



AGENDA

Thursday, March 25, 2021

CONFERENCE CALL ONLY—NO IN-PERSON MTG

NWCCOG (NLF) 10 a.m. – 12 p.m.

EDD 12:30 p.m. – 2:30 p.m.

VIDEO & PHONE CONFERENCE INFORMATION

Video: [Zoom Video](#)
Phone: +1 669-900-6833
Meeting ID: 938 5258 7182
Passcode: 988 615

NORTHWEST LOAN FUND BOARD MEETING

(The Northwest Loan Fund Board mirrors the NWCCOG Council)

10:00 a.m.	1.	Call to Order – NLF Board Chair, Alyssa Shenk	
	2.	Determination of Quorum	
	*3.	ACTION: Minutes of January 2021 NLF Board Meeting	Pgs. 3-4
	*4.	ACTION: 2020 End of the Year Financials <ul style="list-style-type: none"> - Northwest Loan Fund – Balance Sheet - Northwest Loan Fund – Budget vs Actual 	Pgs. 5-6
	5.	UPDATE: NLF Reports <ul style="list-style-type: none"> - Documents are for review, not approval - Northwest Loan Fund – Risk Ratings - Northwest Loan Fund – Portfolio Summary - Loan Policy Excerpt as reference for Risk Ratings 	Pgs. 7-13
	*6.	ACTION: Approve Anita's signing of the Memorandum of Understanding for EDA funds (managed by Region 9)	Pgs. 14-17
10:10 a.m.	*7.	Adjourn NLF Board Meeting	
10:10 a.m.		Re-Convene as NWCCOG Council	

NWCCOG COUNCIL MEETING

10:10 a.m.	1.	Call to Order – NWCCOG Council Chair, Alyssa Shenk	
	2.	Virtual Roll Call and Determination of Quorum <ul style="list-style-type: none"> - Brief Introductions - Please turn on your camera so we can put a face to a name - Also, if you would re-name yourself on Zoom with first, last names and then abbreviation for your entity 	
	3.	UPDATE: Format of split NWCCOG and EDD meetings with break between	
	*4.	ACTION: Minutes of January 2021 NWCCOG & EDD Board Meeting	Pgs. 18-20
	*5.	ACTION: 2020 Final End of the Year Financials <ul style="list-style-type: none"> - Foundation – Balance Sheet - Foundation – Statement of Revenues and Expenditures - NWCCOG – List of Payments - NWCCOG – Balance Sheet - NWCCOG – Statement of Revenues and Expenditures 	Pgs. 21-36
	6.	UPDATE COG: Ski Area Fee Retention Bill – Update <ul style="list-style-type: none"> - With Sen Gardner was sponsor of bill that never left committee - Ski Areas looking for sponsor, offering minor changes - Should NWCCOG again take a position? What would that be? 	Pgs. 37-47
	7.	UPDATE: Mountain Migration Project Update – Jon Stavney	Pgs. 48-49
	*8.	ACTION: Review (and possibly Approve) Edits to 2021 Employee Handbook <ul style="list-style-type: none"> - Redline of proposed edits for Council review/comment - Also under review by CIRSA and NWCCOG Directors - Anticipate approval at next Council Meeting 	Website
	9.	UPDATE: 2021 Member Handbook (Is Updated and On-Line)	Website
	10.	UPDATE: 2021 Member Survey	Link

