



2021

MEMBER HANDBOOK

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2021 MEMBER HANDBOOK

TABLE OF CONTENTS

The Organization

Introduction	3
What Is NWCCOG?	3
Who Are Our Customers?	6
Purpose	6
Programs	7
Glossary of Terms	10

The People

2021 NWCCOG Council	14
2021 Northwest Loan Fund Board (NLF) & Committee	15
2021 Executive Committee	15
2020 Economic Development District (EDD) Board	16
The NWCCOG Staff	17
2020 NWCCOG Organization Chart	18
Role of Council Members	19
Relationship of Staff to Council	20
Council Rules of Conduct	21
Member Demographic and Economic Data Links	26

The Bylaws

NWCCOG & EDD Articles of Association	27
NWCCOG Bylaws	35
EDD Bylaws	46
RTCC Standards of Operation	52
Regional Advisory Council Bylaws	55
Water QQ Bylaws	65

The Budget

2021 NWCCOG Budget Summary	71
2021 NWCCOG Budget	72

The Meetings

2020 NWCCOG Council Meeting Schedule	120
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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 ongoing focus of the organization, 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, Steamboat Springs and Hayden.

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. Each is 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 (Vintage, the Area Agency on Aging), the Clean Water Act (Regional 208 Water Quality Management Plan), and the Energy Conservation and Production Act (Energy Program which does 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 which eventually became the I-70 Coalition (outside NWCCOG now). 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

**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
Silverthorne
Montezuma**

(Neighboring Counties)

**Hayden
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.

Vintage: The 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. Renamed Vintage in 2020, it is the designated regional planning and service agency for senior services in Eagle, Grand, Jackson, Pitkin, and Summit Counties. The Vintage 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 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 30 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. The Mountain Ride Call service was absorbed by CDPHE into a statewide bid in 2020. NWCCOG folded the call center and ended this service as a result. The Mobility Manager has refocused the program on providing regional collaboration among transit and mobility providers.

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	- United States Department of Agriculture
WS	- Watershed Services (NWCCOG Program)
WX	- Weatherization (NWCCOG Program)

2021 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
Coby Corkle
Patti Clapper
Josh Blanchard

ALTERNATE

Kathy Chandler-Henry
Merrit Linke
Dan Manville
Steve Child
Tamara Pogue

MUNICIPALITIES

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

REPRESENTATIVES

Ward Hauenstein
Tamra Nottingham Underwood
William Infante
Michelle Eddy
Brian Waldes
Carolyn Skowrya
Matt Solomon
Andy Miller
Andrew Aerenson
Jenn Ooton
Joshua Hardy
Jonah Landy
Jeremy Rietmann
Matthew Mendisco
Robert McVay
Dan Stoltman
George Brodin
Lesley Davis
Bob Hill
Ryan Hyland
Tom Fridstein
Sonja Macys
Scott Robson
James Dustin
Keith Riesberg

ALTERNATE

Skippy Mesirow
Sarah Smith Hymes
Watkins Fulk-Gray
Toby Babich
Eric Mamula
Nathan Johnson
Brandy Reitter
Wesley LaVanchy
Jessica Burley
Matt Langhorst
Ted Cherry
John Crone
Lana Bryce
Vacant
Christine Lee
Gover Pryor
Gusty Kanakis
vacant
Duke Gerber
Ann-Marie Sandquist
Alyssa Shenk
Vacant
Patty McKenny
Sherry Cure
Alisha Janes

2021 NORTHWEST LOAN FUND (NLF) BOARD

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

2021 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. Additional information regarding the NLF Committee is available upon request.

2021 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.

<u>COUNTIES</u>	<u>REPRESENTATIVES</u>	<u>ALTERNATES</u>	<u>POSITIONS</u>
Eagle	Jeanne McQueeney	Kathy Chandler-Henry	Representative
Grand	Kristen Manguso	Merrit Linke	Representative
Jackson	Coby Corkle	Dan Manville	Representative
Pitkin	Patti Clapper	Steve Child	<i>Vice-Chair</i>
Summit	Josh Blanchard	Tamara Pogue	Representative
<u>MUNICIPALITIES</u>	<u>REPRESENTATIVES</u>	<u>ALTERNATES</u>	<u>POSITIONS</u>
Dillon	Carolyn Skowrya	Nathan Johnson	<i>Secretary-Treasurer</i>
Vail	Patty McKenny	Scott Robson	Representative
Fraser	Andy Miller	Wesley LaVanchy	Representative
Snowmass Village	Alyssa Shenk	Tom Fridstein	<i>Chair</i>

2021 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.

<u>COUNTIES</u>	<u>REPRESENTATIVES</u>	<u>REPRESENTING</u>	<u>POSITIONS</u>
Eagle	Jeanne McQueeney	Eagle	Representative
Grand	Kris Manguso	Grand	Secretary-Treasurer
Jackson	Coby Corkle	Jackson	Representative
Pitkin	Patti Clapper	Pitkin	Vice-Chair
Summit	Josh Blanchard	Summit	Representative
<u>MUNICIPALITIES</u>	<u>REPRESENTATIVES</u>	<u>REPRESENTING</u>	<u>POSITIONS</u>
Eagle	Jeremy Rietmann	Gypsum	Representative
Eagle	Mia Vlaar	Vail	Representative
Grand	Andy Miller	Fraser	Representative
Grand	John Crone	Grand Lake	Representative
Jackson	Sarah Wyatt	Walden	Representative
Pitkin	Skippy Mesirow	Aspen	Representative
Pitkin	Alyssa Shenk	Snowmass Village	Representative
Summit	Carolyn Skowrya	Dillon	Representative
Outside Region 12	Jenn Ooton	Glenwood Springs	Representative
Outside Region 12	Heather Sloop	Steamboat Springs	Representative
<u>ECONOMIC DEV ORGS</u>	<u>REPRESENTATIVES</u>	<u>REPRESENTING</u>	<u>POSITIONS</u>
Eagle	Chris Romer	Vail Valley Partnership	Representative
Grand	DiAnn Butler	Grand County ED	Chair
Jackson	Melaine Leaverton	Jackson County Tourism	Representative
Pitkin	Kathryn Dziedzic	Aspen Chamber	Representative
Pitkin	Kris Mattera	Basalt COC	Representative
Summit	Corry Mihm	Summit Chamber/SPI	Representative
Outside Region 12	John Bristol	Steamboat COC	Representative
<u>WORKFORCE & EDU</u>	<u>REPRESENTATIVES</u>	<u>REPRESENTING</u>	<u>POSITIONS</u>
Workforce	Jessica Valand	CO Dept. of Labor & Emp.	Representative
Workforce	Mark Hoblitzell	CO Dept. of Labor & Emp.	Representative
Education	Shane Larson	CO Mtn. College	Representative

2021 NWCCOG STAFF AND CONTRACTORS

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

EMPLOYEE NAME	PROGRAM, TITLE	EXTENSION
All Clear Emergency Management Group	Northwest Region Healthcare Coalition, Coordinator (Contractor)	740-601-6901
Amanda Rens-Moon	Vintage, Lead Program Specialist	117
Anita Cameron	Northwest Loan Fund, Director	970-406-0025
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
Becky Walter	Fiscal, Assistant & EIP, Administrative Assistant	112
Bennett Schmidt	Elevator Inspection Program, Elevator Inspector	970-409-0311
Bryanne Busato	EIP, Administrative Assistant	114
Bonita Pfeiffer	Energy Outreach Assistant	970-406-0530
Caleb Daggett	Energy, Installer, New Castle	
Ceci Peterson	Vintage, Program & Data Support Specialist	103
Charles McCarthy	Vintage, Mobility Manager	110
Dan Mayberry	Energy, CARE Program Manager	970-485-5977
David Harris	EIP, Director	108
David Picket-Heaps	EIP, Elevator Inspector	970-409-7330
David Roque	Energy, Energy Installer, New Castle	970-409-0209
Doug Jones	Energy, Director	111
Elaina West	Office Manager & Safety Coordinator	101
Emily Hoskins	Energy, Outreach Coordinator	970-485-3488
Erin Fisher	Vintage, Director	107
Jake Fockelmann	Energy, Installer	970-333-6000
Jason Broadbent	Energy, Installer	970-409-0239
Jeff Andrews	Regional Business Recovery Coordinator (Contractor)	970-390-3100
Jodi Flory	Geographic Information Systems (Contractor)	970-409-9238
Joe Shankland	EIP, Elevator Inspector	970-485-2284
Jon Stavney	Executive Director	123
Jonnah Glassman	Vintage, SHIP Medicare Coordinator	970-315-1328
Judi LaPoint	Market & Communications (Contractor)	970-389-6470
Justin Wiseman	Energy, Energy Auditor	970-485-3853
Julian Gonzalez	Energy, WAP Program Specialist, New Castle	970-409-0157
Keith Nielsen	Energy, Installer	970-485-1856
Kevin Cortez	Energy, Installer, New Castle	
Kim Cancelosi	Northwest All Hazards Emergency Management Region, Coordinator (Contractor)	970-485-1279
Kimmie Mirto	Elevator Inspection Program, Elevator Inspector	970-485-5697
Mike Kurth	Fiscal, Officer (Contractor)	112
Nate Speerstra	Energy, Manager	102
Nate Walowitz	Broadband, Director	970-455-1064
Neal Ashforth	Energy, Inspector/Trainer	970-485-5381
Ned Gaffaney	Energy, Installer	970-485-5355
Rachel Lunney	Economic Development District, Director	106
Scott Pugsley	Northwest Loan Fund, Business Loan Assistant	970-406-1337
Sue Hobrock	EIP, Operations Manager	130
Tina Strang	Vintage, Long Term Care Ombudsman RSVP Coordinator	122
Torie Jarvis	Water Quality/Quantity Committee, Director (Contractor)	970-596-5039
Tyler Treganza	Energy, Installer, New Castle	970-984-0917

NWCCOG Organizational Chart

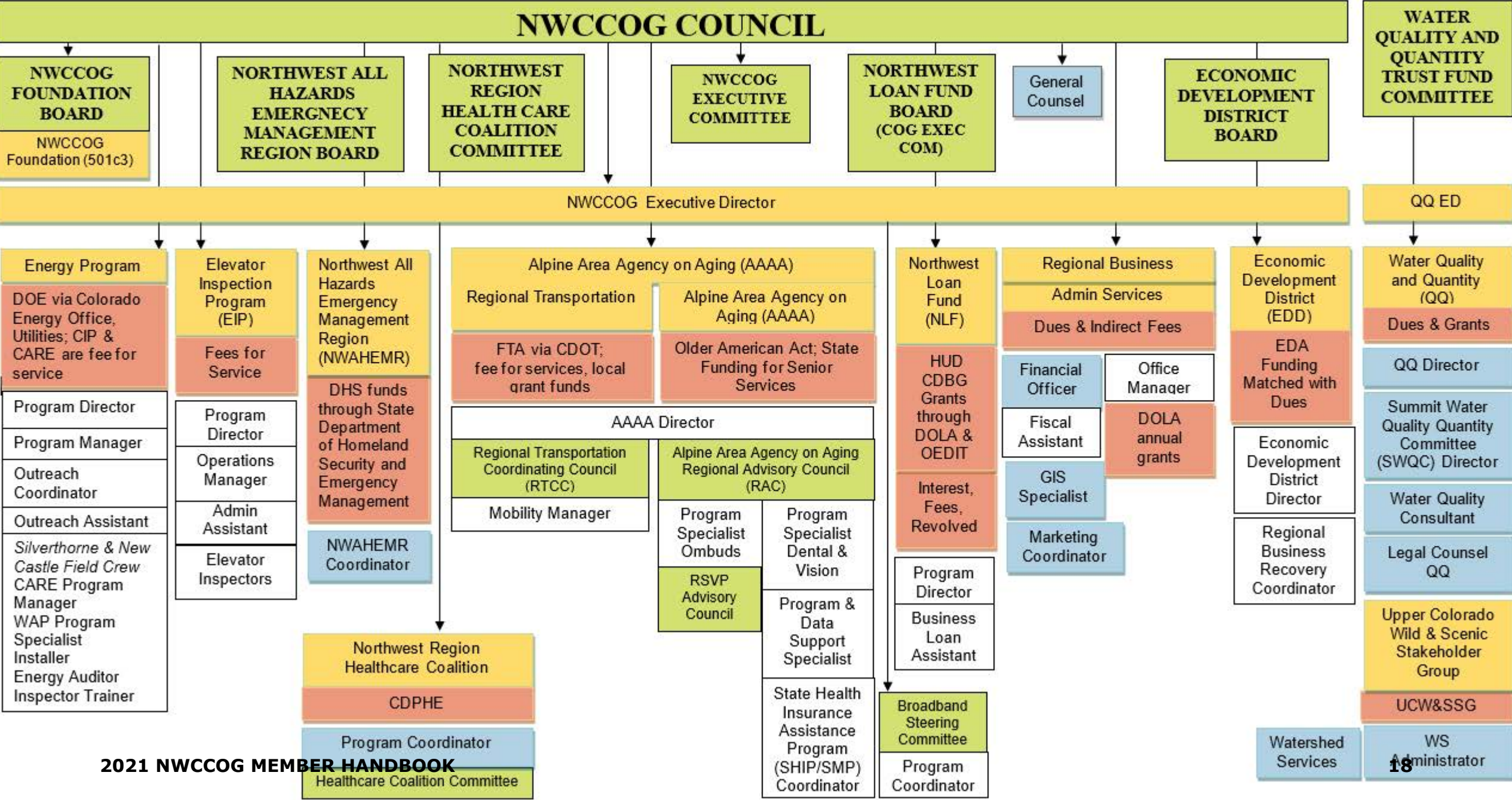
Key:

Contractor

Employee

Program Funding Source

Council, Board, Advisory Board or Committee



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 Council as a group as needed, keeping them apprised of critical issues and developments.
- ◆ The Executive Director attends Council and Executive Committee meetings.
- ◆ The Council as a group establishes policy for the organization and approves annual budget. Staff implements policy.
- ◆ The Executive Director manages the organization on behalf of the Council. 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. Councilmember requests for assistance from program and support staff are routed through the Executive Director.
- ◆ Staff organizes and plans meetings, delivers council packets, and reminds members of meeting dates.
- ◆ Agendas are supported by clear, relevant background information.
- ◆ The Fiscal Officer, Executive Director, and Program Directors prepare the next year's draft budget and present it to the Council in October. The Council reviews the draft budget in October, makes modifications, and approves the budget by December.



COUNCIL RULES OF CONDUCT

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Fax 970-468-1208 • www.nwccog.org

Date Adopted:	12/03/2020	Date Revised:	
Updated By:	Executive Director, General Counsel, & Alyssa Shenk		

These Northwest Colorado Council of Government (NWCCOG) Council and Executive Committee Rules of Conduct (“Rules”) are designed to establish reasonable expectations for member representative conduct and describe the reasonable manner in which member representatives should interact with each other, with NWCCOG staff, constituents and others they come into contact with while representing NWCCOG. For ease of reference the term “Member” is used in these Rules to refer to any member representative or designated alternate.

RULES of CONDUCT

Members Ethical Conduct

Members are expected to comply with applicable laws governing ethical conduct, including those requiring avoidance of conflict of interest, prohibiting receipt of unauthorized gifts, and prohibiting unauthorized use or disclosure of confidential information belonging to NWCCOG. Members shall not engage in any activities constituting malfeasance in appointed office.

Conflict of Interest: A conflict of interest exists when it is reasonably foreseeable that a NWCCOG Council decision will have a material effect, distinguishable from its effect on the general public, on a NWCCOG Council Member’s financial interests, the interests of his or her immediate family, the interests of an employer, business associate, or a principal customer or client or a business in which the Member holds a substantial interest (5% or more of the ownership interest, active part in the management of or is a creditor in the business, whether secured or unsecured). A conflict of interest does not arise from the interests of a Member that stem from another public position that the Member holds, or position on the board of directors of a nonprofit entity for which the Member has fiduciary oversight (for instance approval of a NWCCOG grant or program assisting the Members’ jurisdiction is not a conflict of interest). A conflict does exist if that Member is employed by a nonprofit entity being considered for funding.

When met with a conflict of interest, a Member shall announce publicly the nature of the conflict at the beginning of the Council meeting in which the conflict arises from an agenda item and:

- A. Except as provided in subparagraph (B) of this paragraph, refrain from participating in any discussion or debate on the issue out of which the conflict arises and from voting on the issue. The Member shall leave the room during the time the proposed action is being discussed and the decision is being made, shall recuse themselves, and may not testify before the council on the matter; and
- B. If any Member’s vote is necessary to meet a requirement of minimum number of votes to take official action, the Member’s vote shall be counted as (abstain) and may be counted towards meeting a quorum.

It is important that Members follow both the letter and spirit of this section and that they strive to avoid situations that may create the appearance of impropriety or a public perception. Perception of such conflict can have the same negative impacts of public trust as actual conflicts of interest. If a Member is not clear about a potential conflict of interest, that Member should seek direction prior to the meeting from the NWCCOG Council Chair, Executive Director, or General Counsel.

Members can be censured or be requested to be removed from representation for violation of conflicts of interest.

