised 11/29/2017)

We are pleased to present the 2018 Budget for the Northwest Colorado Council of Governments as required by Article V of the Amended and Restated Bylaws of the Northwest Colorado Council of Governments.

The projected 2018 Member Dues (jurisdictions must confirm participation by December 1) are \$252,837. This is less than 5% of the overall NWCCOG budget. QQ projected dues for 2018 are estimated at \$160,196. This is 96 % of the QQ budget. Calculations for dues NWCCOG and for QQ were increased for 2018 following votes of approval from their respective governing Councils.

The 2018 Indirect budget totals \$237,066 and represents 4% of the total budget. Rent for each program was increased 3% this year to bolster the fund balance for the aging NWCCOG office building. After mortgage, CAM and planned maintenance, this will increase the fund balance to just under \$56,000.

The 2018 budget includes a 3.1% COLA increase and up to an additional 1.9% merit increase.

One of the primary values of membership in NWCCOG is the ability of the organization to leverage a portion of the Regional Business Dues each year by providing matching funds for grant programs which require it. Most of the programs at NWCCOG require some amount of “local match” to qualify for that grant, and that is where Member Dues come in. For 2018, the following amounts are submitted for approval with the budget:

Alpine AAA	\$ 29,313 - cash
Broadband Grant	\$ 38,501- in kind
Economic Development District	\$ 70,000 - cash
Watershed Services	\$ 7,000 - cash
<u>DOLA COG Grant</u>	<u>\$ 3,000 – in kind</u>
TOTAL	\$147,814 (60% of Dues)

\*With Broadband, this reflects two different half years of grants for the program.

The 2018 budget does not need to transfer any of the Unreserved Fund balance to support any of the NWCCOG programs. The Bylaws require Restricted Emergency Reserve Account to be 10% of the current year’s internal programs’ projected revenues, which is \$4,586,050. The balance of the reserve fund is estimated to be \$529,014 at the beginning of 2018 and is anticipated to be \$570,213 at the end of 2018 which equals 12.4% of the internal program budgeted revenues.

We feel Confident that the 2018 budget continues NWCCOG’s commitment to provide high-quality, cost effective services to our members.

Jon Stavney Executive Director

Michael Kurth, Fiscal Officer

## **Additional General Budget Narrative**

The bulk of the revenues at NWCCOG come from narrowly targeted funding streams from federal and state programs or grants, each of which is managed by a different state or federal department or agency, and only permissible for specific uses within specifically tailored programs at NWCCOG designed around a nexus of services needed across the region and the boundaries of that funding stream.

NWCCOG programs work with approximately eight different federal agencies and nine different state agencies. This is one reason for so many specialized departments and programs, and many silos of expertise built upon the scope, guidelines and criteria of those funding streams.

A number of NWCCOG programs, like Weatherization/Energy Management receive an allotment of dollars for a fiscal year and must tailor staffing and the number of jobs around utilizing those allotted dollars. The Northwest All Hazards Emergency Management Region has a somewhat similar situation as the total grant to the region is defined tri-annually. The Economic Development District receives annual funding from the Economic Development Administration to run the program, but must apply for grants for specific projects. The Northwest Loan Fund is annually allotted monies by the state, but is only distributed those dollars as it closes on qualified loans. Staffing for NLF is paid from a 16% administrative fee allowed for each loan.

Programs at the AAAA are funded by federal dollars through the Older Americans Act and state dollars through the State Funding for Senior Services. The RSVP grant is federally funded through the Corporation for National and Community Service and the SHIP Medicare program is funded through a small state grant (funds less than 25% of the program) and AAAA state funding. Some of the support for people over 60 years of age is directly provided by AAAA, but much of it is subcontracted to providers within the region, many of whom bring additional funds to the programs for services such as congregate meals, home delivered meals and legal assistance.

The Elevator Inspection Program is the only fully fee-for-service program at NWCCOG, and though in flux right now, it has, so far, been able to cover the costs of the program through the fee structure, and also provide some additional “general” funding for Regional Business programs. The Weatherization Program in 2017 experimented with two programs which are fee-for-service. These funds were less than 15% of the program in 2017 and remained within the Weatherization overall budget.

Most of the programs above pay into the indirect fund to help cover the general costs of managing NWCCOG, the office manager, copier, payroll, accounting, audits and other costs that would be onerous to track and bill out to specific departments. This indirect calculation is re-approved annually by a state and a federal agency. Watershed Services, and QQ, with contract staff that are out of the NWCCOG office pay a lesser amount into Indirect as a fee. Neither are allowed by the NWAHEMR grant requirements, so that group contracts directly with Summit Bookkeeping for accounting, and with the NWCCOG auditor for those services. The Healthcare Collaborative grant allows for an administrative fee, which was proposed and accepted for this period as 10% of the grant.

These are quite different models than most of our member jurisdictions (municipalities and counties) which collect sales or property taxes and then have relatively broad latitude for prioritizing and distributing those funds across departments. Some of those county and municipal departments may charge fees for service which may or may not cover the cost of running that department and may or may not just return to the general fund. The closest analogue to most of our programs is for municipalities with designated Enterprise Funds in which a specific service (water, wastewater or other utility) must build a fee structure for revenues to balance against expenses.

-----



# History & Mission Statement

---

2018 BUDGET

## HISTORY

Northwest Colorado Council of Governments was established as Colorado Planning and Management Region XII in 1972 by Executive Order of the Governor in response to the Federal Intergovernmental Cooperation Act of 1968. Regional, multi-jurisdictional planning was encouraged as a means to avoid overlap, duplication, and competition between local planning activities. Today, NWCCOG serves a five county region including Eagle, Grand, Jackson, Pitkin, and Summit Counties and 19 municipalities therein. Additional members from outside Region XII include the Town of Carbondale, and the Cities of Glenwood Springs and Steamboat Springs.

## MISSION STATEMENT

The purpose of Northwest Colorado Council of Governments is to be responsive to our members' needs and interests by:

- ◆ Providing guidance and assistance in problem solving, information sharing, and partnership building;
- ◆ Advocating members' interests and needs with local, state, and federal entities;
- ◆ Providing quality services that are relevant, effective, and efficient to our membership.



## 2017 NWCCOG Council Members

2018 BUDGET

### COUNTIES

Eagle  
Grand  
Jackson  
Pitkin  
Summit

### REPRESENTATIVES

Jeanne McQueeney  
Richard Cimino  
Betsy Blecha  
Patti Clapper  
Karn Stiegelmeier

### ALTERNATE

Bryan Treu  
Kristen Manguso  
Jeff Benson  
Steve Child  
Dan Gibbs

### MUNICIPALITIES

Aspen  
Basalt  
Blue River  
Breckenridge  
Carbondale  
Dillon  
Eagle  
Fraser  
Frisco  
Glenwood Springs  
Granby  
Grand Lake  
Gypsum  
Hot Sulphur Springs  
Kremmling  
Minturn  
Montezuma  
Red Cliff  
Snowmass Village  
Steamboat Springs  
Vail  
Walden  
Winter Park

### REPRESENTATIVES

Ward Hauenstein  
Watkins Fulk-Gray  
Toby Babich  
Brian Waldes  
Katrina Byars  
Carolyn Skowrya  
Anne McKibbin  
Andrew Miller  
Deborah Shaner  
Kathryn Trauger  
Aaron Blair  
Kathy Lewis  
Jeff Shroll  
vacant  
Thomas Clark  
Matt Scherr  
Jake Still  
Valarie Blevins  
Alyssa Shenk  
Winnie DelliQuadri  
Patty McKenny  
Sarah Wyatt  
Drew Nelson

### ALTERNATE

Steve Barwick  
Susan Philp  
Michelle Eddy  
Eric Mamula  
vacant  
Kerstin Anderson  
Vacant  
Jeff Durbin  
Randy Ready  
Rick Voorhees  
Paul Chavoustie  
Jim White  
Jeremy Rietmann  
vacant  
Mark Campbell  
Willy Powell  
Lesley Davis  
Jake Spears  
Bob Sirkus  
Ginger Scott  
Vacant  
James E. Dustin  
Jimmy Lahrman



# 2018 Fiscal Management

## 2018 BUDGET

### **Program Categorization:**

#### **Internal Programs:**

NWCCOG is the sponsoring agency for Alpine Area Agency on Aging (Alpine AAA), Elevator Inspection Program (EIP), Energy Management/Weatherization (Wx), Regional Business (RB), Economic Development District (EDD), Regional Transportation Coordinating Council (RTCC), and Watershed Services. These "internally" sponsored programs are included in the NWCCOG annual audit and share administrative costs through the application of an indirect cost rate.

#### **External Programs:**

NWCCOG enters into agreements for the provision of office space and services with programs that can benefit through co-location and shared usage of NWCCOG resources. The NWCCOG Foundation, Inc. is administered by NWCCOG, but its administrative costs are covered by a 5% administrative rate assessed annually to active accounts rather than by an indirect cost rate. The NWCCOG Foundation's 5% administrative fee is waived for NWCCOG programs that are partnering with the Foundation on projects. NWCCOG is the designated fiscal agent for the Northwest All Hazards Emergency Management Region (NWAHEMR) and the newly established Northwest Colorado Healthcare Coalition and the Northwest Loan Fund (NLF). Federal granting sources for the NWAHEMR do not allow reimbursement for expenses based on an indirect cost rate so all expenses are individually calculated and direct billed. NWCCOG also serves as the fiscal agent for the High County Forest Collaborative (was CBBC), Water Quality/Quantity Committee (QQ), and the Summit Water Quality Committee (SWQC) which are each charged an administrative fee which is somewhat less than the indirect fee charged to programs.

#### **Fiscal Philosophy:**

NWCCOG will operate common cost centers such as motor pool, arrange for leasing and/or purchasing of equipment, cars, phone systems, fax machines, copiers, postal machines, etc. to meet the needs of both internal and external program staff. Actual costs for the use of the equipment and services will be charged directly to programs whenever it is efficient for NWCCOG staff to do so.





# Annual Dues Assessment Policy

---

2018 BUDGET

**1. DUES ASSESSMENT:** Members of the Northwest Colorado Council of Governments shall pay annual dues assessment for services. In recognition of the mandatory nature of regional delivery of many of NWCCOG's services and the matching fund requirements for these services, the NWCCOG has created dues assessment policies that serve to ensure the equitable distribution of member assessment obligations.

**2. CALCULATION AND APPROVAL OF TOTAL ANNUAL DUES ASSESSMENT:** The base year for calculating the total annual dues to be collected shall be 2009. In each subsequent year the proposed total annual dues assessment will be automatically adjusted by the latest available population estimates and assessed valuation. The proposed total dues assessment shall be calculated by adding the individual jurisdictions' dues amounts together. The proposed total annual dues assessment will be presented to the membership for approval at the July Council meeting.

**3. INDIVIDUAL MEMBER JURISDICTION ASSESSMENT:** The dues assessment for each Member Jurisdiction will be calculated using a formula applying a \$.52 multiplier on population and .009 mils multiplier on assessed valuation as approved by the NWCCOG Council. Assessed valuation amounts will be the most recent annual report produced by the State of Colorado, Division of Property Taxation. Population numbers will be the latest available estimates from the State Demographer's Office.

**4. ANNUAL CONFIRMATION OF DUES ASSESSMENT:** By August 31st, NWCCOG shall send notices to each Member Jurisdiction stating the amount of the next calendar year's annual assessment for services, including a confirmation of that annual assessment. The confirmation of intention to pay the assessment must be received by NWCCOG by December 1st.

**5. PAYMENT OF DUES ASSESSMENT:** Dues Assessments are due and payable on an annual basis by February 28th. All members who have fulfilled their dues assessment responsibilities by this date will be considered "current" and thereby eligible for all Council rights, privileges, and services for the calendar year.

**6. NON-PAYMENT OF DUES ASSESSMENT:** If any members' dues payment is more than 20 days delinquent, the Chairman of the Council shall send written notice to each Member Jurisdiction within the county where such delinquent member is located, setting forth in detail the amount of said delinquency and permitting all Member Jurisdictions within that county to collectively contribute the amount of the delinquency. If, at the next regular meeting following said notice, it is determined that the amount of the delinquency will be contributed by the other members, then the delinquent member shall be deemed to be current with respect to its dues assessment. If the amount of the delinquency will not be covered by the other members, then the delinquent member will not be eligible for any membership rights, privileges, and services.

**7. REQUIRED WITHDRAWAL FROM NWCCOG:** In the event of a member's non-payment of dues the Council may by majority vote require that the non-paying member withdraw from NWCCOG in accordance with the procedures set forth in Article III, 303 of the Articles of Incorporation. Failure to comply with Article III, 303 of the Articles of Incorporation and Article IV, 5 and 6 of the Bylaws may result in the Council taking action to discontinue services and all other rights and privileges of membership to the delinquent Member Jurisdiction.