		<ul style="list-style-type: none"> - Survey Link was emailed to council on March 11, 2021 - Due Date for Member Survey is March 31, 2021 	
	11.	UPDATE: Executive Director Updates: <ul style="list-style-type: none"> - New NWCCOG Website Walkthrough - FYI—ECO Trails inquiry about use of NWCCOG Foundation - Fraser TM Search – Hrs in 2021 – 7 hrs, one trip, expect another 8 -12 plus trip - Avon TM 360 Review with Directors – Est 16 hrs - Routt County Update 	Pgs. 50-52
	12.	Program Updates: <ul style="list-style-type: none"> - Summary document in the packet - If you have any questions for our programs that may benefit the whole group, please ask for further detail at this time. 	Pgs. 53-70
	13.	Legislative Updates	
	14.	Member Updates: If you could go back in time to March 1, 2020, knowing what you know, what would you tell yourself or your community?	
	15.	New Business <ul style="list-style-type: none"> - JBC Letter – AAA Proposed Alternative to the Current FY 21-22 Budget Request 	Pgs. 71-72
12:00 p.m.	*16.	Adjourn NWCCOG Meeting, Lunch on your own, EDD Meeting starts at 12:30	
<u>NEXT NWCCOG MEETING:</u> Thursday, May 27, 2021 Conference Call from 10am – 12pm NWCCOG Officers: NWCCOG Council Chair – Alyssa Shenk, NWCCOG Council Vice-Chair – Patti Clapper NWCCOG Council Secretary-Treasurer – Carolyn Skowrya NWCCOG Executive Committee: Region XII county members –Josh Blanchard, Patti Clapper, Jeanne McQueeney, Kristen Manguso, and Coby Corkle. Municipal members – Alyssa Shenk, Andy Miller, Carolyn Skowrya, and Patty McKenny.			

* requires a vote

NWCCOG ECONOMIC DEVELOPMENT DISTRICT (EDD) BOARD

12:30 p.m.	1.	Call to Order – EDD Board Chair, DiAnn Butler	
	2.	Roll Call and Determination of Quorum	
	3.	UPDATE: Format of split NWCCOG and EDD meetings with break between	
	4.	UPDATE: EDA Denver Regional Office - Trent Thompson, Economic Development Representative; Jamie Hackbarth, Deputy Economic Development Representative	
	5.	UPDATE: CEDS 5-Year Update	Pgs. 73-75
	6.	UPDATE: Workforce Update, Jessica Valand, Regional Director, Northwest & Rural Resort Workforce Regions, CDLE	
	7.	UPDATE: ECE Report Next Steps	Pgs. 76-77
	8.	New Business	
2:30 p.m.	*9.	Adjourn NWCCOG Meeting	
<u>NEXT EDD BOARD MEETING:</u> Thursday, May 27, 2021 Conference Call from 12:30pm – 2:30pm EDD Officers: EDD Chair – DiAnn Butler, EDD Vice-Chair – Patti Clapper, EDD Secretary-Treasurer – Kristen Manguso			

* requires a vote



**Northwest Colorado Council of Governments
Northwest Loan Fund (NLF) Board
Conference Call
January 28, 2021**

Board Members:

Alyssa Shenk, Town of Snowmass Village
Andy Miller, Town of Fraser
Carolyn Skowyra, Town of Dillon
George Brodin, Town of Minturn
Gusty Kanakis, Town of Minturn
Jeanne McQueeney, Eagle County
Kris Manguso, Grand County
Matthew Langhorst, City of Glenwood Springs
Matthew Mendisco, Town of Hayden
Matt Solomon, Town of Eagle
Patty McKenny, Town of Vail
Skippy Mesirow, City of Aspen
Tamra Nottingham Underwood, Town of Avon
Tom Fridstein, Town of Snowmass Village
Watkins Fulk-Gray, Town of Basalt

Others Present:

Brian Pool, Government Performance Solutions
Corry Mihm, Summit Chamber/Summit Prosperity Initiative
Kris Valdez, Eagle County
Mark Hoblitzell, Workforce Center
Matthew Kireker, Senator Bennet's Office

NWCCOG Staff:

Anita Cameron
Becky Walter
Doug Jones
Elaina West
Jon Stavney
Rachel Lunney

Call to Order:

Carolyn Skowyra, Secretary-Treasurer, called the Northwest Loan Fund (NLF) Board meeting to order at 9:34 a.m. Round table introductions were conducted, and a quorum was present.

Approval of March 2020 NLF Board Meeting Minutes:

M/S: George Brodin/Patty McKenny to approve the March 2020 NLF Board Meeting Minutes as presented.

Passed: Yes

NLF 2020 Preliminary End of Year Financials:

Anita wanted the Board to understand that the income section of the Budget vs Actual only shows loans made with federal and state money. However, NLF makes loans that are funded from other sources not represented in this section, rather in the portfolio document. This is not really income until the income is collected, but this is how the auditors asked NLF to account for those funds as they assume the loans will be collected. NLF made \$736,000 in loans in 2020, which was about one and a half times NLF's budget. They approved another \$200,000 pending closing. The financials show a loss of \$254,524, which is not actually a loss. That number is NLF's Allowance for Loan Loss which has substantially increased this year. This would only become a loss if those loans are not paid.