Member's Conduct in Public Meetings

Members are individuals who, with their Member jurisdictions, hold a wide variety of values, positions and goals. Despite the diversity, each has been appointed by the Member jurisdiction they represent to serve their respective jurisdictions' interest in furthering mutual, regional cooperation on the NWCCOG Council. In all cases, this common goal should be acknowledged even though individuals and Member jurisdictions may not agree on every issue.

- A. ***Honor the role of the chair in maintaining order:*** It is the role of the chair of the NWCCOG Council and Executive Committee to keep the comments of Members and overall discussion on track during meetings. Members should honor efforts by the chair to focus discussion on current agenda items and maintain decorum and civility as well as stay on schedule during a meeting. If there is disagreement about the agenda or the chair's actions, those objections should be voiced politely and with reason following customary basic rules of procedure (NWCCOG Council has not adopted a formal rule of procedure).
- B. ***Practice civility and decorum in all discussions and debate:*** Difficult questions, rigorous challenges to a particular point of view and criticism of ideas and information are legitimate elements of debate. However, "free debate" does not require or justify, and Members are expected to avoid making, any intentionally intimidating, slanderous, threatening, abusive or disparaging comments or attack.
- C. ***Avoid personal comments that could offend other Members:*** If a Member is personally offended by the remarks of another Member, the offended Member should make notes of the actual words used and may call for the chair to challenge the other person to justify or apologize for the language used. The chair controls the discussion.

It is the role of the chair and of all Members to address non-compliance with conduct with each other in public meetings to maintain order in a meeting. For Members who intentionally or repeatedly disregard these rules of conduct, see COMPLIANCE (B)

Members Compliance with Colorado Meetings Law

All NWCCOG Council or Executive Committee meetings will have an agenda that will be posted on the NWCCOG website at least 24 hours in advance of the meeting. A meeting summary or minutes shall be kept to the extent necessary to record decisions made and denoting all Members who are present. Meetings require a quorum per the NWCCOG bylaws. All motions must be recorded and include the name of the Member making the motion, the name of the Member seconding the motion and the outcome of the vote. Council or Executive Committee may convene in executive session solely for purposes authorized by and in compliance with the procedures and requirements of Colorado Open Meetings Law. Participation in an executive session shall be limited to Members of the Council or Executive Committee, the Executive Director or NWCCOG Counsel or other such persons identified by the committee as participants or part of the request or motion to convene in executive session. The Executive Committee may annually convene in executive session of a posted meeting without the Executive Director present until invited in for the performance review of the Executive Director or to address complaints associated with the Executive Director. NWCCOG is subject to Colorado Open Records Act compliance.

Members Conduct with the Public in Public Meetings

NWCCOG Council Meetings are posted and open to the public. Public and "visitors" must be recognized by the chair to speak, and may have their time limited at the discretion of the chair. The primary business of NWCCOG meetings is to move on considerations necessary to maintain operation of NWCCOG programs which require a vote of membership through those appointed to Council. The secondary business of NWCCOG is to share and discuss information of regional interest among the membership. Most agenda items do not require public participation as is customary in a municipal or county board or council meeting. While it is rare that a NWCCOG agenda decision item requires public testimony or a formal public hearing there are cases when it is required. In such cases the agenda item should be labelled to identify it as Public Hearing such as when the NWCCOG Council acts in this capacity is with regard to it's role in adopting the Regional Water Quality 208 Plan. When there is a

Public Hearing, or on occasion when a member of the general public attends a NWCCOG Council meeting and wishes to address the Council, these rules apply:

- A. ***Public Hearing:*** The meeting should be held in a venue appropriate and conducive to public attendance. Making the public feel welcome is an important part of the public meeting process. No signs of partiality, prejudice or disrespect should be evident on the part of individual Members toward an individual participating. Every effort should be made to be fair and impartial in listening to public testimony. No ex parte contacts are allowed between Members and the party requesting the public hearing.
- B. ***Be welcoming to speakers:*** while questions or clarifications may be asked, the Member's primary role during public input is to listen
- C. ***Respect for the speaker's testimony:*** Members should be conscious of their activity while others are speaking and avoid facial expressions, comments or other actions which could be interpreted as smirking, disbelief, anger or boredom.
- D. ***Ask for clarification but avoid debate and arguing with the public:*** Only the chair, not individual Members can interrupt a speaker during public testimony.

It is the role of the chair and of all Members to address non-compliance with conduct with each other in public meetings to maintain order in a meeting. For Members who intentionally or repeatedly disregard these Rules, refer to the procedure for reviewing complaints in Compliance(b).

Members' Conduct with NWCCOG Staff

Governance of NWCCOG relies on the cooperative efforts of Members who set policy, and NWCCOG staff who advise the Council (primarily through the Executive Director) and Committees and implement and administer NWCCOG programs and policies. Therefore, every effort should be made to be cooperative and show mutual respect for the contributions made by each individual staff Member. Direction to the organization from the Council is made only through official action taken on a posted agenda item in a posted meeting to the Executive Director.

- A. ***Treat all NWCCOG staff as professionals:*** Clear, honest communication that respects the abilities, experience, and dignity of each individual is expected. Unprofessional behavior toward NWCCOG Staff is not acceptable.
- B. ***Never publicly criticize an individual NWCCOG staff member:*** Members should never express concerns about the performance of an individual NWCCOG staff member in public, to the staff member directly, or to the staff member's Director. Comments about NWCCOG staff performance should only be made to the Executive Director through private correspondence or conversation. NWCCOG has a "Complaint and Investigation Procedure for ADA, Diversity, and Harassment Complaints" outlined in the Employee Handbook for such claims, which clarifies the role of the NWCCOG Council and Executive Committee in such instances. If the concern regards the Executive Director, it should be expressed to the chair and to the Executive Director within and through the established Executive Director performance evaluation process. The General Counsel must be notified before the Council engages in any investigation.
- C. ***Avoid individual involvement in administrative functions:*** Members acting in their individual capacity must not attempt to unduly influence NWCCOG staff in the making of appointments, awarding of contracts, hiring of employees, selecting of consultants, processing of applications, granting NWCCOG approvals or authorizations, or general program management. The NWCCOG Council and Executive Committee are to provide policy direction to the organization exclusively through the Executive Director.
- D. ***Do not solicit political support from NWCCOG Staff:*** Members, who are often elected officials, should not solicit any type of political support from NWCCOG staff. NWCCOG staff may, as private citizens with constitutional rights, support political candidates but all such activities must be done away from the workplace and not utilize NWCCOG time or resources.

Member Responsibility in Non-Discrimination and Harassment

NWCCOG is committed to providing a workplace free from discrimination, harassment and retaliation. It is also NWCCOG policy and practice to assure equal employment opportunity in all personnel transactions. As stated in the NWCCOG Employee Handbook:

“NWCCOG cultivates an inclusive environment and provides Equal Employment Opportunity (EEO) to all employees and applicants for employment as described in “Equal Employment Opportunities, Title VI of the Civil Rights Act of 1964 and related statutes. It is the policy of NWCCOG that no person shall be discriminated against on the basis of race, color, religion, national origin, education, marital status, age, body size, political affiliation/philosophy, socio-economic status, disability, military status, veteran status, genetic information, sex, gender, gender expression, or sexual orientation, HIV status, amnesty or any other status protected by applicable federal state or local law, or be excluded from participation in, be denied the benefits of, or be subjected to discrimination in any operation of NWCCOG as provided in Title VI of the Civil Right Act of 1964 and related statutes.”

“All NWCCOG officials and staff, including Members acting in their role as Members, are responsible for and expected to conduct themselves in accordance with NWCCOGs policies prohibiting discrimination, harassment, retaliation and workplace violence. Members shall not engage in behavior that violates such policies. Member violations of these policies while acting in a NWCCOG Member role with the public, staff, or other Members are subject to compliance actions under these rules.

Any complaint of violation of non-discrimination or harassment should be submitted in writing to the chair. If it is a complaint involving a NWCCOG employee, then the process outlined in the NWCCOG Employee Handbook must be followed. If the complaint does not involve a NWCCOG employee, but does involve a Member acting in a capacity as a NWCCOG Member then that shall be brought to the attention of the chair who shall convene the Executive Committee with the NWCCOG General Counsel or designee from CIRSA in attendance to decide upon a course of action for compliance.”

– 2020 NWCCOG Employee Handbook

COMPLIANCE

- A. **Behavior and Conduct:** These Rules express standards of appropriate conduct expected for Members, and Members themselves have the primary responsibility to assure that expectations for appropriate conduct are understood and met. The chair of NWCCOG Council and Executive Committee have the additional role of intervening when actions of Members appear to be in violation of the Rules, or when such actions are brought to their attention.

Members who intentionally and repeatedly disregard the Rules, or who commit a serious infraction of the Rules, may be reprimanded, censured, have the matter reported to the Member jurisdiction’s governing body (or to the elected official for that the Member jurisdiction appointed to NWCCOG), with or without a request to that jurisdiction’s governing body that the appointed Member be replaced or subject to other sanctions.

- B. **Review of Complaints:** It is preferred that complaints that escalate to response beyond a reprimand be put in writing for consideration. Anonymous complaints will not be considered. The prompt review or investigation of complaints is the responsibility of the NWCCOG Council Chair who may defer the matter to the NWCCOG Executive Committee, which must hold a properly posted meeting (which may include a legally entered executive session) following the submittal of a complaint of a violation of the Rules. All actions taken will require a majority vote of the entire membership of the Executive Committee. The Executive Committee shall have the power to maintain information relating to a complaint as confidential to the extent possible and appropriate under applicable laws.

The chair or Executive Committee may choose to delegate an investigation of a complaint, especially those of Non-Discrimination or Harassment to an appropriate third party as may be recommended by NWCCOG General Counsel or CIRSA.

No Member representative may exercise a vote or grant or withhold any consent pursuant to these Rules for any matter concerning the Member's own conduct.

The compliance provisions herein are not a substitute for any remedies for violations of state or federal law, and nothing herein prohibits the reporting of violations of state or federal law to the appropriate governmental authorities.

IMPLEMENTATION

The Rules are intended to be self-enforcing and an expression of the standards of conduct for Members expected by NWCCOG. It therefore becomes most effective when Members are thoroughly familiar with these Rules and embrace their provisions. For this reason, the Rules are distributed to Members upon notification of their appointment to NWCCOG Council with regular Member resource materials, and are contained in the annually updated and electronically distributed Member Handbook. Trainings can be provided upon request. By accepting appointment as a Member, Members are expected to adhere to the Rules. In addition, the Rules shall be periodically reviewed and updated by the NWCCOG Council.

Regional Demographic and Economic Data

One of the services provided by the Economic Development program is the provision of demographic and economic data for the region. The data sources used are free sources whose basis ultimately comes from federal government sources:

- U.S. Census Bureau – most data for our region comes from the U.S Census American Community Survey, the most recent 5-year estimates, because most of our populations are below 25,000 people.
- Bureau of Labor Statistics (BLS)
- Bureau of Economic Analysis (BEA)

NWCCOG uses secondary data sources that package the federal government provided data into more usable forms for the end user. These secondary data sources include:

- Colorado State Demography Office
- Stats America –a service of the Indiana Business Research Center at Indiana University's Kelley School of Business. This initiative is funded in part by the U.S. Commerce Department's Economic Development Administration.

NWCCOG provides up to date data for the counties and towns in our region and houses this data on the NWCCOG [website here](#). Demographic data is updated once per year; Economic Data (jobs, wages, labor force, unemployment data) is updated once per quarter based on the most recent release from the BLS Quarterly Census of Employment and Wages. Below is a snapshot of key data points for our region to give you an example of the type of data we can provide. NWCCOG is happy to provide customized community profiles as requested by members.

**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

Topic	Section	Date
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 28th.

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 12/6/2017

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 the second month of each quarter (February, May, August, and November). 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-leveled 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.

Process and guidelines for selection of QQ Leadership

This document (08/24/2018) outlines the process and timeline for new QQ leadership selection or the confirmation of existing leadership, describes the duties of QQ leadership, and desirable qualities for those serving in each position. This document is intended to compliment the QQ Bylaws, as revised most recently in 2011, which state in relevant part:

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.

Selection and Affirmation of QQ Leadership

- QQ will affirm current QQ leadership during its fall budget and contracting meeting on even numbered years. If QQ leadership has been selected within the same calendar year, QQ may skip this affirmation process .
- The selection of new leadership can occur at any regularly scheduled QQ meeting, given sufficient time for nominations, as outlined below.
- QQ leaders do not have term limits.

Process for Nomination

- To apply, email current leadership or contract staff ahead of time.
- Nominations can be submitted by other QQ board members, interested member, or a nomination from the floor.
- QQ leadership will vet the willingness and time availability to serve in leadership.
- Once vetted, nominations will be distributed to members in advance of board meeting to review candidates.
- If a vote is necessary, the QQ board will vote according to its bylaws: *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.*

Leadership Positions & Duties

Chair. Duties include:

- Communicate with and advise QQ contract team
- Support development of agenda for QQ quarterly meetings
- Facilitate meetings and gain consensus
- Represent the QQ leadership through meetings, testimony before General Assembly and various boards and commissions (e.g., COGCC, CWCB, WQCC)
- Edit and sign formal QQ letters

Vice-Chair. Duties include:

- Communicate with and advise QQ contract team
- Support development of agenda for QQ quarterly meetings
- Facilitate meetings in Chair's absence or at times when Chair is acting in member advocacy position.
- When Chair is unavailable, edit and sign formal QQ letters

Secretary. Duties include:

- Communicate with and advise QQ contract team
- Support development of agenda for QQ quarterly meetings
- Serve as back-up facilitator in Vice- and Chair's absence or at times when Vice- or Chair is acting in member advocacy position
- When Chair is unable, represent the QQ leadership through meetings, testimony before General Assembly and various boards and commissions (e.g., COGCC, CWCB, WQCC)

Desirable qualities

For all leadership positions:

- Has the time and staff support necessary to serve in leadership position with QQ
- Can represent the broader regional interest of QQ
- Has long term perspective and deep knowledge of headwaters region
- Understands QQ history
- Listener and problem solver
- Solid base of knowledge of water
- Three positions represent three different governmental entities

Chair

- County Commissioner

Vice-Chair

- County Commissioner

Secretary

- Representative from member organization (staff or elected official)

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 2021 Budget Summary

	Beginning	2021						2021		Transfer	Ending
	Fund	Budgeted						Budgeted		between	Fund
Internal programs	Balance	Income	Salaries	Benefits	Rent	Indirect	Other	Expense	Net	Programs	Balance
Broadband	-	182,000	153,793	37,590	\$3,447	23,069	25,700	243,600	(61,600)	61,600	0
Economic Development	50,936	536,990	124,212	44,910	2,084	22,025	331,322	524,553	12,437		63,373
Elevator Inspection	22,500	1,060,000	554,060	192,384	9,030	81,954	102,760	940,188	119,812	(61,600)	22,500
Energy Management	123,776	1,835,007	850,775	307,806	13,081	127,616	535,729	1,835,007	(0)		123,776
Homeland Security		252,974	-	-	-	-	252,974	252,974	-		
Porject Thor	433,564	1,114,000					1,114,000	1,114,000	-		433,564
Regional Business		419,467	81,275	21,260	4,142	12,191	295,907	414,775	4,692		4,692
Regional Transportation	130,737	153,600	53,820	15,648	9,878	8,073	38,862	126,282	27,318		158,055
Vintage- AAAA	14,038	1,451,538	309,484	103,100	14,869	46,423	982,627	1,456,503	(4,965)		9,073
Subtotal	775,550	7,005,576	2,127,418	722,700	56,531	321,351	3,679,881	6,907,881	97,695	-	815,034
NWCCOG Fund Balance	1,509,232								97,695		1,606,927
Internal Service Funds Funds											
Indirect	12,286	367,484	120,845	41,810	\$28,735	-	211,000	402,390	(34,906)		(22,620)
Motor Pool	71,524	5,000	585	158	-	-	14,904	15,647	(10,647)		60,877
Office Condo	68,937	87,993	-	-	6,000	-	69,983	75,983	12,010		80,947
Subtotal	152,747	460,477	121,430	41,968	34,735	-	295,887	494,020	(33,543)		119,203
External Programs											
High Country Forest Collaborative - CBB	-	-	-	-	-	-	-	-	-		-
Health Care Coalition	-	212,430	-	-	-	-	212,430	212,430	-		-
NWCCOG Foundation	-	-	-	-	-	-	-	-	-		-
Northwest Loan Fund	1,949,477	796,000	120,352	30,374	2,727	18,053	129,825	301,330	494,670		2,444,146
Summit Water Quality Committee	25,326	29,500	-	-	-	2,907	29,500	32,407	(2,907)		22,419
Water Quality/Quanity	114,413	158,655	-	-	-	13,167	148,884	162,051	(3,396)		111,017
Watershed Services	4,749	22,996	-	-	-	1,655	25,182	26,837	(3,841)		908
Subtotal	2,093,964	1,219,581	120,352	30,374	2,727	35,782	545,821	735,055	484,526		2,578,490
Total non-duplicated budget	2,869,515	8,225,157	2,247,770	753,074	59,258	357,133	4,225,702	7,642,936	582,221		3,393,523
Grand Total	3,022,261	8,685,634	2,369,200	795,042	93,993	357,133	4,521,589	8,136,956	548,678		3,512,727



2021 BUDGET
AND 2020 REVISED
BUDGET
FINAL VERSION FOR COUNCIL



Table of Contents

2021 BUDGET

Budget Intro Documents	
Letter from Executive Director & Fiscal Officer	4-6
History & Mission Statement.....	7
NWCCOG Council Members	8
Fiscal Management	9
Annual Dues Assessment Policy.....	10
2021 Dues Summary	11
Indirect Cost Rate.....	12
Indirect Budget.....	13
Building Budget	14
Motor Pool Budget.....	15
Economic Development District (EDD) Budget Narrative.....	17
EDA CARES Act Budget	18
EDD Budget.....	19
Elevator Inspection Program (EIP) Budget Narrative.....	20
EIP Budget	21
Energy Program (Weatherization) Budget Narrative	22
Energy Program Budget.....	22
NWCCOG Foundation Budget Narrative	24
NWCCOG Foundation Budget	25
Northwest All Hazards Emergency Management (NWAHEMR) Region Budget Narrative	26
NWAHEMR Budget	27
Northwest Loan Fund (NLF) Budget Narrative	28
NLF Budget	30
Northwest Region Healthcare Coalition (NWRHCC) Budget Narrative	31
NWRHCC Budget	32
Regional Business Budget Narrative	33
Regional Business Budget	34
Regional Business – Broadband Program Budget Narrative	35
Regional Business – Broadband Program Budget	36

Regional Business – Project THOR Program Budget.....	37
Regional Transportation Coordinating Council (RTCC) Budget Narrative	38
RTCC Budget.....	39
Vintage Budget Narrative	40
Vintage Budget	41
Watershed Services & Summit Water Quality Committee (SWQC) Budget Narrative	42
Watershed Services Budget	43
Summit Water Quality Committee (SWQC) Budget.....	44
Water Quality/Quantity Committee (QQ) Budget Narrative	45
QQ Budget	46
2021 Budget Summary	47
2020 Final Revised Budget	48



Letter from Executive Director & Fiscal Officer

2021 BUDGET (October 2020)

Welcome to the proposed 2021 Budget for the Northwest Colorado Council of Governments, presented at the October meeting and to be approved at the December meeting as required by Article V of the Amended and Restated Bylaws of the Northwest Colorado Council of Governments.