## 2018 Dues Summary

County	2018 NWCCOG DUES	2018 Q/Q DUES	2018 TOTAL DUES
Eagle County	60,500	22,809	83,309
Grand County	14,893	22,809	37,702
Gunnison County	n/a	5,305	5,305
Jackson County	1,194	n/a	1,194
Park County	n/a	4,774	4,774
Pitkin County	40,729	22,809	63,538
Summit County	34,473	22,809	57,282
<b>Municipality</b>			
Aspen	19,567	7,214	26,781
Avon	n/a	n/a	-
Basalt (Eagle & Pitkin)	3,718	1,326	5,044
Blue River	921	n/a	921
Breckenridge	8,197	5,570	13,767
Carbondale	4,851	3,448	8,299
Crested Butte	n/a	1,591	1,591
Dillon	1,193	796	1,989
Eagle	4,757	1,857	6,614
Fraser	1,027	743	1,770
Frisco	3,466	1,857	5,323
Glenwood Springs	7,455	n/a	7,455
Granby	1,534	743	2,277
Grand Lake	678	743	1,421
Gypsum	4,879	2,122	7,001
Hot Sulphur Springs	446	212	658
Kremmling	939	1,061	2,000
Minturn	829	690	1,519
Montezuma	59	n/a	59
Red Cliff	186	265	451
Silverthorne	n/a	1,804	1,804
Snowmass Village	6,716	n/a	6,716
Steamboat Springs	13,359	2,652	16,011
Vail	14,337	6,631	20,968
Walden	355	n/a	355
Winter Park	1,579	1,326	2,905
Yampa	n/a	212	212
<b>Districts &amp; Associations</b>			
19 Water & Sanitation Districts	n/a	11,776	
2 Associations	n/a	4,244	
<b>Total Dues</b>	<b>252,837</b>	<b>160,196</b>	



## 2018 Indirect Cost Rate

2018 BUDGET

**Introduction:** Cost effectiveness is a key component to the viability of any Council of Governments. Programs sponsored by NWCCOG must be able to make more effective use of their administrative dollars by sharing operational systems than a comparable stand-alone operation. An example of this shared program cost savings is the annual audit, which covers all NWCCOG program areas, and is bid and administered once for all of these entities rather than multiple times on an individual program basis. Other costs that follow this pattern include office supplies, the copy machine, the phone system, equipment repairs, and some organizational staff time in the positions of Executive Director, Administrative Assistant, and Fiscal Office.

**Support Areas:** The 2018 Indirect Cost Center is comprised of support services, which provide fiscal accountability, communication services, and basic office functions.

**Fiscal:** Includes the Fiscal Officer, Fiscal Assistant, audit expense, accounting software support, and check printing.

**Telephone:** Includes office telephone equipment, line expenses, and service charges.

**Office:** Includes 100% of the Administrative Assistant's time (1FTE). Other expenses include office supplies, office equipment rentals and maintenance, copier lease, etc.

**Management:** Includes overall direction, Human Resources support, and individual program support and performance evaluation.

**Insurance:** Includes General Liability, Errors and Omissions, and Property.

**Methodology:** Indirect costs are shared, pro-rata, by all of the NWCCOG programs. Each program contributes to these costs based on that program's total salaries and wages. The percentage applied is determined by averaging the prior four audited fiscal years' indirect costs as a percentage of the total salaries as shown below:

Application of Four-Year Averaging Factor:

YEAR	RATE
2016	12.08
2015	12.92
2014	10.62%
2013	12.11%
Four Year Total	47.73%
<b>Four Year Average</b>	<b>11.93%</b>

## Indirect

	<b>FUND BALANCE-BEGIN</b>	<b>(158)</b>		<b>637</b>	<b>(26,343)</b>
				<b>Estimated</b>	
		<b>2016</b>	<b>2017</b>	<b>2017</b>	<b>2018</b>
<b>ACCT #</b>	<b>ACCOUNT NAME</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>Actual</b>	<b>BUDGET</b>
2200	CARRY-OVER	-			
4540	OTHER INCOME	827	-	8,659	-
4550	INTERNAL INDIRECT REVENUE	186,270	199,668	198,700	198,999
4560	EXTERNAL INDIRECT REVENUE	8,968	9,190	9,190	31,583
	<b>TOTAL REVENUES</b>	<b>196,066</b>	<b>208,858</b>	<b>216,549</b>	<b>230,582</b>
6110	SALARIES - EXECUTIVE DIRECTOR	13,132	5,671	5,671	18,365
6121	SALARIES - PROGRAM STAFF	-	-	-	-
6131	SALARIES - OFFICE SUPPORT	28,072	39,612	39,612	41,583
6141	SALARIES - FISCAL			20,264	19,247
6210	TAXES & BENEFITS	11,456	14,144	32,143	22,764
6310	FLEX PLAN ADMIN	977	700	700	700
6311	BACKGROUND CHECK	41	-	-	-
6330	EE TRAINING EXPENS	-	-	-	-
6420	FISCAL OFFICER CONTRACT	39,991	40,693	35,100	30,288
6440	AUDIT SERVICES	26,740	27,500	20,600	21,500
6510	CONTRACT SERVICES- GENERAL	3,235	2,500	10,700	3,500
6610	OFFICE SUPPLIES	7,647	8,500	8,500	8,500
6640	POSTAGE	449	600	600	600
6650	PRINTING & PUBLICATION	-	100	650	100
6660	ADVERTISING	106	-	-	-
6670	INTERNET/WEB SITE ADMIN	1,828	2,000	2,000	2,000
6680	DUES & SUBSCRIPTIONS	4,150	5,172	5,172	5,172
6690	COPIER CHARGES	818	-	1,500	-
6720	RENT	19,275	17,361	17,361	15,578
6730	TELEPHONE	3,391	12,000	12,000	12,000
6750	OFFICE REPAIRS, JANITOR & MAINT.	600	600	600	600
6760	INSURANCE	11,767	12,000	12,000	12,000
6800	EQUIP. MAINT. & REPAIRS	-	-	-	-
6830	EQUIPMENT LEASE - Copier	13,390	13,000	13,000	14,340
6830	EQUIPMENT LEASE - Postage	2,017	1,730	1,730	1,730
7130	TRAVEL & MEETINGS	662	500	1,000	500
8000	CAPITAL OUTLAY	5,527	2,000	2,625	6,000
9100	CONTINGENCY				
	<b>TOTAL EXPENSES</b>	<b>195,271</b>	<b>206,383</b>	<b>243,528</b>	<b>237,066</b>
	<b>REVENUE OVER EXPENDITURES</b>	<b>795</b>	<b>2,475</b>	<b>(26,979)</b>	<b>(6,484)</b>
	<b>FUND BALANCE -END</b>	<b>637</b>		<b>(26,343)</b>	<b>(32,827)</b>

## Building - 249 Warren Avenue

	<b>REPLACEMENT FUND -BEGIN</b>	<b>33,161</b>		<b>40,024</b>	<b>49,261</b>
				Estimated	
		<b>2016</b>	<b>2017</b>	<b>2017</b>	<b>2018</b>
<b>ACCT #</b>	<b>ACCOUNT NAME</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>ACTUAL</b>	<b>BUDGET</b>
4530	DIRECT CHARGES INCOME	75,649	75,648	75,684	77,919
4810	RENTAL INCOME	(1)	-	-	-
	<b>TOTAL REVENUES</b>	<b>75,648</b>	<b>75,648</b>	<b>75,684</b>	<b>77,919</b>
6121	PROGRAM STAFF	328	-	-	-
6210	TAXES & BENEFITS	30	-	-	-
6510	CONTRACT SERVICES- GENERAL	-	2,000	500	2,000
6710	MORTGAGE EXPENSE	38,160	38,160	38,160	38,160
6720	RENT - COG Storage/ Parking Spaces	6,000	6,000	6,000	6,000
6740	CAM FEES	16,687	16,700	16,687	16,700
6800	REPAIRS & MAINTENANCE.	4,932	5,000	1,700	5,000
6750	JANITORIAL/TRASH EXPENSE	2,649	3,400	3,400	3,400
	<b>TOTAL EXPENSES</b>	<b>68,785</b>	<b>71,260</b>	<b>66,447</b>	<b>71,260</b>
	<b>REVENUE OVER EXPENDITURES</b>	<b>6,862</b>	<b>4,388</b>	<b>9,237</b>	<b>6,659</b>
	<b>REPLACEMENT FUND -END</b>	<b>40,024</b>		<b>49,261</b>	<b>55,920</b>

## Motor Pool

	<b>REPLACEMENT FUND -BEGIN</b>	<b>39,015</b>		<b>62,957</b>	<b>80,957</b>
				Estimated	
		<b>2016</b>	<b>2017</b>	<b>2017</b>	<b>2018</b>
<b>ACCT #</b>	<b>ACCOUNT NAME</b>	<b>Actual</b>	<b>BUDGET</b>	<b>Actual</b>	<b>BUDGET</b>
4530	MOTOR POOL BILLINGS	43,718	40,000	36,000	40,000
4610	INSURANCE PROCEEDS	-	-	-	-
4620	REIMBURSED EXPENSES	-	-	-	-
4010	GAIN ON SALE	-	-	-	-
	<b>TOTAL REVENUES</b>	<b>43,718</b>	<b>40,000</b>	<b>36,000</b>	<b>40,000</b>
6131	SALARY - ADMIN. ASST.	3,500	-	-	
6141	SALARY - FISCAL	-	-	-	513
6210	BENEFITS .	735	-	-	137
6260	LICENSE & PERMITS	-	-	-	
6420	CONTRACT- FISCAL OFFICE	2,701	2,768	2,500	2,232
6660	ADVERTISING	-	-	-	-
6680	DUES & SUBSCRIPTIONS	-	-	-	-
6760	INSURANCE	1,671	2,500	5,000	2,500
6761	INSURANCE-DEDUCTIBLE	-			
6800	COPIER EXPENSE	-			
6810	REPAIR & MAINTENANCE	1,242	4,000	2,500	4,000
6811	GAS, OIL & VEHICLE SUPPLIES	9,913	15,000	8,000	10,000
6990	DEPRECIATION	-	-	-	-
7130	TRAVEL & MEETING	15	-	-	-
8000	CAPITAL OUTLAY	-	20,000	-	-
	CARRY FORWARD	-	-	-	-
9,130	TRANSFERRED BETWEEN PROGRAMS	-	-	-	-
	<b>TOTAL EXPENSES</b>	<b>19,776</b>	<b>44,268</b>	<b>18,000</b>	<b>19,383</b>
	<b>YTD NET</b>	<b>23,942</b>	<b>(4,268)</b>	<b>18,000</b>	<b>20,617</b>
	<b>REPLACEMENT FUND -END</b>	<b>62,957</b>		<b>80,957</b>	<b>101,575</b>



# 2018 PROGRAM BUDGET SUMMARIES



# ALPINE AREA AGENCY ON AGING

## 2018 BUDGET NARRATIVE PROGRAM SUMMARY

<b>Program Established:</b>	1978
<b>Program Director:</b>	Erin Fisher

### Recent Program Highlights:

- The NWCCOG Member Survey identified a strategic gap: that between 32% and 43% members “don’t know” its specific programs, but valued AAAA overall with a 79% Value or Value Highly rating
- AAAA staff retreated and identified the top goal for 2018: Create Thriving Partnerships with Government Leaders and Providers
- Sense of need to share program successes was amplified by White House Budget which proposed significant cuts to programs in March 2017,

### Budget Notes:

Revenues are even between 2017 and 2018, though specific source amounts have changed. No carryover revenue is budgeted, though some is expected for 2018. Note that under expenses, salaries have been combined on one line. Contract Service new costs (Senior Ombudsman, and ARDC) and Other Contractors (Software and IT support) has increased.

### Program Description:

The Alpine Area Agency on Aging (Alpine AAA) connects the community with support & services that promote aging with independence and dignity for individuals sixty and older and their caregivers in their community of choice. Since inception in 1978, the Alpine AAA is funded through the Federal Older Americans Act and the State Older Coloradans Program funds. Each individual AAA must submit a 4-year plan outlining how it will utilize funds to pursue initiatives set forth by the State Unit on Aging. The current [Four Year Area Plan](#): State Fiscal Years 2016-2019 (7/1/2015 to 6/30/2019) is viewable on the NWCCOG website.

Programs provided directly through the AAAA umbrella include:

- RSVP – (Retired Senior Volunteer Program) in Eagle County and a 5-county Volunteer Program
- SHIP – (State Health Insurance Assistance Program) Medicare Counselling Program
- Material Aid Voucher – provides funds for dental and vision assistance
- Low Income Senior Dental Program – dental services for qualified seniors through state HCPF contract
- Low Vision Program –vision assistance and financial assistance for seniors with low vision
- Information & Assistance –information for seniors and their families about services
- Caregiver Services – services and supports for family caregivers providing care for someone 60+
- Homemaker Voucher – services for qualified seniors like cleaning, meal preparation, and errand running

Programs provided through contractual agreements, through Alpine AAA partners include:

Home delivered meals, Congregate meals (at county senior centers), Transportation, Support groups, and Case management.