M/S: Kristen Manguso/Matt Solomon to approve the NLF 2020 preliminary end of the year financials as presented.

Passed: Yes

Adopt 2021 NLF Board Members to Mirror the NWCCOG Council as elected in today's NWCCOG Council meeting:

M/S: Matt Solomon/Tamara Underwood to adopt the members being elected at today's NWCCOG Council Meeting as the NLF Board.

Passed: Yes

NLF Reports

NWCCOG Council receives the risk ratings and portfolio summary at every meeting. They are presented to make the council aware and are not for approval.

3 loans are rated satisfactory, which makes up 1% of the loan balance into the loan loss reserve. Most are on watch, meaning Anita is making regular contact with them and monitoring their progress. It also means 10% of their loan balance is in the loan loss reserve. The 2 substandard loans make up 30% of the loan balance. The 2 loans that are doubtful make up 60% of the loan balance.

NLF may potentially see more downgrades. The Steamboat Springs area is currently experiencing the largest hit due to varying situations. If the businesses shut down, we would lose the equity show on the balance sheet. There are no signs that all will fail. Our threshold is the equity number.

Energize Colorado Gap Fund recap 2020 and update on actions in 2021, Anita Cameron

NLF sent out \$1.7 million in grant monies to 128 businesses in our territory. There are no predicted grants for the future as of current, only loans. Anita expressed her thanks for everyone who helped with the Energize Colorado Gap Fund project, especially Scott Pugsley, Business Lending Assistant for managing this immense undertaking.

Verbal Review of 2020 Activity and Q&A, Anita Cameron

NLF is required to submit new grant application every 5 years to keep the program running. Early in 2020, Anita was presenting (In-Person) to County Commissioners in the NLF Territory asking each county to sign onto the Application. After 7.5 years as the lone Director, I am grateful for all the accolades received. The new Grant Contract was effective April 1, 2020 and the close out reporting on the prior Grant was accomplished in May 2020. Loans were 1.5 times budget in spite of COVID. In August, Scott Pugsley was hired and was able to be involved with one loan before Energize Colorado took his time. As time allows he will be learning about the NLF.

New Business: There is none.

Adjournment:

M/S: Alyssa Shenk/Patty McKenny to adjourn the NLF Board Meeting at 9:59 a.m.

Passed: Yes

Alyssa Shenk, Northwest Loan Fund Board Chair

Date

Northwest Colorado Council of Governments
Balance Sheet by Class -8800- Northwest Loan
As of December 31, 2020

	TOTAL
ASSETS	
Current Assets	
Checking/Savings	
1010 · 1st Bank Operating	16.99
1015 · 1st Bank NLF Operating	626,954.89
1070 · NLF Alpine Bank	250,123.30
1072 · NLF Mountain Valley Bank	251,518.49
1074 · NLF Yampa Valley Bank	254,256.29
Total Checking/Savings	1,382,869.96
Accounts Receivable	
1116 · NLF Grant Receivable	69,600.00
Total Accounts Receivable	69,600.00
Other Current Assets	
1090 · Undeposited Funds	4,860.00
1315 · NLF - Allowance for Loan Loss	-255,121.10
Total Other Current Assets	-250,261.10
Total Current Assets	1,202,208.86
Other Assets	
1615 · NLF Loans Receivable	
1615a · CDBG-13-589	42,730.86
1615b · CDBG-16-602	1,149,778.12
1615c · CDBG-20-630	117,965.14
1615o · OEDIT-2017	67,176.14
1615r · Revolved	657,673.95
Total 1615 · NLF Loans Receivable	2,035,324.21
Total Other Assets	2,035,324.21
TOTAL ASSETS	3,237,533.07
LIABILITIES & EQUITY	
Liabilities	
Current Liabilities	
Accounts Payable	
2000 · Accounts Payable	144.98
Total Accounts Payable	144.98
Credit Cards	
2050 · COG-Firstbank Credit Card	
2050.01 · 3936-NLF	235.14
2050.07 · 3158-EW	288.99
2050.26 · 5755-SP	270.00
Total 2050 · COG-Firstbank Credit Card	794.13
Total Credit Cards	794.13
Other Current Liabilities	
2300 · Due to	
2350 · Due to COG From NLF	44.50
Total 2300 · Due to	44.50
Total Other Current Liabilities	44.50
Total Current Liabilities	983.61
Total Liabilities	983.61
Equity	
3000 · Fund Balance	
3100 · NLF Net Equity	2,775,266.23
Total 3000 · Fund Balance	2,775,266.23
3900 · Retained Earnings	289,941.78
Net Income	171,341.45
Total Equity	3,236,549.46
TOTAL LIABILITIES & EQUITY	3,237,533.07