Payroll: The 2021 budget proposes a **0% merit wage increase with a 3.1% COLA increase** (reflects the “2020” Denver-Boulder-Greely Consumer Price Index calculated by the Department of Labor, months ending in July 2020) per employee. Our primary asset is our people. The value we deliver through services is a direct result of their efforts. We continue to attract and retain quality employees in a very competitive market. We put considerable time into training. Compared to many of the nearby local governments we serve, our wage and benefit packages lag. We make up for it in a wider variety of benefits and workplace culture. In 2021 NWCCOG will embark upon a wage range and salary survey.

General Administration: We have not submitted to CDOT for approval our Indirect Rate of 15% finding that it is in compliance with 2 CFR 200. The 15% indirect rate includes all the Office Manager’s time as well as a portion of the in-house fiscal position and a proportion of Executive Director time to reflect general management obligations of that position. The 2021 Indirect budget totals \$402,390 and represents 5.74% of the total budget. Rent for each program was increased 5% again year to bolster the fund balance for the aging NWCCOG office building. After mortgage, CAM and planned maintenance, this will leave the Building fund balance at \$46,000 by the end of 2021. The Building Fund will support a significant IT Security Infrastructure project in 2020. Ongoing IT support costs are charged to Indirect.

Dues: The projected 2021 Member Dues (jurisdictions confirm participation by December 1) are \$304,854.05, held flat from 2020 following a vote of approval from NWCCOG Council at the July Meeting. Combined with Indirect and fees for service from the Elevator Program, dues are the “General Fund” of NWCCOG. Note that revenues transferred from the Elevator Inspection Program balance the Regional Business budget and “cover” most of the local match required to for the Broadband Director position. Note that QQ projected dues for 2020 are estimated at \$155,153. This is most of the QQ operating budget. QQ also keeps a \$100,000 Legal Defense Fund balance and continues to build on beginning fund balance. All incorporated municipalities in Region 12 and 3 others are Members.

Leverage: One of the primary values of membership in NWCCOG is the ability of the organization each year to leverage Regional Business Dues as matching funds for grant programs which require it. Member dues represent a single digit fraction of the overall NWCCOG budget but this “local match” is required for NWCCOG to qualify for a number of grants and key programs listed below. For 2020, the following estimated amounts are submitted for approval with the budget:

Vintage (AAAA)	\$ 31,972 - cash
Broadband Grant	\$ 80,000 - cash
Economic Development District	\$ 47,500 - cash
Watershed Services	\$ 7,000 – cash

TOTAL	\$166,472	(55% of Dues)
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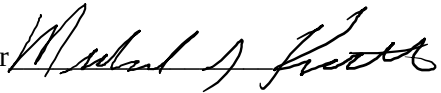
The 2021 budget does not need to transfer any of the Unreserved Fund balance to support any of the NWCCOG programs. The Bylaws require Restricted Emergency Reserve Account to be 10% of the current year's internal programs' projected revenues, which is \$7,005,576. The balance of the reserve fund is estimated to be \$775,550 at the beginning of 2021 and is anticipated to be \$815,034 at the end of 2021 which equals 11.63% of the internal program budgeted revenues.

We feel Confident that the 2021 budget continues NWCCOG's commitment to provide high-quality, cost effective services to our members.

Jon Stavney Executive Director

A handwritten signature in black ink, appearing to read "Jon Stavney", written over a horizontal line.

Michael Kurth, Fiscal Officer

A handwritten signature in black ink, appearing to read "Michael Kurth", written over a horizontal line.

Additional NWCCOG Budget Narrative from the Executive Director

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.

The Energy Program receives 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 and the Northwest Healthcare Coalition have a somewhat similar situation as the total grant to the region is defined tri-annually and annually respectively. 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 on an as requested basis and 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. These are all funded through the annual federal budget process.

The Elevator Inspection Program is the only fully fee-for-service program at NWCCOG and supplements the Regional Business and Broadband programs. The Energy Program in 2018 continued to expand 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. The goal is to increase these fee-for-service programs to stabilize and diversify the program to counter the fluctuations of annual federal appropriations to WAP.

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. Indirect is not 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 annually 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

2021 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 and to coordinate planning and management of certain activities at a regional level. Today, NWCCOG core programs serve a five-county region including Eagle, Grand, Jackson, Pitkin, and Summit Counties and 19 municipalities therein. Additional members from outside Region XII include the Cities of Glenwood Springs and Steamboat Springs. Many programs serve customer bases larger than Region 12, some serving as many as 9 counties, for various reasons – including critical mass and opportunity.

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 and providing quality services that are relevant, effective, and efficient.



2020 Year NWCCOG Council Members

(Who Vote on the 2021 BUDGET)

COUNTIES

Eagle
Grand
Jackson
Pitkin
Summit

REPRESENTATIVES

Jeanne McQueeney*
Kristen Manguso*
Coby Corkle*
Patti Clapper, Vice Chair*
Karn Stiegelmeier, Chair*

ALTERNATE

Jeff Shroll
Rich Chimino
Dan Manville
Steve Child
Elisabeth Lawrence

MUNICIPALITIES

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

REPRESENTATIVES

Ward Hauenstein
Jennie Fancher
William Infante
Toby Babich
Brian Waldes
Carolyn Skowyra, Sec-Treasurer*
Matt Solomon
Andy Miller*
Deborah Shaner
Matt Langhorst
Ted Cherry
John Crone
Jeremy Rietmann
Vacant
Robert McVay
Dan Stoltman
George Brodin
Lesley Davis
Duke Gerber
Vacant
Alyssa Shenk*
Heather Sloop
Patty McKenny*
Jo McQueary
Keith Riesberg

ALTERNATE

Skippy Mesirow
Sarah Smith Hymes
Watkins Fulk-Gray
Michelle Eddy
Eric Mamula
Nathan Johnson
Brandy Reitter
Jeff Durbin
Nancy Kerry
Jenn Ooton
Paul Chavoustie
vacant
Lana Bryce
Vacant
Christene Lee
Gover Pryor
Eric Gotthelf
vacant
Jake Spears
Vacant
Bob Sirkus
Ginger Scott
Scott Robson
Sherry Cure
James Shockey

*Denotes Executive
Committee Members



2021 Fiscal Management

2021 BUDGET

Program Categorization:

Internal Programs:

Internal programs are managed by NWCCOG employees. NWCCOG is the sponsoring agency for Vintage (Alpine AAA), Elevator Inspection Program (EIP), Energy Management, Regional Business (RB), Economic Development District (EDD), and Regional Transportation Coordinating Council (RTCC). These "internally" sponsored programs are included in the NWCCOG annual audit and share administrative costs through applied indirect cost rate.

External Programs:

NWCCOG enters into agreements for the provision of office space and services with external programs that can benefit through co-location and shared usage of NWCCOG resources. Most external programs are coordinated by contract staff rather than employees with benefits. 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 may be waived for NWCCOG members or programs that are partnering with the Foundation on projects. NWCCOG is the designated fiscal agent for the Northwest All Hazards Emergency Management Region (NWAHEMR) whose grant does not allow indirect, and the Northwest Colorado Healthcare Coalition (NWHCC) for which we negotiated a 10% administrative fee as well as the Northwest Loan Fund (NLF) which pays the same indirect as internal programs. 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 Water Quality/Quantity Committee (QQ), Watershed Services, and the Summit Water Quality Committee (SWQC), and Wild & Scenic Stakeholder group 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

2021 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 to ensure the equitable distribution of member assessment obligations.

2. CALCULATION AND APPROVAL OF TOTAL ANNUAL DUES ASSESSMENT: The proposed total annual dues assessment will be adjusted by the latest available population estimates and assessed valuation and a factor calculation for each. 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 when Population numbers are available, or no later than the August meeting for approval.

3. INDIVIDUAL MEMBER JURISDICTION ASSESSMENT: The dues assessment for each Member Jurisdiction will be calculated using a formula applying a dollar multiplier on population and percent of mills 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: The dues calculation shall be reviewed and approved by the NWCCOG Council at either the July or August meeting (depending on availability of population numbers from the State Demographers Office. 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 billed in early January and 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. New members jurisdictions may join at any time and pay that years full dues based on the same calculations as other members.

6. NON-PAYMENT OF DUES ASSESSMENT: If any members' dues payment is more than 20 days delinquent, the Council Chair or Executive Director 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 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. 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.

NWCCOG 2021 Dues Confirmation

Reply requested by 11/01/20

Fax: 970-468-1208 or email to: office@nwccog.org NWCCOG, PO Box 2308, Silverthorne, CO 80498

County	2021 NWCCOG DUES	2021 Q/Q DUES	2021 TOTAL DUES	Signature to confirm jurisdiction's intent to participate in 2021
Eagle County	\$70,070	\$22,809	\$92,879	
Grand County	\$16,542	\$22,809	\$39,351	
Gunnison County	n/a	\$5,305	\$5,305	
Jackson County	\$1,515	n/a	\$1,515	
Lake County	\$6,553	n/a	\$6,553	
Park County	n/a	n/a	\$0	
Pitkin County	\$49,131	\$22,809	\$71,940	
Summit County	\$40,397	\$22,809	\$63,206	
Municipality				
Aspen	\$24,609	\$7,214	\$31,823	
Avon	\$6,338	n/a	\$6,338	
Basalt (Eagle & Pitkin)	\$4,334	\$1,326	\$5,660	
Blue River	\$1,030	n/a	\$1,030	
Breckenridge	\$9,955	\$5,570	\$15,525	
Carbondale	n/a	\$3,448	\$3,448	
Crested Butte	n/a	\$1,591	\$1,591	
Dillon	\$1,411	\$796	\$2,207	
Eagle	\$5,245	\$1,857	\$7,102	
Fraser	\$1,231	\$743	\$1,974	
Frisco	\$4,223	\$1,857	\$6,080	
Glenwood Springs	\$8,138	n/a	\$8,138	
Granby	\$1,737	\$743	\$2,480	
Grand Lake	\$779	\$743	\$1,522	
Gypsum	\$5,600	\$2,122	\$7,722	
Hayden	\$1,297	n/a	\$1,297	
Hot Sulphur Springs	\$482	\$212	\$694	
Kremmling	\$933	\$1,061	\$1,994	
Leadville	\$1,833	n/a	\$1,833	
Minturn	\$916	\$690	\$1,606	
Montezuma	\$62	n/a	\$62	
Red Cliff	\$198	n/a	\$198	
Silverthorne	\$5,013	\$1,804	\$6,817	
Snowmass Village	\$7,683	n/a	\$7,683	
Steamboat Springs	\$15,759	\$2,652	\$18,411	
Vail	\$17,938	\$6,631	\$24,569	
Walden	\$370	n/a	\$370	
Winter Park	\$1,918	\$1,326	\$3,244	
Yampa	n/a	\$212	\$212	
Districts & Associations				
19 Water & Sanitation Districts	n/a	\$11,773	\$11,773	
2 Associations	n/a	\$4,243	\$4,243	
Total Dues	\$313,239.06	\$155,153	\$468,391.75	



2021 Indirect Cost Rate

2021 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 administered 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.

Support Areas: The 2021 Indirect Cost Center is comprised of support services, which provide fiscal accountability, communication services, and basic office functions.

Fiscal: Includes the book keeping and general fiscal management services of the Fiscal Officer, and Fiscal Assistant as well as annual audit expense, accounting software support, and check printing.

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

Office/IT Security/Insurance: Includes 100% of the Administrative Assistant's time (1FTE), including oversight of programs such as safety, wellness, benefits management. Other expenses include office supplies, office equipment rentals and maintenance, copier lease, etc. All general IT support including annual fees for IT will be in Indirect. Includes General Liability, Errors and Omissions, and Property.

Management: Includes all Executive Director time related to internal management of NWCCOG including human resources, building, motor pool and other matters of general organizational concern not specific to a program as well as general management including individual program support and employee performance evaluation. Occasionally the ED will charge hours of extended focus on a specific program. The intent of this is to allow the bulk of ED time to be charged to Regional Business with a focus on delivering value outward to the membership.

Methodology: Indirect costs are shared, pro-rata, by NWCCOG programs. Each contributes to these costs based on that program's total salaries and wages. The percentage applied is determined by averaging the proposed with current year and with updated prior two audited fiscal years' indirect costs as a percentage of the total salaries as shown below: Application of Four-Year Averaging Factor:

YEAR	RATE
2021	15.00
2020	15.00
2019	15.33
2018	13.97
Four Year Total	59.3
Four Year Average	14.825

Indirect

	FUND BALANCE-BEGIN	637	(25,920)	(45,872)	(30,493)	(30,493)	12,286
						Estimated	
ACCT #	ACCOUNT NAME	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 BUDGET	2020 Actual	2021 BUDGET
2200	CARRY-OVER						
4540	OTHER INCOME	8,402	4,516	2,207	19,036	2,500	2,500
	REIMBURSED FEES/EXPENSES			693		120,530	
4550	INTERNAL INDIRECT REVENUE	197,673	199,548	298,153	316,779	341,778	331,255
	HCC - ID income					16,000	16,000
4560	EXTERNAL INDIRECT REVENUE	9,190	33,556	36,388	17,196	19,000	17,729
	TOTAL REVENUES	215,265	237,620	337,441	353,011	499,808	367,484
6110	SALARIES - EXECUTIVE DIRECTOR	6,480	-	24,968	33,746	24,000	27,834
6121	SALARIES - PROGRAM STAFF	-	-	2,033	-	600	
6131	SALARIES - OFFICE SUPPORT	51,684	44,933	82,169	54,731	55,000	56,421
6141	SALARIES - FISCAL	-	35,134	-	32,651	44,250	36,590
6210	TAXES & BENEFITS	26,542	27,570	38,078	42,049	42,000	41,810
6310	FLEX PLAN ADMIN	977	927	1,326	1,500	850	
6311	BACKGROUND CHECK	-	-	421			
6330	EE TRAINING EXPENS	-	-	-			
	CONTRACT STAFF			12,708			
6420	FISCAL OFFICER CONTRACT	35,100	29,883	32,012	32,340	33,720	36,000
6421	FISCAL ASSISTANT EXPENSE	-	-	-		1,204	-
6430	LEGAL EXPENSE	983	-	332	500	500	2,000
6440	AUDIT SERVICES	20,600	20,315	23,300	23,000	21,300	24,500
6510	CONTRACT SERVICES- GENERAL	11,267	4,468	3,254	8,000	120,530	
6610	OFFICE SUPPLIES	7,359	6,256	13,298	11,000	10,200	11,000
6640	POSTAGE	256	1,349	404	500	375	
6650	PRINTING & PUBLICATION	643	-	228	100	100	
6660	ADVERTISING	873	-	2,383	2,000	?	
6670	INTERNET/WEB SITE ADMIN	5,013	6,019	4,005	7,000	12,500	60,000
6680	DUES & SUBSCRIPTIONS	2,001	5,242	12,354	7,500	12,000	20,000
6690	COPIER CHARGES	1,054	941	864	1,200	?	
6720	RENT	19,814	18,041	18,317	28,735	30,800	\$28,735
6730	TELEPHONE	13,025	12,276	16,615	14,000	12,000	15,000
6750	OFFICE REPAIRS, JANITOR & MAINT.	600	998	-	1,500	4,350	3,000
6760	INSURANCE	13,428	12,613	12,613	15,000	12,600	15,000
	WASTE REMOVAL			600			
6800	EQUIP. MAINT. & REPAIRS	3,710	-	1,650	2,000	-	2,000
6830	EQUIPMENT LEASE - Copier	15,111	17,524	15,081	17,000	16,000	17,000
6830	EQUIPMENT LEASE - Postage	-	-	1,441	1,800	1,800	2,000
6840	TOOLS & EQUIPMENT	-	1,335	-			
7120	LICENSE & PERMITS	-	3,904	-	2,500	?	
7130	TRAVEL & MEETINGS	931	149	1,074	1,000	100	1,000
7150	TRAINING & TECH ASSISTANCE	1,759	7,694	534	4,000	250	500
8000	CAPITAL OUTLAY	2,613	-	-	2,000	?	2,000
9100	CONTINGENCY	-	-	-			
	TOTAL EXPENSES	241,822	257,573	322,062	347,352	457,029	402,390
	REVENUE OVER EXPENDITURES	(26,557)	(19,953)	15,379	5,659	42,779	(34,906)
	FUND BALANCE -END	(25,920)	(45,872)	(30,493)	(24,835)	12,286	(22,620)