## Alpine Area Agency on Aging

		Revised			
		2016	2016	2017	2018
ACCT #	ACCOUNT NAME	BUDGET	ACTUAL	BUDGET	BUDGET
	<b>Revenue</b>				
4100	FEDERAL CONTRACT REVENUE	438,902	463,393	489,159	575,420
4120	FEDERAL REVENUE - NSIP/usda	17,500	-	17,500	18,000
4200	STATE CONTRACTS REVENUE	500,234	640,301	534,813	492,123
4200	HCPF LOW INCOME DENTAL GRANT	25,400		25,400	12,700
4210	STATE CASH MATCH	-	-	-	3,359
4510	OTHER LOCAL FUNDING	-	15	-	-
4620	REIMBURSED FEES - SR ID, ETC	-	(611)	-	-
4630	LOCAL CASH MATCH - NWCCOG	27,400	27,450	29,633	29,313
4640	FEDERAL CONTRACT CARRYOVER	-	(23,114)	10,647	-
4660	MATCHING FUNDS	-	50	-	-
4400	FOUNDATIONS & TRUSTS	<b>38,705</b>	-	78,081	56,772
	IN-KIND MATCH	<b>16,340</b>		-	-
	<b>TOTAL REVENUES</b>	<b>1,064,481</b>	<b>1,107,484</b>	<b>1,185,233</b>	<b>1,187,688</b>
	<b>Expenses</b>				
6010	SALARIES - PROGRAM - STAFF	45,365	816	47,754	-
6010	SALARIES - PROGRAM - STAFF	50,000	-	54,201	-
6112	SALARIES - PROGRAM DIRECTOR	81,151	67,622	74,060	77,763
6121	SALARIES - PROGRAM ASSISTANT	48,423	136,372	42,318	154,059
6131	SALARIES - OFFICE	2,304	4,491	6,470	-
6141	SALARIES - FISCAL	-	-	-	1,283
6210	TAXES & BENEFITS	69,138	73,830	79,304	81,350
6400	CONTRACT SERVICES-Other	-	1,510	-	30,000
6420	CONTRACT - FISCAL	-	4,485	2,924	1,344
6430	LEGAL EXPENSE	165	940	-	-
	BACKGROUND CHECKS		295	250	250
6560	OTHER CONTRACTOR	12,812	-	16,725	24,700
6610	OFFICE SUPPLIES	1,850	2,512	5,350	2,350
6620	BANK CHARGES	-	-	20	30
6640	POSTAGE	1,392	2,293	3,500	3,700
6650	PRINTING	325	-	2,600	1,800
6660	ADVERTISING	3,570	1,163	7,694	6,954
6670	INTERNET/WEBSITE	4,026	3,100	4,191	424
6680	DUES & SUBSCRIPTIONS	4,865	1,634	5,065	2,200
6720	RENT	12,784	12,783	12,784	13,166
6730	TELEPHONE	2,124	213	750	-
6800	EQUIP REPAIR/MAINTENANCE	550	90	-	-
7110	PROGRAM SUPPLIES	2,408	8,603	5,500	4,500
7130	TRAVEL & MEETINGS	15,429	7,722	12,150	9,650
7150	TRAINING & TECHNICAL ASSISTANCE	5,400	3,174	8,000	5,900
7310	SENIOR AWARDS CEREMONY	-	24	3,000	3,000
7311	RSVP RECOGNITION EVENT	2,300	5,123	6,000	6,000
7312	RAC & NoC TRAVEL/MEETINGS	5,635	798	1,500	1,500
7313	VOLUNTEER TRAVEL REIMBURSEMENT	29,615	21,807	15,400	15,400
7320	PASS THRU SERVICE FUNDS -SUBCONTRACTOR	495,683	719,922	496,000	500,098
7340	PASS THRU NSIP FUNDS - SUBCONTRACTOR	17,500	-	17,500	18,000
7340	AAAA - DIRECT SERVICES DELIVERY	106,353	-	222,219	192,859
7910	INDIRECT COSTS APPLIED	26,974	25,225	26,684	28,159
7950	LOCAL MATCH COST-Grant funds	-	-	-	-
9130	TRANSFERED BETWEEN PROGRAMS	-	176	-	-
9160	DEFERRED EXPENSE	-	762	-	1,249
	IN-KIND SERVICES	16,340		-	-
	<b>TOTAL EXPENSES</b>	<b>1,064,481</b>	<b>1,107,484</b>	<b>1,179,914</b>	<b>1,187,688</b>
	<b>REVENUES OVER EXPENDITURES</b>	-	-	5,319	(0)



## **HIGH COUNTRY FOREST COLLABORATIVE (formerly Colorado Bark Beetle Collaborative)**

### **2018 BUDGET NARRATIVE PROGRAM SUMMARY**

<b>Program Established:</b>	2017
<b>Program Director:</b>	Currently, no paid Director

#### **General Program Description:**

This is a program in transition, which has some remaining funds from the original role as the Colorado Bark Beetle Collaborative. The CBBC as an entity has been dormant for a number of years. No funds were expended in 2017 and no revenues or expenditures are currently budgeted for 2018. There are local leaders who have begun holding meetings at various locations around the region in an effort to rekindle support for a group which they are calling the High Country Forest Collaborative. They have requested to remain under the umbrella of NWCCOG which was significant in the early stages of the CBBC and passed through extensive funding for forest studies, management and mitigation projects. NWCCOG remains the fiscal agent.

I would request permission to expend costs for meetings in 2018 if requested—their meetings in 2017 all had lunches, though I am not clear who paid for them. Nothing was requested from NWCCOG. They are planning a summit later in 2017.

## High Country Forest Collaborative - CBBC

	<b>FUND BALANCE - BEGINNING</b>	<b>2,339</b>		<b>1,390</b>	<b>1,390</b>
				Estimated	
		<b>2016</b>	<b>2017</b>	<b>2017</b>	<b>2018</b>
<b>ACCT #</b>	<b>ACCOUNT NAME</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>BUDGET</b>	<b>BUDGET</b>
	STATE GRANT REVENUE	-	-	-	-
	COUNTY PLEDGES	-	-	-	-
	MUNICIPAL PLEDGES	-	-	-	-
	OTHER LOCAL FUNDING	150	-	-	-
4620	REIMBURSED EXPENSES	-	-	-	-
4640	CARRY OVER REVENUE	-	-	-	-
	<b>TOTAL REVENUES</b>	<b>150</b>	<b>-</b>	<b>-</b>	<b>-</b>
6100	PAYROLL EXPENSE				
6510	OUTSIDE CONTRACT	753	800	-	-
6640	POSTAGE	1	-	-	-
6680	DUES & SUBSCRIPTIONS	-	-	-	-
6690	COPIER CHARGES	40	-	-	-
7130	TRAVEL & MEETINGS	305	400	-	-
9310	CARRY FORWARD	-	-	-	-
	<b>TOTAL EXPENSES</b>	<b>1,099</b>	<b>1,200</b>	<b>-</b>	<b>-</b>
	<b>REVENUES OVER EXPENDITURES</b>	<b>(949)</b>	<b>(1,200)</b>	<b>-</b>	<b>-</b>
	<b>FUND BALANCE - ENDING</b>	<b>1,390.19</b>		<b>1,390.19</b>	<b>1,390.19</b>



## ECONOMIC DEVELOPMENT DISTRICT

### 2018 BUDGET NARRATIVE PROGRAM SUMMARY

<b>Program Established:</b>	2012
<b>Program Director:</b>	Rachel Lunney

#### Recent Program Highlights:

- In 2017 NWCCOG has been managing a \$200,000 EDA “resiliency” grant to create ED Plans for both Grand and Clear Creek Counties
- EDA as a department was proposed to be eradicated by the White House budget posted in March 2017 (it is not the first time a president has proposed it)
- About 40% of NWCCOG ED wages and 100% of the ED Directors wages were paid by EDA
- NWCCOG’s project specific grant request for 2018 was not accepted by EDA, so funding is being requested for a similar project through DOLA (which will be run through Regional Business)

#### Budget Notes:

The Economic Resiliency project for Grand and Clear Creek Counties funded in 2017 will be completed this year. That project was estimated at \$200,000, but the winning contract bid came in at \$173,000. Half of this is paid by EDA with each reimbursement. The anticipated match was paid by Climax Mine (\$100,000) in full before the bid was known. So, whatever the final project cost is, NWCCOG anticipates refunding Freeport Mc Moran for the unspent portion of their deposit which should be approximately \$13,500. That is important because paying that reduces the calculation in the next paragraph.

Note that the Executive Director time charged to EDA is customarily established as such: first, establish what EDA is willing to contract for staff (\$70,000) which NWCCOG is required to match (out of Dues), so that establishes the salary “pool.” First the EDD program director’s wages and benefits are calculated and subtracted from the “pool,” then the remainder is what is available for NWCCOG ED to charge as time to ED. Note that the portion of time that the ED will be able to charge to EDD will be notably reduced in 2018 since the base EDA contract has been reduced due to the end of the project, and factoring in the refund to Freeport Mc Moran.

#### General Program Description:

NWCCOG is an officially designated Economic Development District under the auspices of the U.S. Department of Commerce Economic Development Administration. This EDA designation serves as a foundation for economic development projects and programs that aim to build the capacity of our member communities in creating and sustaining health, vibrant, diverse economies. The EDA's mission is to "lead the federal economic agenda by promoting innovation and competitiveness, preparing American regions for growth and success in the worldwide economy". To further this mission, the EDA provides annual funding to EDD's across the country to assist in their pursuit of region-building economic development activities. NWCCOG will continue to use this funding to focus on activities which aim to stimulate growth and business expansion in order to strengthen the economies of member communities in our region.

## Economic Development District

	<b>FUND BALANCE - BEGINNING</b>	<b>15,817</b>		<b>1,010</b>	<b>2,348</b>
				Estimated	
		<b>2,016</b>	<b>2017</b>	<b>2017</b>	<b>2018</b>
<b>ACCT #</b>	<b>ACCOUNT NAME</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>Actual</b>	<b>BUDGET</b>
4100	FEDERAL CONTRACT	66,000	73,000	73,000	70,000
4200	STATE GRANT REVENUE	19,537	5,760	1,600	-
4250	REIMBURSED EXPENSES	45,992	-	-	-
4520	LOCAL FUNDING / DONATIONS		200,000	173,000	(13,500)
61000	NWCCOG MATCHING	60,924	70,000	70,000	70,000
4640	CARRY OVER REVENUE	-	-		
	<b>TOTAL REVENUES</b>	<b>192,453</b>	<b>348,760</b>	<b>317,600</b>	<b>126,500</b>
6110	SALARIES- EXECUTIVE DIRECTOR	33,505	27,394	26,292	9,500
6121	SALARIES - STAFF	61,090	65,929	63,038	69,161
6210	TAXES & BENEFITS	30,650	33,977	31,619	29,645
6410	CONTRACT STAFF	-	-	-	-
6510	OUTSIDE CONTRACT	20,960	200,000	173,000	
6610	OFFICE SUPPLIES	18	-	-	-
6640	POSTAGE	68	50	20	32
6660	ADVERTISING	36,885	-	-	-
6670	INTERNET / WEBSITE	135	2,000	3,500	3,600
6680	DUES & SUBSCRIPTIONS	3,160	500	925	900
6720	RENT	1,791	1,791	1,791	1,845
6910	CHAIRTABLE DONATIONS	-	-	-	-
7110	PROGRAM SUPPLIES	1,975	-	-	-
7130	TRAVEL & MEETINGS	4,134	4,042	3,000	3,303
7150	TRAINING & TECH. ASSISTANCE	1,659	2,000	2,000	1,360
7320	PASSED THROUGH	-	-	-	-
7910	INDIRECT COSTS APPLIED	11,228	11,077	11,077	9,502
	<b>TOTAL EXPENSES</b>	<b>207,260</b>	<b>348,760</b>	<b>316,262</b>	<b>128,848</b>
	<b>REVENUES OVER EXPENDITURES</b>	<b>(14,807)</b>	<b>-</b>	<b>1,338</b>	<b>(2,348)</b>
	<b>FUND BALANCE - ENDING</b>	<b>1,010</b>		<b>2,348</b>	<b>0</b>



## ELEVATOR INSPECTION PROGRAM

### 2018 BUDGET NARRATIVE PROGRAM SUMMARY

<b>Program Established:</b>	1993
<b>Program Director:</b>	Vacant

#### Recent Program Highlights:

- a. **The Field Inspectors are strong and increasing in ability:** the three Program Inspectors who have each been hired since 2015 were complimented by the State Office of Public Safety (OPS) for their performance during all-day field this past June.
- b. **The program is on track to meet a compliance deadline.** The EIP is nearing completion of “catch up” on 5-Year Witness tests as required by the State in 2008. The deficiency was clarified and granted a first extension for correction in October of 2014 (over 700 units) with a deadline of performing catch-up on all 5-year tests by June of 2016. This deadline has twice since been extended by the State, most recently in June of this year to January 31, 2018. This year began with 322 tests needed. By the end of August, there were 218 remaining. Only 129 remain for the year as of October 7<sup>th</sup>.
- c. **The Program is currently being overhauled:** The State Audit “Notice of Corrective Action” issued July 19<sup>th</sup>, 2017 noted a lack of enforcement mechanism and a system of follow up as required by state law. This has triggered a significant overhaul of the program, including writing of new Policies and Procedures, changes to the data base, and invention of new processes.
- d. **There will be new faces in the Program in 2018:** the program will be under new leadership in 2018 when a new Director is hired. Also, the fourth inspector position which was budgeted for 2017 will be advertised for hire in late 2017 or early 2018. Last, the Administrative Assistant plans to retire after training a replacement in 2018. The intent is for the two to cross over for a number of months to catch up on workload. The budget is conservative in planning this crossover to be for most of the year. It is hoped that this can be much shorter. The internal fiscal assistant is also working 1-2 days per week with the EIP.