Northwest Colorado Council of Governments
Budget vs Actual - 8800 - NLF, OEDIT, CDBG, Revolved
 December 2020

1:02 PM
 03/10/2021
 Accrual Basis

	Jan - Dec 20	% of Budget	Annual Budget
Ordinary Income/Expense			
Income			
4000 · Grant Income			
4100 · Federal Grant Income	396,000.00	79.2%	500,000.00
4200 · State Grant Income	30,000.00		
4250 · Administration	63,360.00	79.2%	80,000.00
Total 4000 · Grant Income	489,360.00	84.37%	580,000.00
4110 · Federal Income	1,688,994.47		
4251 · Administration-ECGF	21,283.51		
4620 · Reimbursed Expenses	20.00		
4720 · Loan Interest Income			
Revolved Interest	1,734.81		
4720 · Loan Interest Income - Other	51,487.61	85.81%	60,000.00
Total 4720 · Loan Interest Income	53,222.42	88.7%	60,000.00
4730 · Fee Income	1,443.28	14.43%	10,000.00
4750 · Loan Application Fee	0.00		
4820 · Interest Income	1,400.09		
Total Income	2,255,723.77	347.03%	650,000.00
Gross Profit	2,255,723.77	347.03%	650,000.00
Expense			
6100 · Payroll Expenses			
6112 · Program Director	83,232.70	100.0%	83,232.00
6121 · Gen Program Staff	17,682.08		
6141 · Fiscal Office	211.58	7.45%	2,839.00
6210 · Taxes & Benefits	19,269.64	104.03%	18,524.00
6100 · Payroll Expenses - Other	0.00		
Total 6100 · Payroll Expenses	120,396.00	115.11%	104,595.00
6130 · Meeting Expense	314.86		
6520 · Outside Contract			
6420 · Fiscal Officer Expense	1,860.00	100.0%	1,860.00
6510 · Contractor	6,554.50	131.09%	5,000.00
Total 6520 · Outside Contract	8,414.50	122.66%	6,860.00
6610 · Office Supplies	609.34	30.47%	2,000.00
6615 · Loan Loss Reserve	223,554.93		
6620 · Bank Charges	12.00		
6640 · Postage	356.20	142.48%	250.00
6655 · Program Expense	4,697.67	469.77%	1,000.00
6660 · Advertising Expense	1,524.18	609.67%	250.00
6670 · Internet /Website Expense	100.00		
6680 · Dues & Subscriptions	4,871.69	194.87%	2,500.00
6720 · Rent & Utilities	2,596.44	100.02%	2,596.00
6730 · Telephone Expense	859.24	107.41%	800.00
6840 · Tools & Equipment	1,382.22		
7110 · Program Supplies	2,051.01	410.2%	500.00
7120 · License & Permits	10.00	1.0%	1,000.00
7130 · Travel & Meeting	8,468.61	105.86%	8,000.00
7320 · Pass-Through Funds	1,688,994.47		
7910 · Indirect Cost Allocation	15,168.96	117.49%	12,911.00
Total Expense	2,084,382.32	1,454.94%	143,262.00
Net Ordinary Income	171,341.45	33.81%	506,738.00
Net Income	171,341.45	33.81%	506,738.00
Funds Loaned	426,000.00		
Program Income Net	(254,658.55)		

Risk Ratings Report through 03/01/2021
By Funding Source, For All Funds
Grouped by Risk Rating > Fund