Building - 249 Warren Avenue

	REPLACEMENT FUND -BEGIN	49,760	57,707		69,898	68,937
					Estimated	
		2018	2019	2020	2020	2021
ACCT #	ACCOUNT NAME	ACTUAL	ACTUAL	BUDGET	ACTUAL	BUDGET
4530	DIRECT CHARGES INCOME	77,919	80,797	80,797	83,786	\$87,993
4810	RENTAL INCOME	-	-	-	-	-
	TOTAL REVENUES	77,919	80,797	80,797	83,786	87,993
6121	PROGRAM STAFF	-	-	-	-	-
6210	TAXES & BENEFITS	-	-	-	-	-
6420	FISCAL SERVICES CONTRACT			-		-
6510	CONTRACT SERVICES- GENERAL	-	-	500	500	500
6610	OFFICE SUPPLIES	-	-	-	-	-
6680	DUES & SUBSCRIPTIONS	-	-	-	-	-
6710	MORTGAGE EXPENSE	38,160	38,160	38,160	38,160	38,160
6720	RENT - COG Storage/ Parking Spaces	6,000	6,000	6,000	6,000	6,000
6745	CAM FEES	17,723	17,723	17,723	16,687	17,723
6740	REPAIRS & MAINTENANCE.	4,673	2,772	3,977	20,000	10,000
8000	Capital Improvement					
6750	JANITORIAL/TRASH EXPENSE	3,416	3,951	3,400	3,400	3,600
	TOTAL EXPENSES	69,972	68,606	69,760	84,747	75,983
	REVENUE OVER EXPENDITURES	7,947	12,191	11,037	(961)	12,010
	REPLACEMENT FUND -END	57,707	69,898		68,937	80,947

*Continue to build replacement fund for major improvements, window replacement, carpet, remodel, etc--goal \$100,000 balance

*Increased R&M for security, rewiring and office improvements OK Jon 10/1/20, spent \$9,000 YTD 10/1

Motor Pool

	REPLACEMENT FUND -BEGIN	73,921	93,662	104,307		80,473	71,524
						Estimated	
		2017	2018	2019	2020	2020	2021
ACCT #	ACCOUNT NAME	ACTUAL	ACTUAL	ACTUAL	BUDGET	ACTUAL	BUDGET
4530	MOTOR POOL BILLINGS	35,273	36,234	18,535	15,000	5,300	5,000
4610	INSURANCE PROCEEDS		2,670	6,447	-		
4620	REIMBURSED EXPENSES	-			-		
4010	GAIN ON SALE	-	-	-		-	
	TOTAL REVENUES	35,273	38,904	24,982	15,000	5,300	5,000
6131	SALARY - ADMIN. ASST.		-	-			
6141	SALARY - FISCAL		-	-	568	-	585
6210	BENEFITS .		-	-	164		158
6260	LICENSE & PERMITS	-	-	-			
6420	CONTRACT- FISCAL OFFICE	2,440	2,112	2,232	-	2,304	2,304
6610	OFFICE SUPPLIES	35					
	POSTAGE			13			
6660	ADVERTISING		-	2,700	-		
6680	DUES & SUBSCRIPTIONS		-	-			
6760	INSURANCE	1,446	1,877	2,894	1,900	1,876	2,000
6761	INSURANCE-DEDUCTIBLE				500		
6800	COPIER EXPENSE						
6810	REPAIR & MAINTENANCE	3,735	13,949	11,070	5,000	1,000	1,000
6811	GAS, OIL & VEHICLE SUPPLIES	7,850	10,292	9,247	5,000	700	1,000
6830	EQUIPMENT LEASE		-	20,366	21,600	8,269	8,500
7130	TRAVEL & MEETING	26	30	294	100	100	100
8000	CAPITAL OUTLAY		-	-	-		
	CARRY FORWARD		-	-	-		
9,130	TRANSFERRED BETWEEN PROGRAMS	-	-	-	-		
	TOTAL EXPENSES	15,532	28,260	48,816	34,832	14,249	15,647
	YTD NET	19,741	10,645	(23,834)	(19,832)	(8,949)	(10,647)
	REPLACEMENT FUND -END	93,662	104,307	80,473		71,524	60,877

* Increase in mileage to .54/mile

*In 2019 began a lease program in which Elevator and Regional Business vehicles are charged directly to those programs
Vehicles cost include expense plus buyout, insurance and other costs



PROGRAM SUMMARIES

2021 BUDGET AND REVISED 2020 BUDGET



ECONOMIC DEVELOPMENT DISTRICT

2021 BUDGET NARRATIVE PROGRAM SUMMARY

Program Established:	2012
Program Director:	Rachel Lunney

Recent Program Highlights:

- a. \$400,000 in additional funding through EDA CARES Act. This funding will be used for a variety of economic recovery and resiliency efforts including hiring a Regional Business Recovery Coordinator, making direct grants to each of our five counties for economic recovery and resiliency efforts, and to build staff capacity by providing funding for salaries and benefits for the newly hired Business Loan Assistant with the Northwest Loan Fund and for the Executive Director for time spent on new activities related to economic recovery due to the pandemic.
- b. EDD successfully secured additional grants in 2020:
 - USDA Housing Preservation Grant - \$101,990
 - USDA Rural Business Development Grant - \$24,000
 - USDA Revolving Loan Fund Grant - \$47,000

Budget Notes:

EDA CARES Act funding began July 1, 2020: of the total funding of \$400,000, \$50,000 is distributed to NWCCOG per quarter for two years, so no more than \$200,000 will be spent in 2021.

USDA Rural Business Development Grant – \$24,000 will be spend in 2021. This is a pass –through grant, funds going to the Summit Prosperity Initiative for expenses related to the SPI’s Rebuild program, a 9-week training program for businesses and entrepreneurs in Summit County. USDA Revolving Loan Fund Grant – it is anticipated that \$47,000 will be granted out in business loans to be administered by NLF. As the loans are repaid, the revolved funds plus interest will be re-loaned out to new business loans. USDA Housing Preservation Grant: \$101,990 will be spent in 2021. This is a pass-through grant for Eagle County Housing per their request.

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.

NWCCOG EDD EDA CARES Act Funding - 2 Year Budget

	2021									
	Qtr 1 7/1/2020	Qtr 2 10/1/2020	Qtr 3 1/1/2021	Qtr 4 4/1/2021	Qtr 5 7/1/2021	Qtr 6 10/1/2021	Qtr 7 1/1/2022	Qtr 8 4/1/2022	Total	Budgeted Amount
Draw	\$ 50,000.00	\$ 50,000.00	\$ 50,000.00	\$ 50,000.00	\$ 50,000.00	\$ 50,000.00	\$ 50,000.00	\$ 50,000.00	\$ 400,000.00	\$ 400,000.00
Carryover from last Qtr		\$ 50,000.00	\$ 26,915.75	\$ 6,748.50	\$ 214.25	\$ 16,414.00	\$ 36,246.75	\$ 56,079.50		
Total Balance beg this Qtr		\$ 100,000.00	\$ 76,915.75	\$ 56,748.50	\$ 50,214.25	\$ 66,414.00	\$ 86,246.75	\$ 106,079.50		
									\$ -	
Expenses									\$ -	
Resiliency Plan: Community Builders	\$ -								\$ -	\$ 30,000.00
County Contracts	\$ -	\$ 50,000.00	\$ 40,000.00	\$ 30,000.00				\$ 30,000.00	\$ 150,000.00	\$ 150,000.00
Regional Business Recovery Coordinator		\$ 16,250.00	\$ 16,250.00	\$ 16,250.00	\$ 16,250.00	\$ 16,250.00	\$ 16,250.00	\$ 16,250.00	\$ 113,750.00	\$ 130,000.00
Travel: RBRC		\$ 1,428.00	\$ 1,428.00	\$ 1,428.00	\$ 1,428.00	\$ 1,428.00	\$ 1,428.00	\$ 1,428.00	\$ 9,996.00	\$ 10,000.00
Staff Salary: S. Pugsley		\$ 4,375.00	\$ 4,375.00	\$ 4,375.00	\$ 4,375.00	\$ 4,375.00	\$ 4,375.00	\$ 4,375.00	\$ 30,625.00	\$ 35,000.00
Staff Salary: J. Stavney			\$ 5,000.00	\$ 3,000.00	\$ 7,000.00	\$ 5,000.00	\$ 5,000.00		\$ 25,000.00	\$ 25,000.00
Staff Benefits: S. Pugsley (\$3,000 total)		\$ 375.00	\$ 375.00	\$ 375.00	\$ 375.00	\$ 375.00	\$ 375.00	\$ 375.00	\$ 2,625.00	\$ 3,000.00
Staff Benefits: J. Stavney (\$8,000 total)			\$ 1,333.00		\$ 2,666.00	\$ 1,333.00	\$ 1,333.00	\$ 1,333.00	\$ 7,998.00	\$ 8,000.00
Staff Indirect (15% salary cost)		\$ 656.25	\$ 1,406.25	\$ 1,106.25	\$ 1,706.25	\$ 1,406.25	\$ 1,406.25	\$ 656.25	\$ 8,343.75	\$ 9,000.00
									\$ -	
Total Qtrly Expenses	\$ -	\$ 73,084.25	\$ 70,167.25	\$ 56,534.25	\$ 33,800.25	\$ 30,167.25	\$ 30,167.25	\$ 54,417.25	\$ 348,337.75	\$ 400,000.00
Revenue over Expenses	\$ 50,000.00	\$ 26,915.75	\$ 6,748.50	\$ 214.25	\$ 16,414.00	\$ 36,246.75	\$ 56,079.50	\$ 51,662.25		
<i>pay counties</i>		33%	27%	20%				20%	100%	

Economic Development District

	FUND BALANCE - BEGINNING	8,152	16,855		20,027	50,936
					Estimated	
		2018	2019	2020	2020	2021
ACCT #	ACCOUNT NAME	ACTUAL	ACTUAL	BUDGET	Actual	Budget
4100	FEDERAL CONTRACT	70,000	70,000	70,000	170,000	442,990
4200	STATE GRANT REVENUE				-	-
4250	REIMBURSED EXPENSES				-	-
4520	LOCAL FUNDING / DONATIONS				-	-
61000	NWCCOG MATCHING	69,996	69,996	70,000	70,000	70,000
4640	CARRY OVER REVENUE			5,000	5,000	24,000
	TOTAL REVENUES	139,996	139,996	145,000	245,000	536,990
6110	SALARIES- EXECUTIVE DIRECTOR	10,578	16,006	10,394	10,394	30,061
6121	SALARIES - STAFF EDD Director	67,865	71,258	74,821	74,821	94,152
6210	TAXES & BENEFITS - ED & EDD Director	29,903	29,174	32,706	32,706	44,910
	SALARIES- NLF Loan Assistant				4,375	-
	TAXES & BENEFITS - NLF Loan Assistant				375	-
6410	CONTRACT STAFF	-	-		16,250	65,000
6510	OUTSIDE CONTRACT	188	-		50,000	70,000
6610	OFFICE SUPPLIES	950	224		-	-
6640	POSTAGE	7	19	20	20	20
6660	ADVERTISING	1,000	2,507	5,000	5,000	10,000
6670	INTERNET / WEBSITE	5,104	3,104	1,200	1,200	3,000
6680	DUES & SUBSCRIPTIONS	890	1,129	1,200	1,000	1,500
6720	RENT	1,845	1,913	1,984	1,984	2,084
6910	CHAIRTABLE DONATIONS	-	-		-	-
7110	PROGRAM SUPPLIES	-	-	100	100	100
7130	TRAVEL & MEETINGS	2,481	2,351	3,293	1,928	7,712
7150	TRAINING & TECH. ASSISTANCE	1,845	1,059	1,500	500	1,000
7320	PASSED THROUGH	-	(5,010)		-	172,990
7910	INDIRECT COSTS APPLIED	8,637	13,090	12,782	13,438	22,025
	TOTAL EXPENSES	131,293	136,824	145,000	214,091	524,553
	REVENUES OVER EXPENDITURES	8,703	3,172	0	30,909	12,437
	FUND BALANCE - ENDING	16,855	20,027	0	50,936	63,373



ELEVATOR INSPECTION PROGRAM

2021 BUDGET NARRATIVE PROGRAM SUMMARY

Program Established:	1993
Program Director:	David L Harris

Review of projected end of year budget projections for 2019:

1. NWCCOG since 2019 the program continues to perform at a level that made it a model program for the State after two years of close scrutiny following audits
2. Annual revenues for 2020 exceeded projections again, specifically with the enforcement program which exceeded revenues by over 100%. Other revenues also exceeded expectations.
3. Annual inspection billing **(4410)** fell slightly short of projections. New acceptance inspection on new construction also hindered our ability to get caught up. We plan for this revenue stream to be back on track early in 2020. Other service income **(4430)** is mostly reserved for 5yr witnessed tests and failed acceptance inspections which exceeded projections by 25%. Permit review fees were higher than expected also. In all, EIP actual Revenues were \$330,000 greater than budgeted.

General overview of projected 2021 budget:

In general the overall budget for 2021 remains the same with exception of the following.

1. The EIP is proposing an increase in annual inspection fees to keep up with increased costs. The last increase for annual inspection fees implemented in 2017 increased fees by \$25. For 2020 the EIP program is asking to once again increase the annual inspection fee by the same amount to add \$45,000.00 dollars to the 2021 and beyond review projection. The current bump in revenues due to the new enforcement program will taper off in the next two years. **Fee Schedules attached.**
2. Transfers from EIP to Broadband and Regional Business make possible the Broadband Director position and in 2020 will help support the Building Fund in paying for necessary IT Security upgrades identified by two security audits performed in 2020.

Program Summary:

The EIP is moving ahead strong in fulfilling program requirements, the office support team as well as the field inspection staff is finally working together in manner that is consistent and fluid. There have been many changes in the program within the last two years and there are several more positive changes to come. The addition of an enforcement program has been tough for not only conveyance owners but for conveyance contractor and the EIP program as a whole. However the number of elevators that have a valid certificate of operation has increased from 55% to 74% since its implementation and with persistence that number should rise to 90% 2021. In closing, the program staff is operating sharper than ever and the program only looks to improve moving forward.