#### General Program Description:

More than 1,900 conveyances need inspecting across the NWCCOG region as well as Clear Creek, Garfield, Lake, Moffat and Routt Counties. Most conveyances are inspected annually, and many also on a 5-year cycle. It is not yet clear what increase in manpower will be required to run the enforcement program when it is operational in 2018.

#### Budget Notes:

The program thanks Council for increasing fees in January of 2017, which has helped the program continue to cover increasing costs, and allow use of Contract staff as necessary. It has also put the program in a position to hire a fourth inspector in 2018, and hire a new administrative assistant. Some Executive Director time will be charged to this department in 2017 because of the time spent helping reorganize this department. This program continues to “balances” the bottom line for the cost of Regional Business—effectively reducing the need to radically increase Dues.

# Elevator Inspection Program

				Estimated	
		2016	2017	2017	2018
ACCT #	ACCOUNT NAME	ACTUAL	BUDGET	ACTUAL	BUDGET
4410	INSPECTION FEES	475,793	494,000	494,000	510,000
4430	OTHER SERVICES INCOME	116,795	150,000	250,000	210,000
4440	PERMIT REVIEW FEES	78,702	80,000	110,000	100,000
	MISCELLANEOUS INCOME	20,500	-	-	-
	<b>TOTAL REVENUES</b>	<b>691,790</b>	<b>724,000</b>	<b>854,000</b>	<b>820,000</b>
6112	SALARIES - PROGRAM DIRECTOR	87,926	93,026	82,000	95,000
6121	SALARIES - INSPECTORS	198,444	254,284	184,284	264,223
6131	SALARIES - OFFICE SUPPORT	40,492	40,492	52,000	72,461
6141	SALARIES - FISCAL			9,600	10,265
6210	TAXES & BENEFITS	101,732	101,732	95,086	135,696
6420	FISCAL OFFICE Contract	-	-	-	-
6510	CONTRACTOR	4,000	1,000	80,000	43,000
6610	OFFICE SUPPLIES	2,500	2,700	2,500	2,500
6630	CREDIT CARD FEES	4,000	2,000	4,000	4,000
6640	POSTAGE	1,500	1,000	750	600
6650	PRINTING	250	250	-	500
6660	ADVERTISING	1,000	1,000	1,000	1,000
6680	DUES & SUBSCRIPTIONS	1,500	2,000	1,000	1,200
6690	COPIER CHARGES	-	-	-	-
6720	RENT & UTILITIES	8,152	7,763	7,763	7,996
6730	TELEPHONE	3,500	3,000	3,000	3,700
6760	INSURANCE	1,000	500	100	100
6800	EQUIP. MAINT. & REPAIRS	2,000	-	-	-
6811	VEHICLE SUPPLIES/TIRES	4,500	4,500	-	-
6840	TOOLS & EQUIPMENT	5,000	4,000	2,000	2,000
7120	LICENSE & PERMITS	3,500	2,000	2,000	2,500
7130	TRAVEL & MEETINGS	45,000	60,000	30,000	30,000
7150	TRAINING & TECH. ASSISTANCE	3,000	3,000	3,000	6,000
7910	INDIRECT COSTS APPLIED	47,312	47,312	38,920	53,387
8000	CAPITAL EXPENDITURES	20,000	30,000	30,000	-
	<b>TOTAL EXPENSES</b>	<b>586,308</b>	<b>661,559</b>	<b>629,003</b>	<b>736,127</b>
	<b>REVENUES OVER EXPENDITURES</b>	<b>105,482</b>	<b>62,441</b>	<b>224,997</b>	<b>83,873</b>
	<b>REPLACEMENT FUND RESERVE</b>				
	<b>BEGINNING OF YEAR BALANCE</b>				
	<b>CHANGE IN RESERVE FUND</b>				
	<b>END OF YEAR BALANCE</b>				



## ENERGY MANAGEMENT PROGRAM (Weatherization)

### 2018 BUDGET NARRATIVE PROGRAM SUMMARY

<b>Program Established:</b>	1977
<b>Program Director:</b>	Doug Jones (Field Supervisor) Nate Speerstra (Program Specialist)

#### Recent Program Highlights:

- Successfully completed the contracted number of units (98) in the Weatherization Assistance Program
- Both WAP and LEAP as federal funding programs for Weatherization were proposed to be scrapped by the White House 2018 budget posted in March 2017; Ironically, allocations for 2018 increased
- Leadership in 2017 experimented with additional programs that brought in additional fee for service funds adding some diversity to the revenue stream, CARE and CIP; these did diversify revenues while blending well with the skillset, and values of the program
- The state “complimented” EMP by requesting the NWCCOG program manage another region of the state equal to the size and scale of currently services. After consideration, this offer was declined.
- Weatherization also completed a Radon study for the University of Illinois (and EPA)

#### General Program Description:

The WAP provides energy conservation measures to qualified homes across 13 counties of northwest Colorado. The funding will come from the **Department of Energy (DOE)**, the **Low Income Energy Assistance Program (LEAP)**, numerous utility providers that offer rebates for certain energy related home improvements, and a portion of the Severance tax that Colorado levies onto certain natural resource extraction companies. The Weatherization and LEAP programs have been funded federally and the Energy Management Program’s Weatherization funding is slightly increased over the last grant year with the reintroduction of Severance tax monies.

During the past year under co-leadership The Energy Management Program has rolled out three new initiatives which have added fee-for-service funds and made the program much more diverse. This path will continue into 2018. The federal **Weatherization Assistance Program (WAP)** accounts for 90% of the department’s funding and workload. The **Colorado Affordable Residential Energy Program (CARE)** and the **Crisis Intervention Program (CIP)** will continue to expand and augment the Energy Management Program’s skill levels, community outreach, and fiscal stability.

The CIP is also funded federally through LEAP and provides emergency heat restoration for LEAP clients. The Energy Management Program has sub-contracted through **Energy Outreach Colorado (EOC)** to repair or replace malfunctioning heating systems throughout the 13 WAP counties and parts of Jefferson, Gilpin, and Teller counties. The CARE program is also administered through EOC and is funded through utility rebates and donations. The Energy Management Program sub-contracts the actual installation of measures in homes through 4 different CARE providers that serve Eagle, Garfield, Lake, Routt, and Moffat counties. Additionally, the Energy Management Program is in the process of becoming its own CARE provider and is contracting with EOC to provide these services in Clear Creek and Grand Counties.



# Energy Management Program

		Revised			
		2016	2016	2017	2018
ACCT #	ACCOUNT NAME	BUDGET	ACTUAL	BUDGET	BUDGET
4050	GAIN ON SALE / INSURANCE PROCEEDS				
4100	FEDERAL CONTRACT REVENUE	1,260,020	1,287,186	809,519	717,935
4200	STATE CONTRACT REVENUE	-		122,340	129,960
4520	CARE/CIP REVENUE	8,683	-	157,639	130,000
4620	REIMBURSED EXPENSES	3,149	-	-	122,180
4620	LOCAL REVENUE		3,004		
4640	CARRYOVER REVENUE	-	-	-	-
	GAIN ON SALE / INSURANCE PROCEEDS				
	<b>TOTAL REVENUES</b>	<b>1,271,852</b>	<b>1,290,190</b>	<b>1,089,498</b>	<b>1,100,075</b>
6112	SALARIES - PROGRAM DIRECTOR	-	2,340	-	-
6115	SALARIES - FIELD SUPERVISOR	75,464	74,424	80,000	82,480
6115	SALARIES - ADMIN & PROCUREMENT	61,143	61,332	64,764	68,010
6121	SALARIES - WEATHERIZATION HOURLY	359,901	359,363	331,219	253,433
6122	SALARIES - STAFF - INSULATION	-	-	-	
6131	SALARIES - OFFICE SUPPORT	25,431	10,193	39,612	42,479
6141	SALARIES-FISCAL	-	-	-	17,450
6210	TAXES & BENEFITS	175,367	175,581	164,367	152,666
6410	CONTRACT STAFF	-			
6420	CONTRACT - FISCAL	31,793	31,793	32,588	10,236
6430	LEGAL EXPENSE - GENERAL	-	-	275	275
6440	AUDITOR	-			
6520	CONTRACT SERVICES	32,229	44,320	26,572	37,940
6610	OFFICE SUPPLIES	3,629	3,459	300	2,769
6630	CREDIT CARD FEES	26	26	-	26
6640	POSTAGE	1,554	1,535	986	1,365
6650	PRINTING	-	-	225	225
6660	ADVERTISING	663	581	600	663
6680	DUES & SUBSCRIPTIONS	300	318	-	-
6690	COPIER CHARGES	-	-		
6720	OUTSIDE RENT & UTILITIES	49,202	38,705	35,820	10,673
6,720	COG RENT & UTILITIES	10,776	22,201	21,551	22,201
6730	TELEPHONE	6,075	6,134	6,073	7,218
6760	INSURANCE - VEHICLES & LEAD	10,033	11,153	10,500	13,772
6800	EQUIP. MAINT & REPAIR	1,043	660	400	210
6810	VEHICLE REPAIR/MAINT	13,423	14,033	7,185	12,469
6811	GAS, OIL & SUPPLIES	23,437	25,965	23,474	26,900
6840	TOOLS AND EQUIPMENT	53,180	50,699	1,674	4,000
7120	LICENSE & PERMIT FEES	935	663	1,500	1,000
7130	TRAVEL & MEETINGS	81,244	82,337	29,868	36,700
7150	TRAINING & TECH ASSISTANCE	4,120	4,120	6,654	97,008
7410	MATERIALS	189,206	188,366	142,090	141,874
7910	INDIRECT COSTS APPLIED	61,677	60,128	61,201	56,033
9160	DEFERRED EXPENSE	-	19,761	-	-
8000	CAPITAL OUTLAY				
	<b>TOTAL EXPENSES</b>	<b>1,271,852</b>	<b>1,290,190</b>	<b>1,089,498</b>	<b>1,100,075</b>
	<b>REVENUES OVER EXPENDITURES</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>	<b>0</b>



## NORTHWEST ALL-HAZARDS EMERGENCY MANAGEMENT REGION

### 2018 BUDGET NARRATIVE PROGRAM SUMMARY

<b>Program Established:</b>	2003
<b>Program Director:</b>	Kim Cancelosi (Coordinator)

#### Recent Program Highlights:

- a. NWAHEMR was awarded \$226,934 for federal fiscal year 2017 State Homeland Security Grant Program, the grants are 3-year grants and overlap
- b. Some the Grant projects continuing this year include Phase 3 of the mobile light generator project, the continued expansion of the credentialing project, the large animal corral project and training as well as the McClure Pass microwave link.

#### General Program Description:

The Governor of Colorado designated nine All Hazard Emergency Management Regions within the state to plan, implement and administer on a regional basis, the functions related to all hazards within the region. The Northwest All Hazards Emergency Management Region (NWAHEMR) is guided by a regional committee comprised of the emergency managers from each of the 10 counties within the region and one regional representative for each of 12 functional areas. The 10 participating counties include Eagle, Garfield, Grand, Jackson, Mesa, Moffat, Pitkin, Rio Blanco, Routt, and Summit. The 12 functional areas include Communications, Coroners, Emergency Medical Services (EMS), Emergency Management, Fire, Government Administration, Hazmat, Healthcare, Information Technology (IT)/Geographic Information Systems (GIS), Law Enforcement, Public Health, and Public Works. NWCCOG serves the NWAHEMR as the regional coordinator and fiscal agent for the region.