LoanID	Borrower	Fund	Subfund	Loan Amount	Principal Balance	ONE	ONE+	TWO+	THREE+	FOUR+	FIVE+	SIX+	Risk Rating	Rating Date	Reserve Percentage	Reserve Amount
Risk Rating: 2, Fund: CDBG																
2014-0313		CDBG	CDBG-13-589	20,000.00	8,823.43								2	03/31/2020	10.00%	882.34
2015-0409-2		CDBG	CDBG-13-589	86,000.00	19,592.05								2	01/01/2020	10.00%	1,959.20
2016-0617		CDBG	CDBG-16-602	95,000.00	70,709.14								2	03/31/2020	10.00%	7,070.91
2017-0209		CDBG	CDBG-16-602	90,000.00	16,639.81	3,100.00							2	03/31/2020	10.00%	1,663.98
2017-0914		CDBG	CDBG-16-602	250,000.00	213,461.33								2	03/31/2020	10.00%	21,346.13
2018-0305		CDBG	CDBG-16-602	280,000.00	248,138.03								2	03/31/2020	10.00%	24,813.80
2018-0510		CDBG	CDBG-16-602	25,000.00	22,095.91								2	03/31/2020	10.00%	2,209.59
2018-0913		CDBG	CDBG-16-602	98,000.00	64,343.54								2	03/31/2020	10.00%	6,434.35
2019-0516-1		CDBG	CDBG-16-602	95,000.00	91,249.84								2	03/31/2020	10.00%	9,124.98
2019-0516-2		CDBG	CDBG-16-602	50,000.00	39,371.29								2	03/31/2020	10.00%	3,937.13
2019-1010		CDBG	CDBG-16-602	100,000.00	95,554.66								2	03/31/2020	10.00%	9,555.47
2020-0213		CDBG	CDBG-16-602	100,000.00	91,237.85								2	03/31/2020	10.00%	9,123.78
2020-0326		CDBG	CDBG-16-602	51,000.00	46,620.75								2	03/31/2020	10.00%	4,662.08
2 - CDBG: 13 loans				1,340,000.00	1,027,837.63											102,783.76
Risk Rating: 2, Fund: Revolved																

Risk Ratings Report through 03/01/2021
By Funding Source, For All Funds
Grouped by Risk Rating > Fund

LoanID	Borrower	Fund	Subfund	Loan Amount	Principal Balance	ONE	ONE+	TWO+	THREE+	FOUR+	FIVE+	SIX+	Risk Rating	Rating Date	Reserve Percentage	Reserve Amount
2014-1223		Revolved	Revolved	95,000.00	43,957.30								2	03/31/2020	10.00%	4,395.73
2019-0516-1R		Revolved	Revolved	295,000.00	285,993.44								2	03/31/2020	10.00%	28,599.34
2019-0925		Revolved	Revolved	13,580.00	8,486.99								2	03/31/2020	10.00%	848.70
2019-1216		Revolved	Revolved	50,000.00	47,284.80								2	03/31/2020	10.00%	4,728.48
2020-0213R		Revolved	Revolved	100,000.00	33,516.79								2	03/31/2020	10.00%	3,351.68
2020-0330		Revolved	Revolved	100,000.00	47,082.10								2	03/31/2020	10.00%	4,708.21
2 - Revolved: 6 loans				653,580.00	466,321.42											46,632.14
Risk Rating: 2, Fund: State OEDIT																
2018-1011		State OEDIT	OEDIT-2017	25,000.00	18,156.74								2	03/31/2020	10.00%	1,815.67
2 - State OEDIT: 1 loans				25,000.00	18,156.74											1,815.67
2: 20 loans				2,018,580.00	1,512,315.79											151,231.58
Risk Rating: 1, Fund: CDBG																
2014-0508		CDBG	CDBG-13-589	40,000.00	13,063.63								1	11/30/2020	1.00%	130.64
2016-1107		CDBG	CDBG-16-602	99,000.00	33,065.72								1	11/30/2020	1.00%	330.66
2020-0514 CDBG		CDBG	CDBG-20-630	60,000.00	57,636.59								1	05/18/2020	1.00%	576.37
2020-0910a		CDBG	CDBG-20-630	60,000.00	58,555.96	1,144.67							1	10/15/2020	1.00%	585.56

Risk Ratings Report through 03/01/2021
By Funding Source, For All Funds
Grouped by Risk Rating > Fund