Elevator Inspection Program

		2018	2019	2020	Estimated	
ACCT #	ACCOUNT NAME	ACTUAL	ACTUAL	BUDGET	2020 ACTUAL	2021 BUDGET
4410	ANNUAL INSPECTION FEES	464,475	329,325	540,000	510,000	565,000
4430	OTHER SERVICES INCOME (5 Yrs & Failed Accept	142,000	180,178	140,000	195,640	145,000
4440	PERMIT REVIEW FEES	247,459	255,425	150,000	228,253	150,000
4460	FINES & PENALTIES	41,000	244,500	200,000	433,300	200,000
4430	MISCELLANEOUS INCOME	-	-	-	400	-
	TOTAL REVENUES	894,934	1,009,428	1,030,000	1,367,593	1,060,000
6110	SALARIES - EXECUTIVE DIRECTOR	538	473	-	400	
6112	SALARIES - PROGRAM DIRECTOR	91,042	99,750	104,738	104,738	109,085
6121	SALARIES - INSPECTORS	242,945	285,911	293,901	313,076	307,394
6131	SALARIES - OFFICE SUPPORT	74,158	99,704	110,462	108,707	137,581
6141	SALARIES - FISCAL	1,166	-	-		
6210	TAXES & BENEFITS	106,530	124,977	166,791	192,402	192,384
6420	FISCAL OFFICE Contract	-	-			
6510	CONTRACTOR (Al Riggs & Computer Bill)	28,054	24,504	13,000	7,500	13,000
6560	OTHER CONTRACTOR (3rd Party)	21,620	4,622	30,000	8,450	30,000
6610	OFFICE SUPPLIES	3,761	2,668	3,000	2,400	3,000
6630	CREDIT CARD FEES	2,928	383	-		
6640	POSTAGE	672	585	600	250	600
6650	PRINTING	203	38	500	-	500
6660	ADVERTISING	1,590	1,171	1,000	115	1,000
6680	DUES & SUBSCRIPTIONS	243	839	1,200	75	1,200
6690	COPIER CHARGES	-	-			
6720	RENT & UTILITIES	7,996	8,540	8,598	8,598	9,030
6730	TELEPHONE	3,131	3,132	3,900	3,165	3,900
6760	INSURANCE	60	689	60	60	60
6800	EQUIP. MAINT. & REPAIRS (don't use)	-	50	-		
	VEHICLE LEASE		27,597		27,594	
6811	VEHICLE SUPPLIES/TIRES	-	6,019	-	6,875	
6840	TOOLS & EQUIPMENT	4,808	5,118	2,000	500	2,000
6930	BAD DEBT WRITTEN OFF	1,050	4,750	4,000	400	4,000
7120	LICENSE & PERMITS	1,062	1,183	2,500	2,000	2,500
	PROGRAM EXPENSE		717		450	
7130	TRAVEL & MEETINGS	44,769	39,920	35,000	29,753	35,000
7150	TRAINING & TECH. ASSISTANCE	4,038	6,146	6,000	500	6,000
7910	INDIRECT COSTS APPLIED	49,612	72,876	76,365	78,570	81,954
8000	CAPITAL EXPENDITURES	-	-	-		
	TOTAL EXPENSES	691,975	822,362	863,615	896,578	940,188
	REVENUES OVER EXPENDITURES	202,959	187,066	166,385	471,015	119,812
9130	TRANSFERED TO OTHER PROGRAMS				100,000	63,000
	NET AFTER TRANSFERS				371,015	56,812
	REPLACEMENT FUND RESERVE	22,500	22,500	22,500	22,500	22,500
	BEGINNING OF YEAR BALANCE					
	CHANGE IN RESERVE FUND					
	END OF YEAR BALANCE					

Note: net revenue decline from 2017 to 2018/2019 due to full year of Director and two admin

*Estimating low Permit Fees -- in case of economic downturn

** Added Transfer to RB (and RB-BB) instead of implied "balance" to GF in previous years

***Add lease costs or motor pool costs

****Fines are new to enforcement for 2018



ENERGY PROGRAM

2021 BUDGET NARRATIVE PROGRAM SUMMARY

Program Established:	1977
Program Director:	Doug Jones (Program Director) Nate Speerstra (Program Manager)

Recent Program Highlights:

- a. The Energy Program contracted again with the Colorado Energy Office (CEO) for the 20/21 program year to administer the Weatherization Assistance Program (WAP).
- b. WAP funding has increased almost 7% over PY 19/20 and the Energy Program has contracted to weatherize 90 homes.
- c. The WAP contract for photovoltaic installs this year is a different format. For PY 19/20 the contract called for the installation of solar panels on 5 homes in Xcel territory. For PY 20/21 the contract is to install 30kW worth of panels. 10kW of that is now allowed to be installed on non-Xcel homes.
- d. A pilot program has been introduced for the installation of Air Supplied Heat Pumps (ASHPs) in 8 WAP homes that are deemed appropriate for the upgrade.
- e. Capital Equipment upgrades are provided for this PY. New vans, insulation trucks and insulation machines will be purchased through CEO funds to replace aging equipment and vehicles.
- f. The Colorado Affordable Residential Energy Program (CARE) administered by Energy Outreach Colorado (EOC) contracted with the Energy Program to provide efficiency improvements for 170 homes in the region. For quality and consistency reasons EOC will once again be using the Energy Program exclusively in the territory to install all CARE work for 2020 calendar year. The Energy Program plans to partner again with EOC in 2021 for the CARE program.
- g. The Crisis Intervention Program (CIP) completed 35 emergency no-heat calls over the 19/20 heating season. The Energy Program has again contracted with EOC to provide this service for the 20/21 heating season.
- h. The Energy Program has joined with Eagle County, Walking Mountains, Energy Smart and Holy Cross Energy in Project BEECH (Beneficial Electrification of Eagle County Housing). The goal of this project is to eliminate fossil fuel use in low-income manufactured housing. Gas powered furnaces will be replaced with ASHPs. All other appliances in the home that use fossil fuels will be replaced with electrical appliances. Cost-effective weatherization measures will be installed on these homes and electrical appliances may be upgraded if deemed to be beneficial.

General Program Description:

The Energy Program serves a 13-county territory with WAP and a slightly different territory with the CARE, and CIP programs. The funding comes 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 Eagle County for Project Beech.

WAP installs all cost-effective measures into a home that save at least a dollar on their utility bill for every dollar spent installing the measure. Air leakage reductions, insulation, storm windows, furnace improvements and lighting upgrades are just some of the work done. Client education is provided.

CARE serves a similar clientele and performs similar work but is based on available utility rebates. The Energy Program will cover a slightly smaller territory because some counties do not have utility companies that participate in this rebate program.

The CIP program is available to all those who receive LEAP and allows them to get a free repair or replacement if they have an emergency heating problem during the winter. The Energy Program has bid for its entire territory including some adjacent areas in Fremont, Jefferson, Teller, and Gilpin Counties.

Energy Program Budget

		2018	2019	2020	estimated	2021
ACCT #	ACCOUNT NAME	ACTUAL	ACTUAL	BUDGET	ACTUAL	BUDGET
4050	GAIN ON SALE / INSURANCE PROCEEDS			0		
4100	FEDERAL CONTRACT REVENUE	1,098,556	1,005,063	1,267,708	1,360,456	1,465,691
4200	STATE CONTRACT REVENUE	-	750,090	38,842		
4520	CARE/CIP REVENUE	264,846	58,341	496,852	342,586	357,316
4620	REIMBURSED EXPENSES	2,797	10,393	-		
4620	LOCAL REVENUE	7,087	34,596	-	5,000	12,000
4640	CARRYOVER REVENUE	(13,185)	-	-		
4830	GAIN ON SALE / INSURANCE PROCEEDS	8,000	2,689	-		0
	TOTAL REVENUES	1,368,102	1,861,172	1,803,402	1,708,042	1,835,007
6112	SALARIES - PROGRAM DIRECTOR	45	-	92,610	92,610	95,481
6115	SALARIES- PROGRAM MANAGER	84,000	88,200	74,998	74,998	77,330
6115	SALARIES-OUTREACH AND INTAKE	69,096	-	48,311	48,311	38,601
6121	SALARIES - WEATHERIZATION HOURLY	223,079	622,867	548,369	548,369	565,353
6122	SALARIES - STAFF - INSULATION	41,075	-	-		
6123	SALARIES - STAFF - FX	60,537	-	-		
6125	SALARIES - STAFF - W/D	10,234	-	-		
6126	SALARIES- STAFF- AIR LEAKAGE	4,309	-	-		
6131	SALARIES - OFFICE SUPPORT	41,855	9,526	37,128	37,128	54,105
6141	SALARIES-FISCAL	10,828	-	19,307	19,307	19,905
6210	TAXES & BENEFITS	197,872	250,578	256,434	256,434	307,806
6410	CONTRACT STAFF	19,170	5,483	24,570	13,646	14,055
6420	CONTRACT - FISCAL	9,972	9,485	9,144	9,144	8,418
6430	LEGAL EXPENSE - GENERAL	-	-	500	500	500
6440	AUDITOR	-	-	-		
6520	CONTRACT SERVICES	27,799	144,382	41,032	41,032	42,263
6610	OFFICE SUPPLIES	3,854	10,436	3,952	10,686	3,952
6630	CREDIT CARD FEES	-	514	48	396	396
6640	POSTAGE	1,901	1,284	1,500	580	620
6650	PRINTING	-	1,789	600	600	600
6660	ADVERTISING	5,886	5,992	2,478	502	500
6680	DUES & SUBSCRIPTIONS	2,888	637	-	1,236	1,236
6690	COPIER CHARGES	-	-	-		
6720	OUTSIDE RENT & UTILITIES	-	59,741	40,584	40,584	53,801
	WX - COG GARAGE					13,081
6720	COG RENT & UTILITIES	57,881	-	13,081	17,393	4,834
6730	TELEPHONE	8,938	10,848	7,807	7,807	8,198
6760	INSURANCE - VEHICLES & LEAD	9,615	10,329	14,460	14,460	14,894
6800	EQUIP. MAINT & REPAIR	63	2,433	600	5,782	5,955
6810	VEHICLE REPAIR/MAINT	15,968	24,126	18,217	18,217	18,763
6811	GAS, OIL & SUPPLIES	31,862	35,244	32,933	32,933	33,921
6840	TOOLS AND EQUIPMENT	31,178	67,969	4,500	7,232	7,449
7120	LICENSE & PERMIT FEES	449	476	1,000	1,000	1,000
	PROGRAM EXPENSE		10,257			
7130	TRAVEL & MEETINGS	47,270	54,838	37,275	37,275	38,393
7150	TRAINING & TECH ASSISTANCE	6,155	14,636	8,700	8,700	8,961
7425	Solar Program	-	2,985			
7410	MATERIALS	208,833	399,844	340,081	248,789	267,020
7910	INDIRECT COSTS APPLIED	65,171	108,085	112,391	112,391	127,616
9160	DEFERRED EXPENSE	-	-	-		
8000	CAPITAL OUTLAY	-	-	-		
	TOTAL EXPENSES	1,297,784	1,952,984	1,518,556	1,708,042	1,835,007
	REVENUES OVER EXPENDITURES	70,317	(91,812)	0	-	(0)

*New in 2017 CARE & CIP

Contract staff is temp labor, contract services are outside vendors



NWCCOG FOUNDATION INC.

2021 BUDGET NARRATIVE PROGRAM SUMMARY

Program Established:	1996
Program Director:	Jon Stavney (NWCCOG Executive Director)

Recent Program Highlights:

In 2018-2020 the NWCCOG Foundation was minimally utilized. Some QQ funds pass through the Foundation.

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.

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.

A Foundation Uses Memo with guidelines for use of the Foundation for Local Projects as requested by the Membership are available upon request.

NWCCOG Foundation

	BEGINNING FUND BALANCE	41,085	33,318	32,567	29,738	29,738	29,738
						Estimated	
		2017	2018	2019	2020	2020	2021
ACCT #	ACCOUNT NAME	ACTUAL	ACTUAL	ACTUAL	BUDGET	ACTUAL	BUDGET
4003	FUNDRAISING INCOME						
4200	STATE GRANT INCOME	-	-	-	-	-	-
4250	DONATIONS	-	-	-	-	-	-
4300	LOCAL FUNDING / MATCH	-	-	-	-	-	-
4400	FOUNDATION & TRUSTS	41,371	34,346	329	-		-
4800	PROGRAM FEES	-	75	-	-	-	-
4900	MISCELLANEOUS INCOME	-	-	-	-	-	-
7010	INTEREST EARNINGS	-	50	52	-		-
	TOTAL REVENUES	41,371	34,471	381	-	-	-
6050	CONTRACT LABOR	-	-	1,200			
6100	ADVERTISING & PROMOTION	-	-	-		-	
6120	DUES & SUBSCRIPTIONS	-	10	-		-	
6141	FISCAL				4,043		-
6210	FRINGE BENEFITS				1,069		-
6155	BANK SERVICE CHARGES	-	-	-		-	
6180	OFFICE SUPPLIES	-	-	-		-	
6181	MISCELLANEOUS	-	-	-		-	
6195	POSTAGE	-	0	-		-	
6230	TELEPHONE	-	-	-		-	
6240	INTERNET/WEBSITE	-	-	-		-	
6250	TRAVEL & MEETINGS	-	-	-			
6260	LICENSE & PERMITS	-	-	-			
6270	PROFESSIONAL FEES	-	3,162	-			
6500	PROGRAM ADMIN FEE	-	25	-	5,000		
6520	OUTSIDE CONTRACT	-	-	-			
6650	PRINTING	-	-	-			
6655	CONSULTING	-	-	-			
6660	ADVERTISING	-	-	-			
6690	COPIER CHARGES	-	-	-			
6770	SUPPLIES	-	-	-			
6800	PRINTING & REPRODUCTION	-	-	-			
6810	OUTREACH	-	-	-			
7320	PASS THROUGH FUNDS	49,138	32,025	2,000			
7910	INDIRECT COST ALLOCATION			10	606		
8010	OTHER EXPENSES	-	-	-	-		-
	TOTAL EXPENSES	49,138	35,222	3,210	10,718	-	-
	REVENUES OVER EXPENDITURES	(7,767)	(751)	(2,829)	(10,718)	-	-
	ENDING FUND BALANCE	33,318	32,567	29,738	19,020	29,738	29,738



NORTHWEST ALL-HAZARDS EMERGENCY MANAGEMENT REGION

2021 BUDGET NARRATIVE PROGRAM SUMMARY

Program Established:	2003
Program Director:	Kim Cancelosi (Coordinator)

Recent Program Highlights:

- a. NWAHEMR is awarded \$226,934 for federal fiscal year through the State Homeland Security Grant Program, the grants are 3-year grants and overlap
- b. The Grant was underspent because its' purpose is for preparation for emergencies, and for most of 2020 all counties and the state have been in an emergency, so there has been less time to do planning work. Some the Grant projects continuing this year include Phase 3 of the mobile light generator project, the continued expansion of the credentialing project, training as well as regional capability assessment and threat analysis.

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

		2017	2018	2019	2020	Estimated 2020	2021
ACCT #	ACCOUNT NAME	ACTUAL	ACTUAL	ACTUAL	BUDGET	ACTUAL	BUDGET
4100	FEDERAL FUNDS - SHSG	111,696	156,006	261,410	236,107	146,638	240,325
4620	REIMBURSED EXPENSES		1,016				
4100	FEDERAL FUNDS - M & A				11,162		12,649
	TOTAL REVENUES	111,696	157,022	261,410	247,269	146,638	252,974
6410	CONTRACT STAFF	38,908	38,791	52,873	67,154	52,000	65,000
6420	FISCAL CONTRACT	3,900	3,900	4,200	-		
6440	AUDIT EXPENSE	2,500	2,500	2,500	2,500	2,500	2,500
6520	OUTSIDE CONTRACT	444	2,921	-	8,062		13,739
6610	OFFICE SUPPLIES				-		
6640	POSTAGE*	271	189	32	100	50	50
6650	PRINTING*	81	-	-	500		
	DUES & SUBSCRIPTIONS			450		50	50
6690	COPIER CHARGES	-	-	-	-		
6670	INTERNET / WEBSITE	-	-	-	-	200	200
6720	RENT	-	-	-	-		
6840	TOOLS & EQUIPMENT	1,517	73,807	13,594	-		
7130	TRAVEL & MEETINGS	9,482	6,821	9,840	22,205	3,500	20,000
7150	TRAINING	4,000	-	-	-	1,338	1,500
7160	EXERCISE/Training				55,200		17,000
7320	PASS THROUGH FUNDS			58,426			
8000	CAPITAL OUTLAY	50,593	28,000	119,496	91,548	87,000	132,935
	TOTAL EXPENSES	111,696	156,929	261,411	247,269	146,638	252,974
	REVENUES OVER EXPENDITURES	-	93	(1)	-	-	-



NORTHWEST (BUSINESS) LOAN FUND

2021 BUDGET NARRATIVE PROGRAM SUMMARY

Program Established:	2013
Program Director:	Anita Cameron (Director of Business Lending)

Recent Program Highlights:

- a. After March 2020, much of the year was spent checking in with existing clients and suspending interest to help keep those clients solvent.
- b. This summer, we advertised for and hired a Loan Assistant
- c. In August it was announced that Business Loan Funds for each Region would administer the Energize Colorado Gap Funds, scoring applications and verifying information prior to awards, then distributing awarded funds. The scoring was set forth by the legislature with emphasis on a gap between losses due to COVID and funding received through PPP, EIDL or other sources. Round one was allotted by region based on pro-rata number of applicants compared to state total of 5,600. Review of the applications requires three separate people, so in addition to the LA, the fund hired via contract another reviewer. Region 12 had the most loan applicants outside the Denver Metro area and in the first round 41 businesses and NPOs were awarded \$545,748. Round two is open now.
- d. The state also expects to offer \$8M in EDA funding to be loaned by BLF, with \$3.2M earmarked for rural areas.

Budget Note:

After a very slow start and a strange year due to COVID, as of this writing, it appears that the NLF will loan the budgeted amount of CDBG funds which will cover the estimated admin income. The current 16% administration revenues from the CDBG program (assuming \$500,000 in loans closed in the year) roughly covers wages for the Director if overhead and other costs of the program are not included. Any costs over the CDBG revenue is covered by revolved funds or interest income—and this year a little income from Gap Fund Administration. We plan to augment from an EDA grant for COVID as cash flow for that grant allows.

General Program Description:

The first loan was made in 2014, one year after the re-establishment process for the Northwest Loan Fund. The Northwest Loan Fund (NLF) an economic development program that loans to start-up and/or expanding businesses to create, or retain, new full-time jobs in Eagle, Garfield, Grand, Jackson, Moffat, Pitkin, Rio Blanco, Routt, and Summit counties. Federal CDBG funds (HUD) for loans are managed through the State OEDIT office to the NLF. As loans are repaid, they become “revolved” and have fewer restrictions. NLF utilizes revolved funds sparingly. Recently, State CDBG allotments to NLF have been \$500,000 or more, and are requested as loans are approved. The budget shows the average allotment that is expected. CDBG allows a 16% fee for administration of each loan, so the \$500,000 nexus is significant because it nearly covers the cost of the Program Director. There are a handful of other funding sources from which NLF could draw upon, but rarely does, because these do not allow collection of an administration fee to fund the program, and the current director is working at capacity.