# Northwest All Hazards Emergency Management Region

				Estimated	
		2016	2017	2017	2018
ACCT #	ACCOUNT NAME	ACTUAL	BUDGET	ACTUAL	BUDGET
4100	FEDERAL FUNDS - SHSG	362,165	231,165	68,450	231,165
4100	FEDERAL FUNDS - M & A	-	12,166	7,000	12,166
	<b>TOTAL REVENUES</b>	<b>362,165</b>	<b>243,331</b>	<b>75,450</b>	<b>243,331</b>
6410	CONTRACT STAFF	41,921	45,000	45,000	66,500
6420	FISCAL CONTRACT	3,600	8,986	3,500	4,020
6440	AUDIT EXPENSE	2,500	2,500	2,500	2,500
6610	OFFICE SUPPLIES	42	680	-	-
6640	POSTAGE*	172	-	350	-
6650	PRINTING*	-	-	100	-
6690	COPIER CHARGES	-	-	-	-
6670	INTERNET / WEBSITE	-	-	-	-
6720	RENT	-	-	-	-
6840	TOOLS & EQUIPMENT	-	-	2,000	
7130	TRAVEL & MEETINGS	6,105	15,000	10,000	19,223
7150	TRAINING	-	-	-	-
7160	EXERCISE/Training	-	5,000	-	2,000
8000	CAPITAL OUTLAY	307,825	166,165	12,000	149,088
	<b>TOTAL EXPENSES</b>	<b>362,165</b>	<b>243,331</b>	<b>75,450</b>	<b>243,331</b>
	<b>REVENUES OVER EXPENDITURES</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>



## NORTHWEST (BUSINESS) LOAN FUND

### 2018 BUDGET NARRATIVE PROGRAM SUMMARY

<b>Program Established:</b>	2013
<b>Program Director:</b>	Anita Cameron (Director of Business Lending)

#### Recent Program Highlights:

- The NLF loan portfolio has more than \$1.7 M in loans receivable, on more than 30 loans which are reflected in the “Beginning Fund Balance” plus revolved funds which are not
- Many loans are highlighted in the monthly newsletter or annual report; a few are confidential by request of the applicant
- The CDBG program was budgeted & allocated, but still waiting for 2017 distribution (Nov 1)

#### Budget Note

This program shows a deficit in fund balance, largely because of \$48,000 plugged in for a loan assistant. This amount is a place holder. The need to begin a transition for Anita begins with a few years of training. There is no current schedule for that, but we would like to begin that process in 2018.

#### General Program Description:

The Northwest Loan Fund (NLF) an economic development program that makes loans to start-up and/or expanding businesses that will create, or retain, new full-time jobs in Eagle, Garfield, Grand, Jackson, Moffat, Pitkin, Rio Blanco, Routt, and Summit counties. Federal CDBG funds (HUD) provide funding for loans are managed through the State OEDIT office to the NLF. As loans are repaid, they become “revolved” and have fewer restrictions. NWCCOG utilizes revolved funds sparingly. In recent years, State CDBG allotments to NLF have been approximately \$500,000, and are only requested as loans are approved. The budget shows the full allowable allotment that is expected. CDBG allows a 16% fee for administration of each loan, so the \$500,000 nexus is significant because it also covers the cost of the Program Director, some assistance and general overhead costs. There are a handful of other funding sources from which NLF could draw upon, but doesn’t because these do not allow collection of an administration fee to fund the program.

The NLF is governed by the NLF Board which is the NWCCOG Council. That group appoints membership to the NLF loan committee which is comprised of a volunteer from each of the nine counties in the service territory. The Executive Director of the Northwest Colorado Council of Governments serves as Ex Officio Member. Loan size ranges from \$5,000 to \$500,000 with a one-job-per-\$20,000-loaned guideline, with over 51% of the new jobs filled by persons from low to moderate income backgrounds (per HUD guidelines).

The Director, besides travelling extensively to meet with prospective recipients of loans and to service, collect and sometimes restructure active loans in the portfolio, also provides significant education regarding business funding, and markets the NLF to Banks, Chambers and other business support organizations to increase awareness of the NLF.

## Northwest Loan Fund

	<b>Beginning Fund Balance</b>	<b>1,109,087</b>		<b>1,504,214</b>	<b>1,524,313</b>
				Estimated	
		<b>2016</b>	<b>2017</b>	<b>2017</b>	<b>2018</b>
<b>ACCT #</b>	<b>ACCOUNT NAME</b>	<b>Actual</b>	<b>BUDGET</b>	<b>Actual</b>	<b>BUDGET</b>
4,201	OEDIT STATE OEDIT CONTRACT	-	-	47,000	100,000
4200	CDBG FEDERAL CONTRACT	390,000	500,000	400,000	400,000
4251	STATE OEDIT CONTRACT -ADMIN	-	-	-	2,700
4250	CDBG CONTRACT- ADMIN	62,400	80,000	60,000	64,000
4620	REIMBURSED EXPENSES	-	-	-	-
4710	INTEREST EARNINGS	-	-	-	72,000
4720	REVOLVED INTEREST	42,276	29,000	<b>59,000</b>	1,000
4730	ORGINATION FEE	8,788	10,000	<b>10,000</b>	10,000
	LATE FEES	-	-	3,443	-
4770	LOAN RECOVERY	3,283	-	-	-
4640	CARRY OVER	-	-	-	-
	<b>TOTAL REVENUES</b>	<b>506,747</b>	<b>619,000</b>	<b>579,443</b>	<b>649,700</b>
	<b>* Less AMOUNT TO BE LOANED OUT</b>	<b>-</b>	<b>500,000</b>	<b>447,000</b>	<b>500,000</b>
	<b>NET REVENUES</b>	<b>506,747</b>	<b>119,000</b>	<b>132,443</b>	<b>149,700</b>
	<b>Operating Expense</b>				
6112	SALARIES - PROGRAM DIRECTOR	67,958	71,900	71,900	75,494
6131	SALARIES - OFFICE	-	-	-	-
6141	SALARIES - FISCAL	-	-	250	2,566
6210	TAXES & BENEFITS	15,023	15,450	15,500	16,540
6420	FISCAL SERVICES	2,160	2,214	1,300	444
6510	OUTSIDE CONTRACT SERVICES	2,424	3,300	1,500	3,000
6511	LOAN ASSISTANT	-	-	-	48,000
6610	OFFICE SUPPLIES	2,545	1,000	1,000	2,000
6615	BAD DEBTS EXPENSE	-	-	-	-
6620	BANK CHARGES	114	-	-	-
6640	POSTAGE	277	300	250	300
6650	PRINTING	-	-	-	-
6660	ADVERTISING	-	-	-	-
6660	ADVERTISING	500	500	250	500
6670	INTERNET/WEBSITE	100	-	-	-
6680	DUES & SUBSCRIPTIONS	1,052	800	800	800
6690	COPIER CHARGES	-	-	-	-
6720	RENT & UTILITIES	2,344	2,344	2,344	2,415
6730	TELEPHONE EXPENSE	687	700	750	700
6760	INSURANCE PREMIUM EXPENSE	25	-	-	25
6930	BAD DEBTS - WRITTEN OFF	-	-	-	-
		-	-	-	-
7110	PROGRAM SUPPLIES	100	1,000	500	1,000
7120	LICENSE-PERMITS	27	30	1,000	50
7130	TRAVEL & MEETINGS	8,218	9,000	5,700	9,000
7150	TRAINING & TECH. ASSISTANCE	-	-	-	-
7321	PASSTHROUGH - LOANS MADE	-	-	-	-
7910	INDIRECT COSTS APPLIED	8,067	8,772	9,300	9,430
7920	ADMINISTRATION EXPENSE	-	-	-	-
8000	CAPITAL OUTLAY	-	-	-	-
	<b>TOTAL EXPENSES</b>	<b>111,620</b>	<b>117,310</b>	<b>112,344</b>	<b>172,263</b>
	<b>REVENUES OVER EXPENDITURES</b>	<b>395,127</b>	<b>1,690</b>	<b>20,099</b>	<b>(22,563)</b>
	<b>ENDING FUND BALANCE</b>	<b>1,504,214</b>		<b>1,524,313</b>	<b>1,501,750</b>



## NWCCOG FOUNDATION INC.

### 2018 BUDGET NARRATIVE PROGRAM SUMMARY

<b>Program Established:</b>	1996
<b>Program Director:</b>	Jon Stavney (NWCCOG Executive Director)

#### **Recent Program Highlights:**

In 2017 the only project utilizing the Foundation was as an entity for use by QQ to receive funds from a non-profit entity to match a DOLA grant. Grantees for the “QQ” project portion of that DOLA grant were paid through these foundation funds. Though no specific projects are projected in 2018, it is likely that similar uses to 2017 may continue and may be supplemented by activities related to development of Project THOR.

#### **Budget Notes:**

The NWCCOG Foundation is a separate entity from NWCCOG. It is “included” in this NWCCOG budget only for the convenience of the Council. The \$11,300 of Pass Through Funds reflect refunding the State for balances remaining from management of the SBDC. The Foundation has collected Admin fees from projects, the only portion which has then been transferred to Indirect was \$6,600 from the Swan Mountain Project. In effect, the Foundation “owes” Indirect an additional \$16,300 which had been collected in Admin Fees. At the discretion of the board, this could be transferred in 2018 since it is effectively the fund balance.

#### **General Program Description:**

The NWCCOG Foundation Inc. is a federal tax exempt public charity under section 501© (3) of the Internal Revenue Code. The mission of the NWCCOG Foundation, Inc. is to provide a financial mechanism for the member jurisdictions of the Northwest Colorado Council of Governments to work collaboratively with not-for-profit organizations, citizen based groups and individuals on projects of mutual interest and benefit for the region. The board members of the NWCCOG Foundation Inc. are the officers of the NWCCOG Council. NWCCOG staff provides administration, and the cost of administration is customarily 5% of actively accounts, though this is negotiable based on the estimated time involved in administering any specific project.

# NWCCOG Foundation

	<b>BEGINNING FUND BALANCE</b>	<b>29,518</b>		<b>71,087</b>	36,207
				Estimated	
		<b>2016</b>	<b>2017</b>	<b>2017</b>	<b>2018</b>
<b>ACCT #</b>	<b>ACCOUNT NAME</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>ACTUAL</b>	<b>BUDGET</b>
4003	FUNDRAISING INCOME				
4200	STATE GRANT INCOME	80,230	-	-	-
4250	DONATIONS	7,300	-	-	-
4300	LOCAL FUNDING / MATCH	-	-	-	-
4400	FOUNDATION & TRUSTS	45,052	-	22,740	-
4800	PROGRAM FEES	387	-	-	-
4900	MISCELLANEOUS INCOME	5,038	-	-	-
7010	INTEREST EARNINGS	3	-	3	-
	<b>TOTAL REVENUES</b>	<b>138,011</b>	<b>-</b>	<b>22,743</b>	<b>-</b>
6050	CONTRACT LABOR	68,617	-	16,853	19,600
6100	ADVERTISING & PROMOTION	40	-	-	-
6120	DUES & SUBSCRIPTIONS	-	-	-	-
6155	BANK SERVICE CHARGES	148	-	40	-
6180	OFFICE SUPPLIES	44	-	-	-
6181	MISCELLANEOUS	-	-	-	-
6195	POSTAGE	25	-	-	-
6230	TELEPHONE	419	-	-	-
6240	INTERNET/WEBSITE	60	-	-	-
6250	TRAVEL & MEETINGS	5,660	-	(70)	-
6260	LICENSE & PERMITS	10	-	-	-
6270	PROFESSIONAL FEES	18,822	-	-	-
6500	PROGRAM ADMIN FEE	-	-	-	-
6520	OUTSIDE CONTRACT	-	-	-	-
6650	PRINTING	-	-	-	-
6655	CONSULTING	-	-	29,500	-
6660	ADVERTISING	-	-	-	-
6690	COPIER CHARGES	-	-	-	-
6770	SUPPLIES	1,108	-	-	-
6800	PRINTING & REPRODUCTION	-	-	-	-
6810	OUTREACH	-	-	-	-
7320	PASS THROUGH FUNDS	444	-	11,300	-
8010	OTHER EXPENSES	1,043	-	-	-
	<b>TOTAL EXPENSES</b>	<b>96,442</b>	<b>-</b>	<b>57,623</b>	<b>19,600</b>
	<b>REVENUES OVER EXPENDITURES</b>	<b>41,569</b>	<b>-</b>	<b>(34,880)</b>	<b>(19,600)</b>
	<b>ENDING FUND BALANCE</b>	<b>71,087</b>		<b>36,207</b>	<b>16,607</b>



## REGIONAL BUSINESS

### 2018 BUDGET NARRATIVE PROGRAM SUMMARY

<b>Program Established:</b>	1972
<b>Program Director:</b>	Jon Stavney (NWCCOG Executive Director)

#### Recent Program Highlights:

- a. Completion of 2017 Member Survey which led to writing of all Goals and Objectives for each program including Regional Business. These were presented at the August meeting.
- b. Addition of the Town of Breckenridge to Membership in 2017
- c. Facilitation of retreats for Town of Dillon and Steamboat Economic Development Council
- d. Assistance with Granby Town Manager search
- e. Rewrite of NWCCOG Employee Handbook, and continued cycle of updating NWCCOG Policies and Procedures
- f. Continued GIS services to Fraser and Winter Park
- g. Two-day CIRSA ADA coordinator training
- h. Management of 2 DOLA Grants and 1 USDA HPG grant
- i. Ten County NWAHEMR Survey of Elected Officials Disaster Preparedness and white paper
- j. Applied for funding in 2018 through DOLA for
  - a. Disaster preparedness training for local elected officials
  - b. New elected officials 2-day training, cutting cost in half, bringing to mountains
  - c. An Economic Development 101 seminar
  - d. Funding to support local entrepreneurship programming
- k. Regular "From the Director's Desk" in the monthly NWCCOG newsletter
- l. Extensive collaboration on Broadband with coordinator including
  - a. Development of Project THOR
  - b. Support for Tony Neil Graves, Colorado "Broadband Czar" tour of region
- m. Staffing Changes
  - a. Brought Fiscal Assistant in-house, redefined role
  - b. Overhaul of Elevator Inspection Program
  - c. Currently working on re-organization of AAAA and RTCC programs/personnel roles

#### General Program Description:

The Regional Business budget provides for the administration, oversight and leadership to the NWCCOG. Dues paid by 28 local government members support the activities of the Regional Business program which in turn provides matching funds for the Alpine Area Agency on Aging, QQ, Watershed Services, the Economic Development District and various DOLA grants.