LoanID	Borrower	Fund	Subfund	Loan Amount	Principal Balance	ONE	ONE+	TWO+	THREE+	FOUR+	FIVE+	SIX+	Risk Rating	Rating Date	Reserve Percentage	Reserve Amount			
1 - CDBG: 4 loans				259,000.00	162,321.90														1,623.22
Risk Rating: 1, Fund: Revolved																			
2020-0514 R	[REDACTED]	Revolved	Revolved	110,000.00	105,553.26								1	05/18/2020	1.00%	1,055.53			
1 - Revolved: 1 loans				110,000.00	105,553.26														1,055.53
Risk Rating: 1, Fund: State OEDIT																			
2020-0910b	[REDACTED]	State OEDIT	OEDIT-2017	30,000.00	29,278.00	572.33							1	10/15/2020	1.00%	292.78			
1 - State OEDIT: 1 loans				30,000.00	29,278.00														292.78
1: 6 loans				399,000.00	297,153.16														2,971.53
Risk Rating: 3, Fund: CDBG																			
2016-1208	[REDACTED]	CDBG	CDBG-16-602	80,000.00	32,131.00								3	06/08/2020	30.00%	9,639.30			
3 - CDBG: 1 loans				80,000.00	32,131.00														9,639.30
Risk Rating: 3, Fund: State OEDIT																			
2017-0713	[REDACTED]	State OEDIT	OEDIT-2017	37,337.00	19,017.01								3	06/08/2020	30.00%	5,705.10			
3 - State OEDIT: 1 loans				37,337.00	19,017.01														5,705.10
3: 2 loans				117,337.00	51,148.01														15,344.40
Risk Rating: 4, Fund: CDBG																			
2020-0331	[REDACTED]	CDBG	CDBG-16-602	60,000.00	60,000.00				606.00	606.00			4	11/09/2020	60.00%	36,000.00			
4 - CDBG: 1 loans				60,000.00	60,000.00														36,000.00
Risk Rating: 4, Fund: Revolved																			
2019-0910	[REDACTED]	Revolved	Revolved	79,500.00	77,843.12				855.00	855.00	855.00			4	11/09/2020	60.00%	46,705.87		
4 - Revolved: 1 loans				79,500.00	77,843.12														46,705.87
4: 2 loans				139,500.00	137,843.12														82,705.87

Risk Ratings Report through 03/01/2021
By Funding Source, For All Funds
Grouped by Risk Rating > Fund

LoanID	Borrower	Fund	Subfund	Loan Amount	Principal Balance	ONE	ONE+	TWO+	THREE+	FOUR+	FIVE+	SIX+	Risk Rating	Rating Date	Reserve Percentage	Reserve Amount
Report total: 30 loans				2,674,417.00	1,998,460.08											252,253.39

Portfolio Summary Report for All Funds -- ACTIVE ACCOUNTS
By Funding Source
(All transactions)