The NLF is governed by the NLF Board which mirrors the NWCCOG Council. That group approves Loan Committee members as recommended by Director. 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 51% of the new jobs filled by persons from low to moderate income backgrounds (per HUD guidelines).

Northwest Loan Fund

	Beginning Fund Balance	1,504,214	2,471,722	2,795,071	3,065,207	3,065,207	3,137,122
						Estimated	
		2017	2018	2019	2020	2020	2021
ACCT #	ACCOUNT NAME	ACTUAL	ACTUAL	ACTUAL	BUDGET	Actual	BUDGET
4200	OEDIT STATE OEDIT CONTRACT	-	50,000	25,000	-	30,000	-
4100	CDBG FEDERAL CONTRACT	482,337	665,660	237,340	500,000	497,340	500,000
	STATE ENERGIZE GRANT					557,748	
4251	STATE OEDIT CONTRACT -ADMIN	-					
4250	CDBG CONTRACT- ADMIN	72,369	106,506	37,974	80,000	79,574	80,000
4620	REIMBURSED EXPENSES	14		(20)			
4710	INTEREST EARNINGS	-	1,574	2,934		1,200	1,000
4720	LOAN INTEREST REVENUE	55,164	69,271	101,688	60,000	57,000	100,000
4730	ORGINATION FEE	11,618	8,508	-	10,000	21,500	15,000
	LATE FEES	3,214					
4770	LOAN RECOVERY	-			-		
	MISCELLANEOUS			2,829			100,000
4640	CARRY OVER	-	-	-	-		
	TOTAL REVENUES	624,715	901,519	407,745	650,000	1,244,362	796,000
	* Less AMOUNT TO BE LOANED OUT	(482,337)			500,000	305,000	500,000
	NET REVENUES	1,107,052	901,519	407,745	150,000	939,362	296,000
	Operating Expense						
6112	SALARIES - PROGRAM DIRECTOR	71,900	75,495	79,269	83,232	83,232	85,813
6131	SALARIES - PROGRAM STAFF	76	170	-		20,833	34,539
6141	SALARIES - FISCAL	-			2,839	500	-
6210	TAXES & BENEFITS	15,412	15,853	16,473	18,524	19,363	30,374
6420	FISCAL SERVICES	1,239	264	1,935	1,860	2,000	2,000
6440	AUDITOR		890	-			
	CONTRACT STAFF			5,610			
6510	OUTSIDE CONTRACT SERVICES	1,902	10,027	1,491		6,300	-
6511	LOAN ASSISTANT	-			5,000	2,000	2,000
6610	OFFICE SUPPLIES	855	1,650	724	2,000	750	2,000
6615	BAD DEBTS EXPENSE	-	(35,849)	-		150,000	-
6620	BANK CHARGES	72	10	22		25	25
6640	POSTAGE	209	273	290	250	350	300
6650	PRINTING	-		90			
6655	PROGRAM EXPENSE		2,463	1,653	1,000	5,500	4,000
6660	ADVERTISING	-		1,247	250	1,200	1,200
6670	INTERNET/WEBSITE	13					
6680	DUES & SUBSCRIPTIONS	808	4,284	2,624	2,500	6,425	4,000
6690	COPIER CHARGES						
6720	RENT & UTILITIES	2,344	2,415	2,504	2,579	2,596	2,727
6730	TELEPHONE EXPENSE	762	793	657	800	750	800
6760	INSURANCE PREMIUM EXPENSE	-	102	19			
6930	BAD DEBTS - WRITTEN OFF	28,158					
6,840	TOOL & EQUIPMENT	-	584	550			
7110	PROGRAM SUPPLIES	65	170		500	275	500
7120	LICENSE-PERMITS	72	2	42	1,000	500	1,000
7130	TRAVEL & MEETINGS	6,357	7,093	10,451	8,000	5,600	12,000
7150	TRAINING & TECH. ASSISTANCE	-		25			
7321	PASSTHROUGH - LOANS MADE	-				545,748	100,000
7910	INDIRECT COSTS APPLIED	9,299	9,144	11,933	12,911	13,500	18,053
7920	ADMINISTRATION EXPENSE	-					
8000	CAPITAL OUTLAY	-	-	-			
	TOTAL EXPENSES	139,544	95,833	137,609	143,515	867,447	301,330
	REVENUES OVER EXPENDITURES	967,508	805,686	270,136	6,485	71,915	(5,330)
	ENDING FUND BALANCE	2,471,722	3,277,408	3,065,207	3,071,692	3,137,122	3,131,792

*Fund Balance includes Loan Receivables and funds available for Loans



Northwest Colorado Regional Healthcare Coalition (NWRHCC)

2021 BUDGET NARRATIVE PROGRAM SUMMARY

Program Established:	2017
Program Coordinator:	Addy Marantino, NWRHCC Coordinator

Recent Program Highlights:

- The Colorado Department of Health and Environment (CDPHE) awarded NWCCOG Fiscal Agent status in July of 2017 and extended this through June 2020.
- The NWRHCC was awarded \$211,511.00
- Working closely with NWRHCC Steering Committee and Coordinator to finalize project funding process and streamline reimbursement process.
- 2019-2020 is the third year of the NWRHCC in this current format. There are a list of deliverables from CDPHE that the NWRHCC is to complete by June 2020.
- Design of a NWRHCC website at www.colorado-nwrhcc.org. Information about the Coalition and its members can be found on the website.

General Program Description:

In March 2017, the CDPHE designated nine regional healthcare coalitions that align with the already established boundaries of the all hazards (homeland security) regions in Colorado. Federal 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 but the NWRHCC is open to all healthcare agencies in the region.

Budget Note:

This program began incurring expenditures when the new grant contract began in July 2019. The grant is expected to be renewed again, but the current grant period is for July 2019 through June 2020. 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. This grant was renewed for a third year and will run from July 1, 2019 – June 30, 2020. Minimal costs have been incurred thus far as a majority of the NWRHCC spending will come in following months. Categories defined in the budget include Coordinator salary, Travel and meeting support for the NWRHCC and Coordinator, and Operating Expenses. The bulk of the funding is earmarked for projects applied for and granted to Coalition Members. The NWCCOG receives 10% of the grant for administrative services.

2019 Program Goals and Objectives:

- Complete 2019-2020 grant-required activities as defined through CDPHE deliverables.
- Identify and fund Coalition member sponsored projects with the NWRHCC grant award (to be expended by 6/30/20 – close of fiscal year).
- Complete a reorganization and realignment of the NWRHCC to integrate more with the Northwest All Hazards Region. This new structure will help streamline and coordinate planning efforts and blend emergency preparedness funding streams to better serve the whole region.
- Engage and recruit additional members of the NWRHCC in planning and preparedness efforts.

Health Care Coalition

	FUND BALANCE - BEGINNING				0	0	0
						Estimated	
		2017	2018	2019	2020	2020	2021
ACCT #	ACCOUNT NAME	ACTUAL	ACTUAL	ACTUAL	BUDGET	Actual	BUDGET
4200	STATE GRANT REVENUE	7,041	28,725	216,620	211,511	236,137	212,430
4310	COUNTY PLEDGES	-	-	-	-	-	-
4320	MUNICIPAL PLEDGES	-	-	-	-	-	-
4520	OTHER LOCAL FUNDING	-	-	-	-	-	-
4620	REIMBURSED EXPENSES	-	-	-	-	-	-
4640	CARRY OVER REVENUE	-	-	-	-	-	-
	TOTAL REVENUES	7,041	28,725	216,620	211,511	236,137	212,430
6100	PAYROLL EXPENSE	-	-	-	-	-	-
6510	OUTSIDE CONTRACT	5,475	20,935	118,343	101,600	119,150	101,040
6620	BANK CHARGES	-	-	-	-	-	-
6640	POSTAGE	-	-	33	-	-	-
6655	PROGRAM EXPENSE	-	-	-	6,690	-	3,190
6660	ADVERTISING	309	-	-	-	-	-
6670	INTERNET/WEBSITE EXPENSE	-	1,139	100	-	-	-
6680	DUES & SUBSCRIPTIONS	-	-	-	-	-	-
6690	COPIER CHARGES	-	-	-	-	-	-
7130	TRAVEL & MEETINGS	617	4,040	13,967	11,000	3,520	5,750
7150	TRAINING & TECHNICAL ASSISTANCE	-	-	-	-	-	-
7320	PASS THROUGH CONTRACTUAL PAYMENTS	-	-	43,124	73,185	92,000	81,207
	PROGRAM EXPENSE	-	-	21,361	-	-	-
7910	INDIRECT	640	2,611	19,693	19,036	21,467	21,243
9310	CARRY FORWARD	-	-	-	-	-	-
	TOTAL EXPENSES	7,041	28,725	216,621	211,511	236,137	212,430
	REVENUES OVER EXPENDITURES	-	-	(1)	-	-	-
	FUND BALANCE - ENDING					-	-

In 2019 all funds considered pass through, including contractor



REGIONAL BUSINESS

2021 BUDGET NARRATIVE PROGRAM SUMMARY

Program Established:	1972
Program Director:	Jon Stavney (NWCCOG Executive Director)

Recent Program Highlights:

- a. Secured \$1.4M in DOLA grant funding from the State in 2019 (mostly for THOR)
- b. Increased visibility of NWCCOG
- c. Continued services to membership
 - a. Added COVID series of Newsletters
 - b. GIS for Fraser and Winter Park
 - c. Provided Health Plans for Kremmling, Hot Sulphur Springs, Walden and Red Cliff
- d. Assisted Program directors to add highly competent staff in Energy, NLF, EDD, and others.

Budget Notes:

Member Dues provide the primary revenue for Regional Business. Other income includes general COG DOLA grants and direct services to members (GIS). More than half of member dues cover cash matches required by specific programs—AAAA, EDD, Watershed Services and Broadband. The remainder of expenses include the 2/3 of the Executive Director wages plus expenses (that are not charged to Indirect or other programs) and expenditures related to the COG cycle-DOLA grant.

As Executive Director, I have continued to increase the amount of my time charged to Indirect from zero in 2017 to 25% in 2019 and 2020 to accurately represent time spent as GM of the organization and make more room in Regional Business budget for increased impacts directly to the membership. Note that this budget is still operating in a deficit after providing the \$70,000 (2020) and \$80,000 local match for the Broadband program. This would not be possible without revenues from a well-run fee-for-service elevator program which further subsidizes the Broadband Program with additional dollars transferred.

General Program Description:

The Regional Business budget provides for the administration, oversight and leadership to the NWCCOG. Dues paid by 29 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.

Regional Business

		2018	2019	2020	Estimated	
ACCT #	ACCOUNT NAME	ACTUAL	ACTUAL	BUDGET	2020 Actual	2021 BUDGET
4200	STATE GRANT REVENUE	40,055	12,404	56,000	40,000	73,000
4100	FEDERAL GRANT INCOME					
4310	COUNTY PLEDGES	151,789	161,740	177,656	177,656	177,656
4320	MUNICIPAL PLEDGES	101,725	110,602	120,891	127,411	127,411
4520	OTHER LOCAL FUNDING	26,400	26,400	26,400	26,400	26,400
4620	REIMBURSED EXPENSES	350	2,085			
4820	INTEREST INCOME	16,682	27,119	18,000	15,000	15,000
4997	PROGRAM INCOME	2,975	655			
	CARRY FORWARD			-		
	TOTAL REVENUES	339,977	341,005	398,947	386,467	419,467
6110	SALARIES - EXECUTIVE DIRECTOR	97,279	87,108	90,844	82,491	81,275
6121	SALARIES - PROGRAM STAFF	215	170	-		
6131	SALARIES - OFFICE SUPPORT		415	-		
6210	TAXES & BENEFITS	27,734	28,803	23,666	27,411	21,260
6100	SALARIES - OTHER					
6410	CONTRACT STAFF	24,245	26,820	26,400	26,400	26,400
6430	LEGAL EXPENSES	-	-	2,500	-	2,500
6510	OUTSIDE CONTRACT LABOR	23,984	6,212	8,000	-	
6610	OFFICE SUPPLIES	815	584	1,000	600	600
6620	BANK SERVICE CHARGES	898	717	1,000	427	450
6630	CREDIT CARD FEES					
6640	POSTAGE	92	103	200	70	200
6650	PRINTING & PUBLICATIONS		50	1,000	6,500	1,000
6660	ADVERTISING		1,890	1,500	-	
6670	INTERNET/WEBSITE	704	-	-	50	50
6680	DUES & SUBSCRIPTIONS	1,464	1,980	1,500	1,000	2,000
6690	COPIER CHARGES					
6710	MORTGAGE EXPENSE					
6720	RENT & UTILITIES	3,667	3,803	3,917	3,943	4,142
6730	TELEPHONE	1,382	637	1,500	726	1,200
6760	INSURANCE PREMIUM EXPENSE	6	136			
6800	EQUIPMENT REPAIR/MAINT/SUPPLY	342	1,073		115	250
6910	CHARITABLE DONATIONS					
7130	TRAVEL & MEETINGS	12,572	8,447	17,000	7,500	12,000
7150	TRAINING & TECHNICAL ASSISTANCE	3,025	3,043	3,000	1,400	1,500
	VEHICLE LEASE		5,431		5,785	5,785
	VEHICLE GAS, SUPPLIES, REPAIR		1,110		1,000	2,500
	PROGRAM EXPENSE		100			
7321	PASSTHROUGH - MINI GRANTS	9,414	32,446	56,000	40,000	73,000
7910	INDIRECT COSTS APPLIED	11,777	13,142	13,627	12,373	12,191
7950	CASH MATCH TO PROGRAMS	144,806	150,030	159,037	159,037	166,472
8000	CAPITAL OUTLAY			-		
	TOTAL EXPENSES	364,421	374,250	411,691	376,828	414,775
	Transfer from Elevator inspection program			50,000	(9,639)	(4,692)
	REVENUE OVER EXPENDITURES	(24,444)	(33,245)	37,256	-	0

*Broadband program separated from Region Business in 2018
Reviewed by Jon 10/13/2020



REGIONAL BUSINESS – BROADBAND and THOR Budgets

2021 BUDGET NARRATIVE PROGRAM SUMMARY

Program Established:	2013
Program Director:	Nate Walowitz (Regional Broadband Coordinator)

Recent Program Highlights:

- a. NWCCOG completed Project THOR and closed out both of the fully utilized DOLA grants in 2020 (\$1,257,185.84) and has operated THOR on behalf of 10 local meet me center host communities. The project is anticipated to be expanding by the end of 2021, though no budget numbers are added for that purpose because it has not been scoped or designed.
- b. NWCCOG continues to provide technical assistance to partners across the region and as a requirement of DOLA funding, across ½ the geography of the State of Colorado
- c. The Regional Director Position grant is 2 years, through June of 2022.
- d. The monthly reports reveal extensive activity by this program across all counties and many municipalities in the region and many beyond

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 9-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 region membership.

Broadband Program Budget

		2018	2019	2020	Estimated	
ACCT #	ACCOUNT NAME	ACTUAL	ACTUAL	BUDGET	2020	2021
					ACTUAL	BUDGET
4200	STATE GRANT REVENUE Jan-Jun PROGRAM	64,812	55,775	330,500	72,243	51,000
4200	STATE GRANT REVENUE J-J THOR			-	THOR	THOR
4200	STATE GRANT REVENUE Jul-Dec PROGRAM	62,674	43,250	60,500	50,400	51,000
4200	STATE GRANT REVENUE J-D THOR			-		-
4310	COUNTY PLEDGES			-		
4320	MUNICIPAL PLEDGES			-		
4520	OTHER LOCAL FUNDING Jan-Jun PROGRAM	7,309	-	-		
4520	OTHER LOCAL FUNDING Jul-Dec PROGRM	2,500	-	-		
4520	OTHER LOCAL FUNDING THOR MRC	15,979	-	1,054,000	THOR	THOR
4520	OTHER LOCAL FUNDING THOR PROJECT 1 NRC			-		
4620	REIMBURSED EXPENSES			-		
4630	LOCAL CASH MATCH - NWCCOG Jan-Jun	19,251	19,251	35,000	35,000	40,000
4630	LOCAL CASH MATCH - NWCCOG Jul-Dec	19,251	19,251	35,000	35,000	40,000
4640	CARRY OVER REVENUE	-	-	-		-
	TOTAL REVENUES	191,775	137,526	1,515,000	192,643	182,000
6110	SALARIES - EXECUTIVE DIRECTOR	14,038	-	-	1,493	-
6121	SALARIES - PROGRAM STAFF	136,045	140,177	149,169	149,169	153,793
6210	TAXES & BENEFITS	33,970	33,784	36,318	36,510	37,590
6510	OUTSIDE CONTRACT	22,549	-	-		7,000
	ADVERTISING		50			1,500
	INTERNET		60			
6640	POSTAGE			-		
6680	DUES & SUBSCRIPTIONS		250	-	1,500	1,500
6690	COPIER CHARGES			-	115	
6720	RENT & UTILITIES	2,304	2,389	3,447	2,388	\$3,447
6730	TELEPHONE	695	601	-	660	700
	vehicle Gas					
	Equip Lease				6,000	6,000
6840	TOOL & EQUIPMENT	1,805	-	-		
7130	TRAVEL & MEETINGS	7,210	3,521	30,000	4,000	9,000
7150	TRAINING			-		
7320	PASS THROUGH CONTRACTUAL PAYMENTS			-		
	PROGRAM EXPENSE		213			
7300	PTCP THOR MRC			1,054,000	THOR	
7300	PTCP THOR NRC			-		-
7300	PTCP THOR P2			270,000		
7910	INDIRECT	18,130	21,027	22,375	22,710	23,069
9310	CARRY FORWARD	-	-			
	TOTAL EXPENSES	236,746	202,072	1,565,309	224,545	243,600
	REVENUES OVER EXPENDITURES	(44,971)	(64,546)	(50,309)	(31,902)	(61,600)
	Transfer from Elevator Inspection program		64,546		31,902	61,600

*Executive Director time billed to Project THOR is for DOLA grant match, and is charged to Regional Business, not BB.