The primary expense in Regional Business is funding of the Executive Director position, which besides supporting and managing the NWCCOG organization, continues to identify and support member needs, share information and be a resource for local governments and officials across the regions membership.

Because the Broadband Coordinator position and broadband activities are funded by a Department of Local Affairs (DOLA) Energy Impact Assistance Grant, that position has been reflected in the Regional Business budget. The most recent grant award for that position for \$140,000 has a 25% NWCCOG match. That grant period ends June 30, 2018. As Project THOR is constructed, the Broadband portion of this will be separated into its own.



## Regional Business

		2016	2017	Estimated	
ACCT #	ACCOUNT NAME	ACTUAL	BUDGET	2017 Actual	2018 BUDGET
4200	STATE GRANT REVENUE	158,419	236,121	236,121	78,500
4100	FEDERAL GRANT INCOME		20,500	20,500	
4310	COUNTY PLEDGES	128,081	137,104	137,104	151,789
4320	MUNICIPAL PLEDGES	78,383	83,966	91,235	101,048
4520	OTHER LOCAL FUNDING	37,464	60,956	47,200	26,400
4620	REIMBURSED EXPENSES	16,479	-	-	-
4820	INTEREST INCOME	2,659	1,800	5,000	-
	CARRY FORWARD	-	-		-
	<b>TOTAL REVENUES</b>	<b>421,485</b>	<b>540,447</b>	<b>537,160</b>	<b>357,737</b>
6110	SALARIES - EXECUTIVE DIRECTOR	66,695	80,364	87,500	94,568
6121	SALARIES - PROGRAM STAFF	138,239	135,200	135,200	-
6131	SALARIES - OFFICE SUPPORT	-	-	-	-
6210	TAXES & BENEFITS	48,343	54,513	55,675	24,673
6100	SALARIES - OTHER	33,464	-	-	-
6410	CONTRACT STAFF	61,448	78,400	58,400	26,400
6430	LEGAL EXPENSES	17,290	500	163	500
6510	OUTSIDE CONTRACT LABOR	12,407	12,000	12,000	14,000
6610	OFFICE SUPPLIES	1,142	1,000	300	1,500
6620	BANK SERVICE CHARGES	1,296	1,200	900	1,000
6630	CREDIT CARD FEES	-	-	-	-
6640	POSTAGE	263	200	200	200
6650	PRINTING & PUBLICATIONS			450	500
6660	ADVERTISING	892	-	-	-
6670	INTERNET/WEBSITE	-	-	150	-
6680	DUES & SUBSCRIPTIONS	2,053	1,650	1,600	1,420
6690	COPIER CHARGES	-	-	-	-
6710	MORTGAGE EXPENSE	-	-	-	-
6720	RENT & UTILITIES	3,562	3,739	3,561	3,667
6730	TELEPHONE	679	750	750	750
7130	TRAVEL & MEETINGS	7,408	12,100	20,000	10,000
7321	PASSTHROUGH - MINI GRANTS	8,974	50,500	50,500	78,500
7910	INDIRECT COSTS APPLIED	24,814	26,299	26,434	11,424
7950	CASH MATCH TO PROGRAMS	95,324	106,633	106,633	144,814
8000	CAPITAL OUTLAY	2,522	3,750	-	-
	<b>TOTAL EXPENSES</b>	<b>526,814</b>	<b>568,797</b>	<b>560,416</b>	<b>413,916</b>
	<b>REVENUE OVER EXPENDITURES</b>	<b>(105,329)</b>	<b>(28,350)</b>	<b>(23,256)</b>	<b>(56,179)</b>



## REGIONAL BUSINESS – BROADBAND

### 2018 BUDGET NARRATIVE PROGRAM SUMMARY

<b>Program Established:</b>	2013
<b>Program Director:</b>	Nate Walowitz (Regional Broadband Coordinator)

#### Recent Program Highlights:

- a. Red Cliff now has broadband due to NWCCOG coordination, outreach, technical and project assistance
- b. University of Colorado ITP Master’s Degree candidates will be writing their CAPSTONE on Red Cliff
- c. Jackson County will have broadband in November due to support from NWCCOG
- d. Addition of the Town of Breckenridge to Membership in 2017 because of value of Broadband Project
- e. Town of Gypsum and Eagle County now have lower broadband costs
- f. Development of Project THOR
- g. Support for Tony Neil Graves, Colorado “Broadband Czar” tour of region;
- h. Technical assistance for Moffat County and their DOLA grant application as they rejoined NWCCOG broadband project;
- i. Support for Pitkin County broadband RFPs, service provider selection and public safety joint use of infrastructure
- j. Support for Summit County and Breckenridge broadband efforts and integration of cellular communications and public safety into requirements and solutions;
- k. Support for Colorado FirstNet initiative, including education, data gathering and representation on the FirstNet Colorado Governing Board;
- l. Development of Project THOR, assessing participant interest in participation, and requirements development to address the regional need for resilient, lower cost broadband.

#### General Program Description:

The Regional Broadband program delivers technical assistance, education, inter-jurisdiction coordination, project and, program management for broadband, cellular, and public safety communications throughout the 8 county program area.

The primary expense in Regional Broadband is funding of the Regional Broadband Coordinator position, which besides supporting and managing the NWCCOG Regional Broadband Program, continues to identify and support member needs, share information and be a resource for local governments and officials across the regions membership.

Because the Broadband Coordinator position and broadband activities are funded by a Department of Local Affairs (DOLA) Energy Impact Assistance Grant, that position has been reflected in the Regional Business budget. The most recent grant award for that position for \$140,000 has a 25% NWCCOG match. Dues paid by 28 local government members, as well as, City of Glenwood Spring, Rio Blanco, Moffat and Routt Counties support the activities of the Regional Broadband program with matching funds. That grant period ends June 30, 2018.

As Project THOR is constructed, the Broadband program will be spun off as an independent program.

## Broadband Program Budget

	<b>FUND BALANCE - BEGINNING</b>	<b>0</b>		<b>0</b>	<b>0</b>
				Estimated	
		<b>2016</b>	<b>2017</b>	<b>2017</b>	<b>2018</b>
<b>ACCT #</b>	<b>ACCOUNT NAME</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>BUDGET</b>	<b>BUDGET</b>
4200	STATE GRANT REVENUE Jan-Jun	-	-	0	70,071
4200	STATE GRANT REVENUE Jul-Dec				51,674
4310	COUNTY PLEDGES	-	-	-	-
4320	MUNICIPAL PLEDGES	-	-	-	-
4520	OTHER LOCAL FUNDING Jan-Jun	-	-	-	7,223
4520	OTHER LOCAL FUNDING Jul-Dec	-	-	-	28,750
4620	REIMBURSED EXPENSES	-	-	-	-
4630	LOCAL CASH MATCH - NWCCOG Jan-Jun				15,577
4630	LOCAL CASH MATCH - NWCCOG Jul-Dec				22,924
4640	CARRY OVER REVENUE	-	-	-	-
	<b>TOTAL REVENUES</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>196,219</b>
6110	SALARIES - EXECUTIVE DIRECTOR	-	-	-	-
6121	SALARIES - PROGRAM STAFF				136,895
6210	TAXES & BENEFITS				33,241
6510	OUTSIDE CONTRACT	-	-	-	-
6640	POSTAGE	-	-	-	-
6680	DUES & SUBSCRIPTIONS	-	-	-	180
6690	COPIER CHARGES	-	-	-	-
6720	RENT & UTILITIES	-	-	-	2,304
7130	TRAVEL & MEETINGS	-	-	-	12,000
7150	TRAINING	-	-	-	-
7320	PASS THROUGH CONTRACTUAL PAYMENTS			-	-
7910	INDIRECT	-	-	-	16,537
9310	CARRY FORWARD	-	-	-	-
	<b>TOTAL EXPENSES</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>201,157</b>
	<b>REVENUES OVER EXPENDITURES</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(4,938)</b>
	<b>FUND BALANCE - ENDING</b>	<b>-</b>		<b>-</b>	<b>(4,938)</b>



## REGIONAL TRANSPORTATION COORDINATING COUNCIL, MTN RIDE

### 2018 BUDGET NARRATIVE PROGRAM SUMMARY

<b>Program Established:</b>	RTCC 2010, Mountain Ride Call Center 2014
<b>Program Director:</b>	Susan Juergensmeier (Mobility Manager)

#### Recent Program Highlights:

- Call Center use has increased 250% since 2015
- The revenue base has been stabilized with local match sources from partner agencies and counties up from 18% of total revenues in 2017 to 54% of total revenues in 2018
- RTCC's 2018 grant award from CDOT for 2018 was increased 35% from the year before
- These sources protect a program that was largely funded on two one-time grants

#### General Program Description:

The RTCC is the local coordinating council for a 7-county rural area of northwest Colorado and strives to improve transportation coordination and options, especially for veterans, people with disabilities, seniors, and low-income adults. Participating counties include Eagle, Garfield, Grand, Jackson, Pitkin, Routt and Summit. Formed in 2010 as a result of the Rural Resort Region study, the RTCC identified a primary gap of transportation options available for travel across county boundaries to access healthcare and other critical services. The RTCC's efforts are focused on coordinating the existing public and private transit providers with health and human services professionals by promoting, enhancing and facilitating seamless access to transportation services through a coordinated system that is easily available to customers from anywhere in the region.

While continuing to facilitate regional discussions with transportation and human service entities, RTCC currently has two main projects: the Mountain Ride Call Center which began in 2014, and the regional Non-Emergent Medical Transportation Billing project.

In the first three full years of operation for the Mountain Ride Call Center, over 23,400 one-way trips and associated services have been coordinated. The Mountain Ride website provides information and referral for transportation in the seven-county area and regional transportation information for travel to either Denver or Grand Junction. Clients can request trips via the website or a toll-free phone number. The center maintains a collaborative network of transportation providers in the region and is constantly expanding the transportation provider network. The Call Center also is the Non-Emergent Medical Transportation Medicaid billing center for seven counties including Routt, Grand, Eagle, Pitkin, Summit, Jackson and Park Counties.

# Regional Transportation Coordinating Council

				Estimated	
		2016	2017	2017	2018
ACCT#	ACCOUNT NAME	Actual	BUDGET	Actual	BUDGET
4100	FTA 5310 MOBILITY MANAGEMENT FUNDS	72,001	72,000	72,000	97,600
4100	FTA VTCLI-1 CALL CENTER - EQUIPMENT	89,212	47,999	81,933	-
4100	FTA VTCLI-2 MARKETING	6,848	-	-	-
4200	CDOT LCC CONTINUATION FUNDS	646	22,000	15,000	7,000
4200	VTCLI-1 STATE (FASTER)	-	-	-	-
4200	NEMT	193,855	-	410,000	300,000
4301	LOCAL REVENUE - FASTER FUNDS	-	-	-	-
4301	LOCAL REVENUE - MATCH	32,590	16,000	16,000	16,000
4520	OTHER LOCAL FUNDING	1,696	24,000	24,000	118,000
4620	REIMBURSED EXPENSES	1,290	7,500	7,500	15,900
4640	CARRY OVER FUNDS	(1,775)	20,000	-	-
	<b>TOTAL REVENUES</b>	<b>396,363</b>	<b>209,499</b>	<b>626,433</b>	<b>554,500</b>
6112	SALARIES - PROGRAM DIRECTOR	57,947	61,308	61,308	-
6121	SALARIES - PROGRAM STAFF	42,225	57,200	41,600	94,000
6131	SALARIES - OFFICE	31,837	15,600	31,200	26,250
6210	TAXES AND BENEFITS	24,086	27,129	27,129	39,399
6311	BACKGROUND CHECK	7	-	-	-
6520	OUTSIDE CONTRACTORS	1,736	3,100	2,500	2,600
6610	OFFICE SUPPLIES & MATERIALS	6,275	3,000	500	1,000
6620	BANK CHARGES	-	-	-	-
6640	POSTAGE	604	500	700	500
6650	PRINTING	-	500	550	400
6660	ADVERTISING	574	100	100	600
6670	INTERNET/WEBSITE	699	3,230	500	3,150
6680	DUES AND SUBSCRIPTIONS	505	220	1,700	220
6720	RENT & UTILITIES	8,492	8,493	8,493	8,747
6730	TELEPHONE	239	1,200	100	1,200
7130	TRAVEL & MEETINGS	6,120	6,558	6,558	6,500
7150	TRAINING & TECHNICAL ASSISTANCE	40	2,000	100	3,451
7320	PASS THROUGH FUNDS	185,696	-	395,000	290,000
7910	INDIRECT COSTS	15,669	16,361	16,361	14,526
8000	CAPITAL OUTLAY	13,611	3,000	3,000	500
	CARRY FORWARD	-	-	29,034	61,457
	<b>TOTAL EXPENSES</b>	<b>396,363</b>	<b>209,499</b>	<b>626,433</b>	<b>554,500</b>
	<b>REVENUES OVER EXPENDITURES</b>	<b>-</b>	<b>(0)</b>	<b>-</b>	<b>(0)</b>



## WATERSHED SERVICES & SUMMIT WATER QUALITY COMMITTEE

### 2018 BUDGET NARRATIVE PROGRAM SUMMARY

<b>Program Established:</b>	1979
<b>Program Director:</b>	Lane Wyatt

#### **Recent Program Highlights:**

- a. These are two different entities with separate budgets, but narrative is similar
- b. WSP Held a hearing in Grand Lake in 2018 regarding a request to revise the 208 to recommend Outstanding Water Designation for Grand Lake (NWCCOG council moved to revisit plan in late 2018)
- c. Though Watershed Services and SWQC are staffed by the same contractors as QQ, much of the technical work related to water quality on behalf of local jurisdictions, monitoring, commenting on regulations, etc is funded through this NWCCOG program instead of QQ since these are roles played as the Region's 208 Plan manager
- d. WSP staff is working on updating the Economy of the Headwaters document, and updating the water quality control standards

#### **General Program Description:**

The Watershed Services Program provides the counties and municipalities of Region XII with expertise in watershed planning, water quality regulatory programs, and technical assistance. The major responsibilities of the program include the Regional Water Quality Management Plan (208 Plan); permit reviews; and technical assistance to members (project development, grant applications, land use issues related to water quality impacts). The program tracks proposed local, state and federal water quality regulations and provides a regional response when appropriate based on 208 Plan policies, objectives and guidelines.