**Project THOR Costs will be revised in 2019 Budget after DOLA grant is awarded, and then Local Contracts are signed--Feb 2019
Project Thor will have a separate budget for 2021

Project Thor Program Budget

	FUND BALANCE - BEGINNING	0	0	443,717	443,717	433,564
					Estimated	
		2018	2019	2020	2020	2021
ACCT #	ACCOUNT NAME	ACTUAL	ACTUAL	BUDGET	ACTUAL	BUDGET
4200	STATE GRANT REVENUE Jan-Jun PROGRAM					
4200	STATE GRANT REVENUE Jan-Jun THOR				865,408	
4200	STATE GRANT REVENUE Jul-Dec PROGRAM					
4200	STATE GRANT REVENUE July-Dec THOR		391,777			
4310	COUNTY PLEDGES					
4320	MUNICIPAL PLEDGES				64,600	
4520	OTHER LOCAL FUNDING Jan-Jun PROGRAM					
4520	OTHER LOCAL FUNDING Jul-Dec PROGRAM					
4630	OTHER LOCAL FUNDING THOR MRC		527,109	1,054,000	1,031,184	1,031,868
	OTHER LOCAL FUNDING THOR NRC					
4520	OTHER LOCAL FUNDING THOR MRC					82,132
4620	REIMBURSED EXPENSES					
4630	LOCAL CASH MATCH - NWCCOG Jan-Jun					
4630	LOCAL CASH MATCH - NWCCOG Jul-Dec		777,690			
4640	CARRY OVER REVENUE	-	-	-		-
	TOTAL REVENUES	-	1,696,576	1,054,000	1,961,192	1,114,000
6110	SALARIES - EXECUTIVE DIRECTOR				4,394	
6121	SALARIES - PROGRAM STAFF					
6210	TAXES & BENEFITS				351	
6510	OUTSIDE CONTRACT					
	Legal		18,422		2,013	10,000
	ADVERTISING					
	INTERNET					
6640	POSTAGE					
6680	DUES & SUBSCRIPTIONS					
6690	COPIER CHARGES					
6720	RENT & UTILITIES					
6730	TELEPHONE					
6840	TOOL & EQUIPMENT		858,871		512,772	
7130	TRAVEL & MEETINGS					
7150	TRAINING					
7320	PASS THROUGH CONTRACTUAL PAYMENTS			1,054,000		
	PROGRAM EXPENSE				345,672	
7300	PTCP THOR MRC		375,556		1,105,484	1,044,000
7300	PTCP THOR NRC					
7300	PTCP THOR P2					
7910	INDIRECT		10		659	
	CONTINGENCY					60,000
9310	CARRY FORWARD					
	TOTAL EXPENSES	-	1,252,859	1,054,000	1,971,345	1,114,000
	REVENUES OVER EXPENDITURES	-	443,717	-	(10,153)	-
	FUND BALANCE - ENDING	-	443,717		433,564	433,564

*Executive Director time billed to Project THOR is for DOLA grant match, and is charged to Regional Business, not BB.

**Project THOR Costs will be revised in 2019 Budget after DOLA grant is awarded, and then Local Contracts are signed--Feb 2019

*** Contingency to cover consultant project oversite plus possible legal, approximately additional \$3,158 per entity per 6 month MRC
OK Jon 9/19/18



REGIONAL TRANSPORTATION COORDINATING COUNCIL

2021 BUDGET NARRATIVE PROGRAM SUMMARY

Program Established:	2010
Program Director:	Charles McCarthy (Mobility Manager)

Recent Program Highlights:

- a. Assisted with Lake County's development of transportation.
- b. Worked with Mountain Ride staff to shutter the program July 1, 2020 due to HCPF's move to a state-wide NEMT brokerage model.
- c. Developed completely remote work environments due to COVID-19
- d. Maintained the same budget from 2020-2021 while continuing to develop RTCC's role in the 7-County area.
- e. Changing the narrative for the RTCC from a call center to Solutions Engineering
- f. As of mid-October, still waiting to hear if CDOT will fund grant that begins Jan 2021 to fund Mobility program.

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 one main project, to bring safe transportation to our area of responsibility.

Since the closing of the Mountain Ride program, we've shifted our program role from transportation brokerage to full time transportation support. With this change, the RTCC will be able to focus full time on finding solutions to issues such as gaps in service, volunteer driver training programs, bike lanes and safe crosswalks. The RTCC is also beginning to shift to more collaborative efforts such as working with the I70 coalition and CASTA to close gaps in service promote independent mobility in our 7-county rural area in Colorado.

Regional Transportation Coordinating Council

	FUND BALANCE - Beginning	41,100	54,706	52,873	102,536	102,536	130,737
						Estimated	
		2017	2018	2019	2020	2020	2021
ACCT#	ACCOUNT NAME	ACTUAL	ACTUAL	ACTUAL	BUDGET	Actual	BUDGET
4100	FTA 5310 MOBILITY MANAGEMENT FUNDS	71,898	111,532	119,896	128,000	83,977	128,000
4100	FTA VTCLI-1 CALL CENTER - EQUIPMENT	81,584					
4100	FTA VTCLI-2 MARKETING						
4200	CDOT LCC CONTINUATION FUNDS	5,288					
4200	VTCLI-1 STATE (FASTER)	2,071					
4200	NEMT	406,467	369,703	380,218	410,000	237,868	
4301	LOCAL REVENUE - FASTER FUNDS						
4301	LOCAL REVENUE - MATCH	37,277		116,089	20,000	12,000	20,000
4400	FOUNDATION & TRUSTS		7,500				
4520	OTHER LOCAL FUNDING	7,500	120,326	11,557	92,190	88,746	
4620	REIMBURSED EXPENSES				5,000	1,132	
4640	CARRY OVER FUNDS		(104,730)		-		
4630	NWCCOG MATCHING						5,600
	TOTAL REVENUES	612,084	504,331	627,760	655,190	423,724	153,600
6110	EXECUTIVE DIRECTOR						
6112	SALARIES - PROGRAM DIRECTOR	63,624	1,362	385	4,562	200	2,352
6121	SALARIES - PROGRAM STAFF	4,698	96,254	126,751	103,652	103,455	51,468
6131	SALARIES - OFFICE	71,929		207	37,128		
6141	SALARIES - FISCAL		111				
6210	TAXES AND BENEFITS	27,480	24,999	18,358	24,949	17,900	15,648
6311	BACKGROUND CHECK		14				
6430	LEGAL EXPENSES	1,490					
6520	OUTSIDE CONTRACTORS	2,534	4,395	820	2,500	1,500	23,006
6610	OFFICE SUPPLIES & MATERIALS	1,790	2,694	164	400	1,750	200
6620	BANK CHARGES	60		60	100	100	
6640	POSTAGE	876	938	892	700	450	400
6650	PRINTING	-	151	335	500	150	1,500
6660	ADVERTISING	-	894	1,440	600	500	1,800
6670	INTERNET/WEBSITE	223	501	1,984	2,500	4,000	3,000
6680	DUES AND SUBSCRIPTIONS	2,152	272	9,660	10,000	500	1,500
6690	COPIER CHARGES						
6720	RENT & UTILITIES	8,493	8,747	9,070	9,878	9,500	9,878
6730	TELEPHONE	87	324	1,598	500	250	575
	REPAIR & MAINTENANCE			391			
6840	TOOLS & EQUIPMENT		195				
7130	TRAVEL & MEETINGS	6,264	4,202	2,895	4,500	850	5,500
7150	TRAINING & TECHNICAL ASSISTANCE	-	860	355	500	550	1,381
7320	PASS THROUGH FUNDS	388,657	347,443	383,685	410,000	237,868	
7910	INDIRECT COSTS	18,121	11,805	19,047	21,801	16,000	8,073
8000	CAPITAL OUTLAY						
	CARRY FORWARD				-		
	TOTAL EXPENSES	598,478	506,164	578,097	634,771	395,523	126,282
	REVENUES OVER EXPENDITURES	13,606	(1,833)	49,663	20,419	28,201	27,318

FUND BALANCE - ENDING	54,706.15	52,872.82	102,535.82	122,954.70	130,736.67	158,055.08
Fund balance to cover year with out CDOT and replacement software						



VINTAGE

2021 BUDGET NARRATIVE PROGRAM SUMMARY

Program Established:	1978
Program Director:	Erin Fisher

Recent Program Highlights:

- New name, branding, and focused marketing strategy. The Alpine Area Agency on Aging is now Vintage. More details at the new website: www.yourvintage.org
- Completion of the 2020 Older Adult Housing Needs Study. The report may be found on the Vintage website: [2020 Older Adult Housing Needs Study](#)
- Compliance-free State Unit on Aging annual evaluation.
- Successful move from in-person to virtual events, including annual caregiver conference, humanizing hoarding, various caregiver trainings, and online support groups.
- New SHIP Medicare Coordinator, Jonnah Glassman

Budget Notes: Contract revenues were higher in 2020 due to additional federal COVID stimulus funding. This funding was quickly expended as Vintage passed through the funding to current providers and new providers through MOUs.

Program Description: Vintage is the Alpine region's aging expert – ensuring that all of us have access to the supports, services, and resources we need when we're older. We also provide deep content expertise to ensure our communities and providers meet those needs as well. We serve Eagle, Grand, Jackson, Pitkin, and Summit counties in Northwest Colorado. Vintage is funded through the Federal Older Americans Act and State Older Coloradans Program funds.

Programs provided directly through the Vintage umbrella include:

- RSVP – Retired & Senior Volunteer Program in Eagle County
- SHIP – State Health Insurance Assistance Program Medicare Counseling Program
- Voucher Programs
 - Material Aid – provides funds for dental and vision assistance
 - Transportation – provides funds for mileage reimbursement
 - In-Home Services – provides funds for chore, personal care, and homemaking services
- Low Income Senior Dental Program – dental services for qualified seniors through Health Care Policy and Finance (HCPF – Colorado's Medicaid Program) contract
- Low Vision Program – vision assistance and financial assistance for seniors with low vision
- Information & Assistance – information for seniors and their families about services & resources
- Caregiver Services – services and supports for family caregivers providing care for someone 60+
- Ombudsman Program – resident advocate for people living in long term care facilities

Programs provided through contractual agreements, through Vintage partners include:

Nutrition Education and Counseling, Home Delivered Meals, Congregate Meals, Transportation, Caregiver Support Groups, Case Management, Legal Services, Reassurance, and Evidence Based Health Promotion Programs.

Vintage - Alpine Area Agency on Aging

		2018	2019	2020	YTD	
ACCT #	ACCOUNT NAME	ACTUAL	ACTUAL	BUDGET	2020	2021
	Revenue					
4100	FEDERAL CONTRACT REVENUE	410,362	777,539	615,213	604,517	626,044
4120	FEDERAL REVENUE - NSIP/usda	18,370		20,000	17,269	20,000
4200	STATE CONTRACTS REVENUE	524,855	495,857	702,111	536,129	708,428
4200	HCPF LOW INCOME DENTAL GRANT			16,048	16,048	11,998
4210	STATE CASH MATCH			3,605	3,605	3,664
4510	OTHER LOCAL FUNDING		178	-		-
4620	REIMBURSED FEES - SR ID, ETC	(442)		-		-
4630	LOCAL CASH MATCH - NWCCOG	29,313	34,536	34,537	28,781	31,972
4640	FEDERAL CONTRACT CARRYOVER	(12,273)		-	85,710	-
4660	MATCHING FUNDS	75		-		-
4400	FOUNDATIONS & TRUSTS			49,432	49,432	49,432
	IN-KIND MATCH			-		-
	TOTAL REVENUES	970,262	1,308,110	1,440,946	1,341,491	1,451,538
	Expenses					
6010	SALARIES - PROGRAM - STAFF			-		-
6010	SALARIES - PROGRAM - STAFF		167	-		-
6112	SALARIES - PROGRAM DIRECTOR	81,401	86,516	86,684	104,831	91,723
6121	SALARIES - PROGRAM ASSISTANT	141,927	170,470	208,739	125,780	216,297
6131	SALARIES - OFFICE	226		-		-
6141	SALARIES - FISCAL	25	2,539	1,420		1,464
6210	TAXES & BENEFITS	77,763	86,831	118,567	87,326	103,100
6400	CONTRACT SERVICES-Other	875	7,090	6,000	587	18,000
6420	CONTRACT - FISCAL	1,344	2,882	-		-
6430	LEGAL EXPENSE	1,235	250	-		-
	BACKGROUND CHECKS			-	65	-
6560	OTHER CONTRACTOR	5,100	1,315	23,800		41,357
6610	OFFICE SUPPLIES	1,509	6,939	5,450	3,198	5,350
6620	BANK CHARGES	45		30	120	120
6640	POSTAGE	878	996	1,000	895	925
6650	PRINTING	296		751	801	800
6660	ADVERTISING	2,370	1,524	2,250	1,855	2,500
6670	INTERNET/WEBSITE	16,657	26,564	-	18,413	600
6680	DUES & SUBSCRIPTIONS	2,716	2,245	2,700	2,593	2,950
6720	RENT	13,166	13,653	14,158	11,798	14,869
6730	TELEPHONE	390	961	700	251	700
6800	EQUIP REPAIR/MAINTENANCE			-	20	-
7110	PROGRAM SUPPLIES	3,061		3,000	1,181	1,600
7130	TRAVEL & MEETINGS	10,982	29,972	9,500	5,147	2,913
7150	TRAINING & TECHNICAL ASSISTANCE	4,282	9,583	4,600	2,299	4,500
7310	SENIOR AWARDS CEREMONY		2,354	3,000		3,000
7311	RSVP RECOGNITION EVENT	5,734	2,274	3,070	1,265	3,070
7312	RAC & NoC TRAVEL/MEETINGS	450		-		-
7313	VOLUNTEER TRAVEL REIMBURSEMENT	12,486		33,478	11,675	31,218
7320	PASS THRU SERVICE FUNDS -SUBCONTRACT	546,832	766,772	550,525	550,525	643,024
7340	PASS THRU NSIP FUNDS - SUBCONTRACTORS			20,000	17,269	20,000
7340	AAAA - DIRECT SERVICES DELIVERY			296,998	285,697	200,000
7910	INDIRECT COSTS APPLIED	25,271	38,944	44,526	30,819	46,423
7950	LOCAL MATCH COST-Grant funds			-		-
9130	TRANSFERED BETWEEN PROGRAMS			-		-
9160	DEFERRED EXPENSE			-		-
	IN-KIND SERVICES	-	-	-		-
	TOTAL EXPENSES	957,022	1,260,841	1,440,946	1,264,408	1,456,503
	REVENUES OVER EXPENDITURES	13,240	47,269	(0)	77,083	(4,965)



WATERSHED SERVICES

2021 BUDGET NARRATIVE PROGRAM SUMMARY

Program Established:	1979
Program Director:	Torie Jarvis and Ashley Bembenek

Recent Program Highlights:

- a. WSP represents NWCCOG as a Cooperating Agency in the Bureau of Reclamations NEPA analysis of alternatives to improve clarity in Grand Lake. In addition WSP participates in the Grand Lake Adaptive Management Committee which coordinates with the Bureau of Reclamation on the operation of the Colorado Big Thompson project in a manner that protects water quality in Three Lakes.
- b. Watershed Services and QQ are staffed by the same contractors, much of the technical work related to water quality on behalf of local jurisdictions, monitoring, commenting on regulations and referred development reviews, etc. is funded through this NWCCOG program instead of QQ since these are roles played as the Region's 208 Plan manager
- c. WSP assisted QQ in the development of regional water efficiencies plans. These will be included in the next update of the 208 Plan which will be initiated in 2020.
- d. Staff continues to monitor and participate in activities of the Colorado Water Quality Control Commission and related entities on behalf of the membership. In 2019, this effort drilled down into facilitation of a local response to proposed changes to statewide molybdenum standards proposed by Freeport McMoRan and protecting the current conditions of Ten Mile Creek in Summit County in the interim. In addition, WSP worked closely with QQ on appropriate standards in French Gulch and the Blue River with an eye on protecting investments in a mine wastewater treatment plant installed and operated by Summit County and the Town of Breckenridge.

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

	FUND BALANCE BEGINNING	11,351	958	958	958	958	4,749
						Estimated	
		2017	2018	2019	2020	2020	2021
ACCT #	ACCOUNT NAME	ACTUAL	ACTUAL	ACTUAL	BUDGET	ACTUAL	BUDGET
4100	FEDERAL GRANT REVENUE - Snake	-	-	-	-		
4250	REIMBURSED EXPENSES	-	-	-	-		
4200	STATE CONTRACT -208	10,800	10,800	12,900	12,800	9,600	16,000
4440	PERMIN REVIEW INCOME	-	-	-	-		
4510	LOCAL REVENUE - PERMIT REVIEWS	-	-	-	-		
4630	LOCAL REVENUE - COG	7,000	6,996	6,996	7,000	6,996	6,996
4640	CARRY OVER(used & Carried forward)	-	1,873	(5,941)	-		
	TOTAL REVENUES	17,800	19,669	13,955	19,800	16,596	22,996
6000	SALARIES - DIRECTOR	-	-	-	-		
6005	BENEFITS - DIRECTOR	-	-	-	-		
6131	SALARIES - OFFICE WAGES	-	-	-	-		
6210	TAXES & BENEFITS	-	-	-	-		
6410	CONTRACT STAFF	25,571	14,109	12,263	12,800	9,600	16,000
6430	LEGAL EXPENSE - GENERAL	-	-	-	-	-	
6100	ADVERTISING	-	-	-	-		
6110	CAPITAL OUTLAY	-	-	-	-		
6120	DUES & SUBSCRIPTIONS	-	88	-	100	100	100
6125	EQUIP RENT/MAINT/SUPPLIES	-	-	-	-		
6520	OUTSIDE CONTRACT SERVICES	-	3,500	-	3,500	-	6,791
6640	POSTAGE	1	0	9	25	-	-
6650	PRINTING & PUBLICATIONS	11	100	-	100	-	-
6180	OFFICE SUPPLIES	60	9	-	-		
6650	PRINTING	-	-	-	-		
6690	COPIER CHARGES	-	-	-	-		
6720	RENT & UTILITIES	-	-	-	-		
6230	TELEPHONE	800	-	-	-		
6245	TRAINING & TECH. ASSISTANCE	-	-	-	-		
6730	TELEPHONE	-	-	-	-		
7130	TRAVEL & MEETINGS	609	378	125	1,670	1,500	2,291
7910	INDIRECT COSTS APPLIED	1,142	1,484	1,558	1,605	1,605	1,655
6190	PASS THROUGH FUNDS	-	-	-	-		
9130	CARRY FORWARD(added)	-	-	-	-		
	TOTAL EXPENSES	28,193	19,669	13,955	19,800	12,805	26,837
	REVENUES OVER EXPENDITURES	(10,393)	-	-	-	3,791	(3,841)
	CHANGE IN CARRYOVER	(10,393)	-	-	-	3,791	(3,841)
	END OF YEAR FUND BALANCE	958	958	958	958	4,749	908

Summit Water Quality Committee - SWQC

	FUND BALANCE BEGINNING	36,064	31,746	33,157	29,166	29,166	25,326
					-	Estimated	
		2017	2018	2019	2020	2020	2021
ACCT #	ACCOUNT NAME	ACTUAL	ACTUAL	ACTUAL	BUDGET	Actual	BUDGET
	REIMBURSED EXPENSES	(0)		1,651			
4510	LOCAL REVENUE - SWQC	34,090	34,000	33,750	33,000	29,000	29,500
4300	LOCAL REVENUE - PERMIT REVIEWS						
	LOCAL REVENUE - COG						
4640	CARRY OVER(used)						
4420	OTHER SERVICE INCOME	-	-	-	-		
	TOTAL REVENUES	34,090	34,000	35,401	33,000	29,000	29,500
6131	SALARIES - ADM SECY	-	-		-		
6210	TAXES & BENEFITS	-	-		-		
6410	CONTRACT STAFF	28,575	23,405	25,500	27,000	25,500	27,500
6510	OUTSIDE CONTRACT SERVICES	4,492	1,132	6,629		-	
6610	OFFICE SUPPLIES	25	-	-			
6640	POSTAGE	9	13	1	25	-	
6650	PRINTING & PUBLICATIONS	285	-				
6660	ADVERTISING	-	-				
6680	DUES & SUBSCRIPTIONS	20	-		150	100	
6690	COPIER CHARGES	-	-				
	LEGAL EXPENSE - GENERAL	-	-				
6720	RENT & UTILITIES	-	-				
6730	TELEPHONE	640	1,760	1,280	1,920	1,920	
6800	EQUIP RENT/MAINT/SUPPLIES		-				
7130	TRAVEL & MEETINGS	3,308	3,671	3,244	3,000	2,500	2,000
7910	INDIRECT COSTS APPLIED	1,054	2,608	2,738	2,820	2,820	2,907
8000	CAPITAL OUTLAY	-	-				
9130	CARRY FORWARD(added)	-	-		-		
	TOTAL EXPENSES	38,408	32,589	39,392	34,915	32,840	32,407
	REVENUES OVER EXPENDITURES	(4,318)	1,411	(3,991)	(1,915)	(3,840)	(2,907)
	CHANGE IN CARRYOVER	(4,318)	1,411	(3,991)	(1,915)	(3,840)	(2,907)
	END OF YEAR FUND BALANCE	31,746	33,157	29,166	27,251	25,326	22,419



WATER QUALITY/QUANTITY COMMITTEE (QQ)

2021 BUDGET NARRATIVE PROGRAM SUMMARY

Program Established:	1978
Program Director:	Torie Jarvis, senior consultant with Dynamic Planning + Science

Recent Program Highlights:

- a. Initiated an assessment of all QQ members on integrating water quality protection and water conservation and efficiency member land use codes, with support from the Colorado Water Conservation Board through a 2017-2019 grant. The project includes the assessment, the development of best management practices for integration water conservation into land use codes in the headwaters region, and technical assistance to help implement best practices, released in late 2019.
- b. Participates in the Water Quality Control Commission (WQCC) hearings. In 2019, QQ supported Breckenridge and Summit County to prevent adverse outcomes on French Gulch drainage, which bears a costly water quality treatment plan already, and supported Steamboat Springs in their temporary modification proposal for temperature, during the Upper Colo. standards rulemaking. QQ also continues supporting members regarding a proposed future molybdenum standard change. In 2020, the WQCC will consider proposed changes to water quality standards specifically for the Upper Colorado River Basin, and QQ will represent members in that process.
- c. QQ hosted the first member retreat for QQ in a decade (plus) in 2018. The retreat was an opportunity to look back on [QQ's accomplishments](#) over the past 40 years and to affirm its policies and strategies moving forward.
- d. Continued to advocate for the region at the legislature and forge new relationships with the Colorado General Assembly to implement Colorado's State Water Plan

Budget Notes

QQ has not changed Dues in recent years. QQ is not charged the standard indirect rate, as consultants utilize less of the kind of resources charged to indirect. The program is charged an administrative fee of less than the +/- 15% indirect cost. Last year, that was 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 consultants who work with QQ. Dues from QQ fund most program activities.

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 continues to 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

	LEGAL DEFENSE FUND	100,000	100,000	100,000	100,000	100,000	100,000
	BEGINNING FUND BALANCE	10,582	13,288	18,537	14,413	14,413	14,413
						Estimated	
		2017	2018	2019	2020	2020	2021
ACCT #	ACCOUNT NAME	ACTUAL	ACTUAL	ACTUAL	BUDGET	ACTUAL	BUDGET
4000	GRANT INCOME						-
4200	STATE GRANT INCOME			79,981			-
4310	COUNTY PLEDGES	98,365	101,315	97,885	96,541	96,541	96,541
4320	MUNICIPAL PLEDGES	36,109	42,598	42,749	42,598	42,598	42,598
4330	ASSOCIATE MEMBER PLEDGES	4,120	7,956	4,259	4,243	4,243	4,243
4350	WATER & SAN. DIST. PLEDGES	11,433	13,852	11,574	11,773	11,773	11,773
4400	FOUNDATION & TRUST	-	-	-			-
4510	OTHER LOCAL FUNDING		3,500	-			-
4620	REIMBURSED EXPENSES	1,580	10,046	33,499			-
	CWCB GRANT LEFTOVER	-	-	-	2,000		1,500
4820	INTEREST INCOME	983	2,013	2,778	2,000	2,000	2,000
	TOTAL REVENUES	152,590	181,281	272,725	159,155	157,155	158,655
6131	OFFICE WAGES	-			-		-
6210	TAXES & BENEFITS	-			-		-
6410	QQ CONTRACT STAFF	126,249	127,042	129,721	126,304	129,304	129,304
6520	OUTSIDE CONTRACT	3,274	23,960	119,013	8,000	9,000	8,300
6610	OFFICE SUPPLIES		(60)	93	-		-
	BANK & CREDIT CARD FEES			30			
6640	POSTAGE	31	87	50	50	50	50
6650	PRINTING	-	-	228	200	200	200
6670	WEBSITE/INTERNET	-	-	-	30	30	30
6680	DUES & SUBSCRIPTIONS	1,863	1,501	1,943	1,800	1,800	2,000
6690	COPIER CHARGES	-	-	-			-
6720	RENT	-	-	-			-
6730	TELEPHONE	710	330	300	-		-
6760	INSURANCE	1,950	1,650	1,500	-		-
6811	VEHICLE GAS/OIL/SUPPLIES	-	100	-			-
7130	TRAVEL & MEETINGS	8,813	9,022	11,572	10,000	4,000	9,000
7610	INDIRECT COSTS APPLIED	6,994	12,399	12,399	12,771	12,771	13,167
8000	CAPITAL OUTLAY	-	-	-			-
	TOTAL EXPENSES	149,885	176,032	276,849	161,576	157,155	162,051
	REVENUES OVER EXPENDITURES	2,705	5,249	(4,124)	620	-	(3,396)
	CURRENT YEAR NET INCOME (LOSS)	2,705	5,249	(4,124)	620	-	(3,396)
	ENDING FUND BALANCE	13,288	18,537	14,413	15,033	14,413	11,017

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

NWCCOG 2021 Budget Summary

	Beginning	2021						2021		Transfer	Ending
	Fund	Budgeted						Budgeted		between	Fund
Internal programs	Balance	Income	Salaries	Benefits	Rent	Indirect	Other	Expense	Net	Programs	Balance
Broadband	-	182,000	153,793	37,590	\$3,447	23,069	25,700	243,600	(61,600)	61,600	0
Economic Development	50,936	536,990	124,212	44,910	2,084	22,025	331,322	524,553	12,437		63,373
Elevator Inspection	22,500	1,060,000	554,060	192,384	9,030	81,954	102,760	940,188	119,812	(61,600)	22,500
Energy Management	123,776	1,835,007	850,775	307,806	13,081	127,616	535,729	1,835,007	(0)		123,776
Homeland Security		252,974	-	-	-	-	252,974	252,974	-		
Porject Thor	433,564	1,114,000					1,114,000	1,114,000	-		433,564
Regional Business		419,467	81,275	21,260	4,142	12,191	295,907	414,775	4,692		4,692
Regional Transportation	130,737	153,600	53,820	15,648	9,878	8,073	38,862	126,282	27,318		158,055
Vintage- AAAA	14,038	1,451,538	309,484	103,100	14,869	46,423	982,627	1,456,503	(4,965)		9,073
Subtotal	775,550	7,005,576	2,127,418	722,700	56,531	321,351	3,679,881	6,907,881	97,695	-	815,034
NWCCOG Fund Balance	1,509,232								97,695		1,606,927
Internal Service Funds Funds											
Indirect	12,286	367,484	120,845	41,810	\$28,735	-	211,000	402,390	(34,906)		(22,620)
Motor Pool	71,524	5,000	585	158	-	-	14,904	15,647	(10,647)		60,877
Office Condo	68,937	87,993	-	-	6,000	-	69,983	75,983	12,010		80,947
Subtotal	152,747	460,477	121,430	41,968	34,735	-	295,887	494,020	(33,543)		119,203
External Programs											
High Country Forest Collaborative - CBB	-	-	-	-	-	-	-	-	-		-
Health Care Coalition	-	212,430	-	-	-	-	212,430	212,430	-		-
NWCCOG Foundation	-	-	-	-	-	-	-	-	-		-
Northwest Loan Fund	1,949,477	796,000	120,352	30,374	2,727	18,053	129,825	301,330	494,670		2,444,146
Summit Water Quality Committee	25,326	29,500	-	-	-	2,907	29,500	32,407	(2,907)		22,419
Water Quality/Quanity	114,413	158,655	-	-	-	13,167	148,884	162,051	(3,396)		111,017
Watershed Services	4,749	22,996	-	-	-	1,655	25,182	26,837	(3,841)		908
Subtotal	2,093,964	1,219,581	120,352	30,374	2,727	35,782	545,821	735,055	484,526		2,578,490
Total non-duplicated budget	2,869,515	8,225,157	2,247,770	753,074	59,258	357,133	4,225,702	7,642,936	582,221		3,393,523
Grand Total	3,022,261	8,685,634	2,369,200	795,042	93,993	357,133	4,521,589	8,136,956	548,678		3,512,727

NWCCOG 2020 Final Revised Budget -(December 2020)

2020 Budget Revision Summary

	Revenue			Expense			
	Original 2020	Revised	Change	Original 2020	Revised	Change	Revised
	Budgeted	Revenue	in Revenue	Budgeted	Expense	in Expense	Budget
Program	Revenue	Budget	Budget	Expense	Budget	Budget	Net
Internal Program Funds							
Broadband Program	1,515,000	192,643	(1,322,357)	1,564,251	224,545	(1,339,706)	(31,902)
Economic Development District	145,000	245,000	100,000	145,000	214,091	69,091	30,909
Elevator Inspection	1,030,000	1,367,593	337,593	863,615	896,578	32,963	471,015
Energy Management	1,803,402	1,708,042	(95,360)	1,803,402	1,708,042	(95,360)	-
Project THOR	-	1,961,192	1,961,192	-	1,971,345	1,971,345	(10,153)
Regional Business	398,947	386,467	(12,480)	411,718	376,828	(34,890)	9,639
Regional Transportation Council	655,190	423,724	(231,466)	634,299	395,523	(238,776)	28,201
Vintage AAAA	1,440,946	1,341,491	(99,455)	1,440,946	1,264,408	(176,538)	77,083
Watershed Services	19,800	16,596	(3,204)	19,800	12,805	(6,995)	3,791
Internal Program Funds-Total	7,008,285	7,642,748	634,463	6,883,031	7,064,165	181,134	578,583
External Program Funds							
CBBC							-
Health Care Coalition	211,511	236,137	24,626	211,511	236,137	24,626	-
Homeland Security	247,269	146,638	(100,631)	247,269	146,638	(100,631)	-
Northwest Loan Fund	650,000	1,244,362	594,362	643,263	1,172,447	529,184	71,915
NWCCOG- Foundation	-	-	-	-	-	-	-
Summit Water Quality Committee	33,000	29,000	(4,000)	34,915	32,840	(2,075)	(3,840)
Water Quality/Quanity	159,155	157,155	(2,000)	159,155	157,155	(2,000)	-
NWCCOG Total Budget	8,309,220	9,456,040	1,146,820	8,179,144	8,809,382	630,238	646,658
Internal Service Program Funds							
249 Warren Avenue - Building	83,786	83,786	-	74,960	119,747	44,787	(35,961)
Indirect	353,011	379,278	26,267	335,456	336,499	1,043	42,779
Motor Pool	15,000	5,300	(9,700)	34,832	14,249	(20,583)	(8,949)
	8,761,017	9,924,404	1,163,387	8,624,392	9,279,877	655,485	
							644,527



2021 NWCCOG COUNCIL MEETING SCHEDULE

PO Box 2308 • 249 Warren Ave • Silverthorne, CO 80498 • 970-468-0295
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Thursday, January 28, 2021

Full Council, EDD Board & NLF Board Meeting

Location: Zoom Conference Call, On-Site Location TBD

Time: 10:00 a.m.-12:00 p.m.

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

Thursday, March 25, 2021

Full Council and EDD Board Meeting

Location: Zoom Conference Call, On-Site Location TBD

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

Primary Agenda Items: Approval of final 2020 financials; program overviews.

Thursday, May 27, 2021

Full Council & EDD Board Meeting

Location: Zoom Conference Call, On-Site Location TBD

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

Primary Agenda Items: Review/acceptance of the 2020 audit

Thursday, July 8, 2021

Full Council and EDD Board Meeting

Location: Zoom Conference Call, On-Site Location TBD

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

Primary Agenda Items: Approval of 2022 dues; discussion re: Annual Planning Meeting Agenda

Thursday, August 26, 2021

Full Council & EDD Board Annual Planning Meeting

Location: Zoom Conference Call, On-Site Location TBD

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

Agenda Items: Strategic Planning for 2022, approve 2022 meeting schedule

Thursday, October 28, 2021

Full Council and EDD Board Meeting

Location: Zoom Conference Call, On-Site Location TBD

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

Primary Agenda Items: Review of draft 2022 budget

Thursday, December 2, 2021

Full Council, EDD Board & Foundation Board Meeting

Location: Zoom Conference Call, On-Site Location TBD

Time: **Foundation** 9:45 a.m., **Council** 10:00 a.m.-12:00 p.m., **EDD Board** 12:30 p.m. – 2:30 p.m.

Primary Agenda Items: 2021 budget revisions; approve 2022 budget; annual NWCCOG Foundation Board meeting.