# Watershed Services

	<b>FUND BALANCE BEGINNING</b>	<b>11,054</b>		<b>12,482</b>	<b>4,920</b>
				Estimated	
		<b>2016</b>	<b>2017</b>	<b>2017</b>	<b>2018</b>
<b>ACCT #</b>	<b>ACCOUNT NAME</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>ACTUAL</b>	<b>BUDGET</b>
4100	FEDERAL GRANT REVENUE - Snake	-	-	-	-
4250	REIMBURSED EXPENSES	-	-	-	-
4200	STATE CONTRACT -208	11,300	11,300	11,300	10,800
4440	PERMIN REVIEW INCOME	-	-	-	-
4510	LOCAL REVENUE - PERMIT REVIEWS	-	-	-	-
4630	LOCAL REVENUE - COG	7,000	7,000	7,000	7,000
4640	CARRY OVER(used)	-	1,642	1,130	-
	<b>TOTAL REVENUES</b>	<b>18,300</b>	<b>19,942</b>	<b>19,430</b>	<b>17,800</b>
6000	SALARIES - DIRECTOR	-	-	-	-
6005	BENEFITS - DIRECTOR	-	-	-	-
6131	SALARIES - OFFICE WAGES	-	-	-	-
6210	TAXES & BENEFITS	-	-	-	-
6410	CONTRACT STAFF	13,500	17,400	24,000	17,000
6430	LEGAL EXPENSE - GENERAL	-	-	-	-
6100	ADVERTISING	-	-	-	-
6110	CAPITAL OUTLAY	-	-	-	-
6120	DUES & SUBSCRIPTIONS	20	-	-	-
6125	EQUIP RENT/MAINT/SUPPLIES	-	-	-	-
6520	OUTSIDE CONTRACT SERVICES	-	-	-	-
6640	POSTAGE	1	-	25	25
6180	OFFICE SUPPLIES	-	-	-	-
6650	PRINTING	-	-	25	25
6690	COPIER CHARGES	76	-	-	-
6720	RENT & UTILITIES	-	-	-	-
6230	TELEPHONE	1,920	-	1,200	1,000
6245	TRAINING & TECH. ASSISTANCE	-	-	-	-
6730	TELEPHONE	-	900	-	-
7130	TRAVEL & MEETINGS	217	500	600	500
7910	INDIRECT COSTS APPLIED	1,139	1,142	1,142	1,484
6190	PASS THROUGH FUNDS	-	-	-	-
9130	CARRY FORWARD(added)	-	-	-	-
	<b>TOTAL EXPENSES</b>	<b>16,873</b>	<b>19,942</b>	<b>26,992</b>	<b>20,034</b>
	<b>REVENUES OVER EXPENDITURES</b>	<b>1,427</b>	<b>-</b>	<b>(7,562)</b>	<b>(2,234)</b>
	CHANGE IN CARRYOVER	1,427	-	(7,562)	(2,234)
	<b>END OF YEAR FUND BALANCE</b>	<b>12,482</b>	<b>-</b>	<b>4,920</b>	<b>2,686</b>

# Summit Water Quality Committee - SWQC

	<b>FUND BALANCE BEGINNING</b>	<b>34,873</b>		<b>36,065</b>	<b>35,161</b>
				Estimated	
		<b>2016</b>	<b>2017</b>	<b>2017</b>	<b>2018</b>
<b>ACCT #</b>	<b>ACCOUNT NAME</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>Actual</b>	<b>BUDGET</b>
	REIMBURSED EXPENSES				
4510	LOCAL REVENUE - SWQC	34,000	32,000	32,000	33,000
4300	LOCAL REVENUE - PERMIT REVIEWS	-	-	-	-
	LOCAL REVENUE - COG	-	-	-	-
4640	CARRY OVER(used)	-	654	-	-
4420	OTHER SERVICE INCOME	-	-	-	-
	<b>TOTAL REVENUES</b>	<b>34,000</b>	<b>32,654</b>	<b>32,000</b>	<b>33,000</b>
6131	SALARIES - ADM SECY	-	-	-	-
6210	TAXES & BENEFITS	-	-	-	-
6410	CONTRACT STAFF	24,025	26,000	26,000	26,000
6510	OUTSIDE CONTRACT SERVICES	4,550	2,000	2,500	2,500
6610	OFFICE SUPPLIES	34	-	-	-
6640	POSTAGE	0	100	50	100
6650	PRINTING & PUBLICATIONS	721	-	50	50
6660	ADVERTISING	-	-	-	-
6680	DUES & SUBSCRIPTIONS	35	100	50	100
6690	COPIER CHARGES	-	-	-	-
	LEGAL EXPENSE - GENERAL		-	-	-
6720	RENT & UTILITIES	-	-	-	-
6730	TELEPHONE	-	1,000	500	1,000
6800	EQUIP RENT/MAINT/SUPPLIES	-	100	100	100
7130	TRAVEL & MEETINGS	2,418	2,300	2,600	2,750
7910	INDIRECT COSTS APPLIED	1,025	1,054	1,054	2,608
8000	CAPITAL OUTLAY	-	-	-	-
9130	CARRY FORWARD(added)	-	-	-	-
	<b>TOTAL EXPENSES</b>	<b>32,808</b>	<b>32,654</b>	<b>32,904</b>	<b>35,208</b>
	<b>REVENUES OVER EXPENDITURES</b>	<b>1,192</b>		<b>(904)</b>	<b>(2,208)</b>
	CHANGE IN CARRYOVER	1,192		(904)	(2,208)
	<b>END OF YEAR FUND BALANCE</b>	<b>36,065</b>		<b>35,161</b>	<b>32,953</b>





## WATER QUALITY/QUANTITY COMMITTEE (QQ)

### 2018 BUDGET NARRATIVE PROGRAM SUMMARY

<b>Program Established:</b>	1986
<b>Program Director:</b>	Torie Jarvis

#### Recent Program Highlights:

- a. Update to the “Water and its Impacts to Headwaters Economies” with two additional papers on climate change’s potential impact to the economy is in progress. The update will also highlight how some recent member accomplishments set the QQ region up for additional economic stability. This will be complete by December 2017.
- b. Also being updated in 2017 are the Model Water Quality Performance Standards
- c. QQ’s representation of the Gunnison Basin before the Water Quality Control Commission on water quality basin-specific standards, including temperature standard adjustments will potentially set precedent for the Colorado basin.
- d. QQ staff are also participating in the December 2017 WQCC hearing on changing the molybdenum water quality standard
- e. QQ staff continues to advocate for the region at the legislature and forge new relationships with the Colorado General Assembly to implement Colorado’s State Water Plan by integrating the plan criteria into DNR processes

#### Budget Notes

It was not attempted to finalize the actual cost of Contract Staff at this time, though it will likely be less than estimated for 2017 since a notable portion of contract staff time will be charged to the Foundation against the DOLA grant from revenues received there. This will raise the ending fund balance. Also, Though QQ is not charged the calculated indirect rate, and it’s Contract staff utilize less of the kind of resources charged to indirect, the program is charged an administrative fee that is somewhat less than the +/- 12% indirect cost. This year, that is being increased from an average of 3% to 8%.

#### General Program Description:

The annual QQ budget is also reviewed and approved by that Committee which has direct oversight of the contract “employees” at QQ. Dues from QQ fund most program activities. In 2017 two key QQ projects were funded through the annual DOLA grant, so these projects are reflected in that budget instead of the QQ budget.

Water Quality/Quantity (QQ) continues to focus on issues related to trans-mountain diversions, basin of origin protection, addressing water quality impacts and land use concerns as they relate to water. QQ will seek water supply, water quality and recreation solutions associated with growth on both sides of the Continental Divide. QQ will be involved in statewide and local water planning efforts. QQ is active in the State legislature and continuously seeks to educate Front Range water users about the impacts associated with trans-basin diversions.

## Water Quality/Quantity Committee

	<b>LEGAL DEFENSE FUND</b>	<b>100,000</b>		<b>100,000</b>	<b>100,000</b>
	<b>BEGINNING FUND BALANCE</b>	<b>21,416</b>		<b>10,582</b>	<b>5,729</b>
		Actual		Estimated	
		<b>2016</b>	<b>2017</b>	<b>2017</b>	<b>2018</b>
<b>ACCT #</b>	<b>ACCOUNT NAME</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>Actual</b>	<b>BUDGET</b>
4000	GRANT INCOME				
4310	COUNTY PLEDGES	95,500	98,365	98,365	101,316
4320	MUNICIPAL PLEDGES	40,150	41,612	36,109	42,860
4330	ASSOCIATE MEMBER PLEDGES	3,800	4,120	4,120	4,244
4350	WATER & SAN. DIST. PLEDGES	11,454	11,433	11,433	11,776
4400	FOUNDATION & TRUST	-	-	-	2,000
4510	OTHE LOCAL FUNDING	-	-	-	-
4620	REIMBURSED EXPENSES	1,160	2,000	2,000	-
	CWCB GRANT LEFTOVER	-	-	-	-
4820	INTEREST INCOME	355	-	650	-
	<b>TOTAL REVENUES</b>	<b>152,419</b>	<b>157,530</b>	<b>152,677</b>	<b>162,196</b>
6131	OFFICE WAGES	-	-	-	-
6210	TAXES & BENEFITS	-	-	-	-
6410	QQ CONTRACT STAFF	108,249	66,400	122,400	127,995
6520	OUTSIDE CONTRACT	33,768	69,086	14,146	13,000
6610	OFFICE SUPPLIES	36	500	-	-
6640	POSTAGE	33	100	50	50
6650	PRINTING	-	100	50	50
6670	WEBSITE/INTERNET	30	30	30	30
6680	DUES & SUBSCRIPTIONS	2,340	1,700	1,700	1,700
6690	COPIER CHARGES	-	460	-	-
6720	RENT	-	-	-	-
6730	TELEPHONE	360	360	360	360
6760	INSURANCE	1,800	1,800	1,800	1,800
7130	TRAVEL & MEETINGS	9,833	10,000	10,000	10,000
7610	INDIRECT COSTS APPLIED	6,804	6,994	6,994	12,399
8000	CAPITAL OUTLAY	-	-	-	-
	<b>TOTAL EXPENSES</b>	<b>163,252</b>	<b>157,530</b>	<b>157,530</b>	<b>167,384</b>
	<b>REVENUES OVER EXPENDITURES</b>	<b>(10,834)</b>	<b>-</b>	<b>(4,853)</b>	<b>(5,188)</b>
	<b>CURRENT YEAR NET INCOME (LOSS)</b>	<b>(10,834)</b>		<b>(4,853)</b>	<b>(5,188)</b>
	<b>ENDING FUND BALANCE</b>	<b>10,582</b>		<b>5,729</b>	<b>541</b>

Note that QQ projects in 2017 are accounted for in Regional Business since they are funded by DOLA Grant for COGs.

# 2018 QQ Associate Members and Water & Sanitation District Dues

Water & Sanitation District Dues calculated in 4 tiers based on operating budgets

County	2018 QQ Dues
<b>Associations</b>	
Colorado River Water Conservation District	\$3,713
Upper Gunnison River Water Conservation District	\$530
<b>Water &amp; San Districts</b>	
Basalt Sanitation District	\$106
Bellyache Ridge Metro District	\$106
Copper Mountain Consolidated Metro District	\$955
Dillon Valley Dstrict	\$530
Eagle River Water & Sanitation District	\$2,122
East Dillon Water District	\$530
Granby Sanitation Dist	\$530
Grand County Water&San Dist	\$530
Hamilton Creek Metro District	\$106
Kremmling Sanitation District	\$106
Mid Valley Metro District	\$106
Silver Creek Water & San Dist	\$106
Snake River Water District	\$530
Snowmass Water & Sanitation	\$2,122
Three Lakes Water & San Dist	n/a
Town of Silverthorne - SDJSA	\$2,122
White Horse Springs Water District	\$106
Winter Park Ranch Water & San	\$530
Winter Park Water&San Dist	\$530
<b>Total Dues</b>	<b>\$16,020</b>



# Northwest Colorado Regional Healthcare Coalition (NWRHCC)

## 2018 BUDGET NARRATIVE PROGRAM SUMMARY

<b>Program Established:</b>	2017
<b>Program Coordinator:</b>	Vacant

### Recent Program Highlights:

- a. The Colorado Department of Health and Environment (CDPHE) awarded NWCCOG Fiscal Agent status in July of 2017
- b. The NWRHCC was awarded \$181,000
- c. Working closely with NWRHCC Steering Committee to finalize governance document and to define and post for Contract position of program coordinator, hire should be made by end of year
- d. In its first year as a State program, there is some flexibility as regional entities get organized and established, but there is a lengthy document that lists deliverables for the program in 2017-2018 (this year)

### General Program Description:

In March of 2017, the official designation, by CDPHE, of nine regional healthcare coalitions, aligned along the same boundaries as the all hazards (homeland security) regions, occurred in Colorado. Grant guidance defines Healthcare Coalitions (HCCs) as a regional healthcare system of emergency preparedness activities involving member organizations that serve as a multiagency coordinating group to support healthcare related preparedness, response, recovery, and mitigation activities. The NWRHCC counties include Eagle, Garfield, Grand, Jackson, Mesa, Moffat, Pitkin, Rio Blanco, Routt, and Summit. Required agencies include hospitals, public health, EMS, and emergency management.

### Budget Note:

This program is expected to begin incurring expenditures as soon as a Coordinator is hired, hopefully by November of 2017. The grant is expected to be renewed again, but the current grant period is for July 2017 through June 2018. The draft budget for the state did not outline specific equipment, capital expenditures or such costs because the group has not identified these as of yet. This is simply lumped for now in Travel & Meetings. The split of expenditures is 2:12 ratio of expenditures in late 2017 through the first half of 2018.

### 2018 Program Goals and Objectives:

1. Complete 2017-2018 grant-required activities as defined through CDPHE deliverables.
2. Identify projects to be funded with NWRHCC grant award (to be expended by 6/30/18 – close of fiscal year)
3. Identify new projects for the 2018-2019 grant year (which begins on 7/1/18)

# Health Care Coalition

	<b>FUND BALANCE - BEGINNING</b>	<b>0</b>		<b>0</b>	<b>0</b>
				Estimated	
		<b>2016</b>	<b>2017</b>	<b>2017</b>	<b>2018</b>
<b>ACCT #</b>	<b>ACCOUNT NAME</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>BUDGET</b>	<b>BUDGET</b>
4200	STATE GRANT REVENUE	-	-	30,181	150,905
4310	COUNTY PLEDGES	-	-	-	-
4320	MUNICIPAL PLEDGES	-	-	-	-
4520	OTHER LOCAL FUNDING	-	-	-	-
4620	REIMBURSED EXPENSES	-	-	-	-
4640	CARRY OVER REVENUE	-	-	-	-
	<b>TOTAL REVENUES</b>	<b>-</b>	<b>-</b>	<b>30,181</b>	<b>150,905</b>
6100	PAYROLL EXPENSE	-	-	-	-
6510	OUTSIDE CONTRACT	-	-	10,400	52,000
6640	POSTAGE	-	-	-	-
6680	DUES & SUBSCRIPTIONS	-	-	-	-
6690	COPIER CHARGES	-	-	-	-
7130	TRAVEL & MEETINGS	-	-	3,334	16,666
7150	TRAINING	-	-	333	1,667
7320	PASS THROUGH CONTRACTUAL PAYMENTS			13,096	65,480
7910	INDIRECT	-	-	3,018	15,092
9310	CARRY FORWARD	-	-	-	-
	<b>TOTAL EXPENSES</b>	<b>-</b>	<b>-</b>	<b>30,181</b>	<b>150,905</b>
	<b>REVENUES OVER EXPENDITURES</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
	<b>FUND BALANCE - ENDING</b>	<b>-</b>		<b>-</b>	<b>-</b>

## NWCCOG 2018 Budget Summary

	Beginning	2018						2018		Ending
	Fund	Budgeted						Budgeted		Fund
<b>Internal programs</b>	Balance	Income	Salaries	Benefits	Rent	Indirect	Other	Expense	Net	Balance
Alpine Area on Aging		1,187,688	233,105	81,350	13,166	28,159	831,908	1,187,688	(0)	
Broadband		196,219	136,895	33,241	2,304	16,537	12,180	201,157	(4,938)	
Economic Development		126,500	78,661	29,645	1,845	9,502	9,195	128,848	(2,348)	
Elevator Inspection		820,000	441,949	135,696	7,996	53,387	97,100	736,127	83,873	
Energy Management		1,100,075	463,852	152,666	22,201	56,033	405,323	1,100,075	(0)	
Homeland Security		243,331	-	-	-	-	243,331	243,331	-	
Regional Business		357,737	94,568	24,673	3,667	11,424	279,584	413,916	(56,179)	
Regional Transportation		554,500	120,250	39,399	8,747	14,526	371,578	554,500	(0)	
Subtotal	395,153	4,586,050	1,569,280	496,669	59,927	189,569	2,250,199	4,565,643	20,407	
<b>Internal Service Funds Funds</b>										
Indirect	3,643	230,582	79,195	22,764	15,578	-	119,530	237,066	(6,484)	(2,841)
Motor Pool	80,957	40,000	513	137	-	-	18,732	19,383	20,617	101,575
Office Condo	49,261	77,919	-	-	-	-	71,260	71,260	6,659	55,920
Subtotal	133,861	348,501	79,708	22,901	15,578	-	209,522	327,709	20,792	154,653
NWCCOG Fund Balance	529,014								41,199	570,213
<b>External Programs</b>										
High Country Forest Collaborative - CBB	1,390	-	-	-	-	-	-	-	-	1,390
Health Care Coalition	0	150,905	-	-	-	15,092	135,813	150,905	-	-
Northwest Loan Fund	1,524,313	649,700	78,060	16,540	2,415	9,430	565,819	672,263	(22,563)	1,501,750
Summit Water Quality Committee	35,161	33,000	-	-	-	2,608	32,600	35,208	(2,208)	32,953
Water Quality/Quantity	105,729	162,196	-	-	-	12,399	154,985	167,384	(5,188)	100,541
Watershed Services	4,920	17,800	-	-	-	1,484	18,550	20,034	(2,234)	2,686
Subtotal	1,671,513	1,013,601	78,060	16,540	2,415	41,013	907,767	1,045,794	(32,193)	1,639,320
<b>Total non-duplicated budget</b>	<b>2,066,666</b>	<b>5,599,651</b>	<b>1,647,340</b>	<b>513,209</b>	<b>62,341</b>	<b>230,581</b>	<b>3,157,966</b>	<b>5,611,437</b>	<b>(11,787)</b>	<b>1,639,320</b>
<b>Grand Total</b>	<b>2,200,527</b>	<b>5,948,152</b>	<b>1,727,048</b>	<b>536,110</b>	<b>77,919</b>	<b>230,581</b>	<b>3,367,488</b>	<b>5,939,146</b>	<b>9,006</b>	<b>1,793,973</b>

# NWCCOG 2017 Final Revised Budget -(December 2017)

## 2017 Budget Revision Summary

	Revenue			Expense			
	Original 2017	Revised	Change	Original 2017	Revised	Change	Revised
	Budgeted	Revenue	in Revenue	Budgeted	Expense	in Expense	Budget
Program	Revenue	Budget	Budget	Expense	Budget	Budget	Net
<b>Internal Program Funds</b>							
AAAA	1,185,233	1,185,233	-	1,185,233	1,179,914	(5,319)	5,319
Broadband Program			-			-	-
Economic Development District	348,760	317,600	(31,160)	348,760	316,262	(32,498)	1,338
Elevator Inspection	724,000	854,000	130,000	661,559	629,003	(32,556)	224,997
Energy Management	1,089,498	1,089,498	-	1,089,498	1,089,498	-	-
Regional Business	540,447	537,160	(3,287)	568,619	560,416	(8,203)	(23,256)
Regional Transportation Council	209,499	626,433	416,934	209,499	626,433	416,934	-
Watershed Services	19,942	19,430	(512)	19,942	26,992	7,050	(7,562)
<b>Internal Program Funds-Total</b>	<b>4,117,379</b>	<b>4,629,354</b>	<b>511,975</b>	<b>4,083,110</b>	<b>4,428,518</b>	<b>345,408</b>	<b>200,836</b>
<b>External Program Funds</b>							
CBBC	1,200	-	(1,200)	1,200	-	(1,200)	-
Homeland Security	243,331	75,450	(167,881)	243,331	75,450	(167,881)	-
Northwest Loan Fund	619,000	579,443	(39,557)	617,310	559,344	(57,966)	20,099
NWCCOG- Foundation			-			-	-
Summit Water Quality Committee	32,654	32,000	(654)	32,654	32,904	250	(904)
Water Quality/Quanity	157,530	152,677	(4,853)	157,530	157,530	-	(4,853)
<b>NWCCOG Total Budget</b>	<b>5,171,094</b>	<b>5,468,924</b>	<b>297,830</b>	<b>5,135,135</b>	<b>5,253,746</b>	<b>118,611</b>	<b>215,178</b>
<b>Internal Service Program Funds</b>							
249 Warren Avenue - Building	75,648	75,684	36	71,260	66,447	(4,813)	9,237
Indirect	208,858	216,549	7,691	206,383	243,528	37,145	(26,979)
Motor Pool	40,000	36,000	(4,000)	44,268	18,000	(26,268)	18,000
	5,495,600	5,797,157	301,557	5,457,046	5,581,721	124,675	
							215,436



## 2018 NWCCOG COUNCIL MEETING SCHEDULE

PO Box 2308 • 249 Warren Ave • Silverthorne, CO 80498 • 970-468-0295 •  
Fax 970-468-1208 • [www.nwccog.org](http://www.nwccog.org)

### **Thursday, January 25, 2018**

#### ***Full Council, EDD Board & NLF Board Meeting***

Location: Colorado Mountain College Vail Valley, Rm 230, 150 Miller Ranch Rd., Edwards, CO

Time: 10:00 a.m.-2:00 p.m.

Primary Agenda Items: Introduction of new members/representatives; elect executive committee & officers; adopt 2018 meeting schedule; annual NLF Board meeting; EDD Board meeting & election of officers.

### **Thursday, March 22, 2018**

#### ***Full Council & NLF Board Meeting***

Location: City Hall Council Chambers, 101 West 8<sup>th</sup> St., Glenwood Springs, CO

Time: 10:00 a.m. – 2:30 p.m.

Primary Agenda Items: Approval of final 2017 financials; program updates.

### **Thursday, May 24, 2018**

#### ***Full Council & EDD Board Meeting***

Location: US Forest Service Parks Ranger District Conference Rm, 100 Main St., Walden, CO

Time: 10:00 a.m. – 2:00 p.m.

Primary Agenda Items: Review/acceptance of the 2017 audit

### **Thursday, July 26, 2018**

#### ***Full Council Meeting***

Location: Winter Park Town Hall Conference Rm, 50 Vasquez Rd., Winter Park, CO

Time: 10:00 a.m. – noon

Primary Agenda Items: Approval of 2019 dues; approval of 2018 budget revisions; discussion re: Annual Planning Meeting Agenda

### **Thursday, August 16, 2018**

#### ***Full Council & EDD Board Annual Planning Meeting***

Location: Airport Operations Center (AOC) Conference Rm, 1001 Owl Creek Rd, Aspen, CO

Time: 10:00 a.m. – 2:00 p.m.

Agenda Items: Strategic Planning for 2019

### **Thursday, October 25, 2018**

#### ***Full Council Meeting***

Location: Community & Senior Center Fremont Rm, 83 Nancy's Place, Frisco, CO

Time: 10:00 a.m. - noon

Primary Agenda Items: Review of draft 2019 budget

### **Thursday, December 6, 2018**

#### ***Full Council, EDD Board & Foundation Board Meeting***

Location: Eagle County Government Garden Level Classroom, 500 Broadway St., Eagle, CO

Time: 10:00 a.m. - noon

Primary Agenda Items: 2018 budget revisions; approve 2019 budget; adopt 2019 meeting schedule; annual NWCCOG Foundation Board meeting.