03/01/2021 05 05 PM

Page 1 of 2

					=== Cumulative Pmts ===		=== Latest Pmts ===		=== Periods Past Due ===							
LoanID	Borrower	Close Date	Loan Amount	Principal Balance	Principal	Interest	Amount	Date	ONE	ONE+	TWO+	THREE+	FOUR+	FIVE+	SIX+	Days Past
Fund: CDBG, Subfund: CDBG-13-589																
2014-0313		05/05/2014	20,000 00	8,823.43	11,176 57	4,758 63	215 34	09/16/2020								< 30
2014-0508		05/14/2014	40,000 00	13,063 63	26,936 37	9,655 63	500 00	02/09/2021								< 30
2015-0409-2		04/22/2015	86,000 00	19,592 05	67,455 05	4,289 27	190 00	02/15/2021								< 30
CDBG - CDBG-13-589: 3 loans			146,000 00	41,479.11	105,567 99	18,703 53	905 34									
Fund: CDBG, Subfund: CDBG-16-602																
2020-0331		04/04/2020	60,000 00	60,000 00				05/15/2021							1,212 00	180 +
2018-0510		03/20/2020	25,000 00	22,095 91	2,904 09	315 91	920 00	02/25/2021								< 30
2016-0617		04/14/2017	95,000 00	70,709.14	24,290 86	14,945 94	1,035 00	02/25/2021								< 30
2018-0305		06/18/2018	280,000 00	248,138 03	31,861 97	26,038 03		05/15/2021								< 30
2016-1208		12/14/2016	80,000 00	32,131 00	47,869 00	10,385 00		06/15/2021								< 30
2019-0516-1		05/20/2019	95,000 00	91,249 84	3,750.16	6,419 84		06/05/2021								< 30
2017-0914		08/04/2018	250,000 00	213,461 33	36,538.45	25,457 55	2,818 00	02/01/2021								< 30
2018-0913		09/24/2018	98,000 00	64,343 54	33,656.46	9,595 54	1,966 00	02/02/2021								< 30
2019-0516-2		05/29/2019	50,000 00	39,371 29	10,628.71	3,371 29	1,000 00	01/19/2021								< 30
2020-0326		03/30/2020	51,000 00	46,620.75	4,379 25	620.75	1,000 00	01/19/2021								< 30
2016-1107		12/07/2016	99,000 00	33,065.72	65,934 28	14,335.72	2,200 00	02/26/2021								< 30
2017-0209		02/24/2017	90,000 00	16,639 81	73,360.19	11,343 81	6,200 00	01/04/2021	3,100 00							< 30
2019-1010		11/07/2019	100,000 00	95,554 66	4,445 34	2,550 66		06/05/2021								< 30
2020-0213		02/20/2020	100,000 00	91,237 85	8,762.15	1,748 35	1,501 50	02/23/2021								< 30
CDBG - CDBG-16-602: 14 loans			1,473,000 00	1,124,618 87	348,380 91	127,128 39	18,640 50		3,100 00						1,212 00	
Fund: CDBG, Subfund: CDBG-20-630																
2020-0514 CDBG		05/18/2020	60,000 00	57,636 59	2,363.41	2,361 59	525 00	02/26/2021								< 30
2020-0910a		10/15/2020	60,000 00	58,555 96	1,444 04	845 30	1,144 67	02/01/2021	1,144 67							< 30
CDBG - CDBG-20-630: 2 loans			120,000 00	116,192 55	3,807.45	3,206 89	1,669 67		1,144 67							
CDBG: 19 loans			1,739,000 00	1,282,290 53	457,756 35	149,038 81	21,215 51		4,244 67						1,212 00	

Portfolio Summary Report for All Funds -- ACTIVE ACCOUNTS
By Funding Source
(All transactions)

03/01/2021 05 05 PM

Page 2 of 2

					=== Cumulative Pmts ===		=== Latest Pmts ===		=== Periods Past Due ===							
LoanID	Borrower	Close Date	Loan Amount	Principal Balance	Principal	Interest	Amount	Date	ONE	ONE+	TWO+	THREE+	FOUR+	FIVE+	SIX+	Days Past
Fund: Revolved, Subfund: Revolved																
2019-0910		10/09/2019	79,500 00	77,843.12	1,656 88	2,369.12		05/15/2021							2,565 00	180 +
2019-0516-1R		05/20/2019	295,000 00	285,993.44	9,006 56	19,937.44		06/05/2021								< 30
2019-1216		12/19/2019	50,000 00	47,284 80	2,715 20	1,274 80	570 00	02/01/2021								< 30
2020-0330		04/02/2020	100,000 00	47,082.10	2,917 90	590.10	502 00	02/01/2021								< 30
2020-0514 R		05/18/2020	110,000 00	105,553 26	4,446.74	4,328 26	975 00	02/26/2021								< 30
2014-1223		12/30/2014	95,000 00	43,957 30	52,042.70	21,030.40	1,022 85	01/27/2021								< 30
2020-0213R		02/20/2020	100,000 00	33,516.79	7,020.71	486.79	1,501 50	02/23/2021								< 30
2019-0925		10/15/2019	13,580 00	8,486 99	5,093 01	499 99	333 00	02/04/2021								< 30
Revolved - Revolved: 8 loans			843,080 00	649,717 80	84,899.70	50,516 90	4,904 35								2,565 00	
Revolved: 8 loans			843,080 00	649,717 80	84,899.70	50,516 90	4,904 35								2,565 00	
Fund: State OEDIT, Subfund: OEDIT-2017																
2018-1011		11/13/2018	25,000 00	18,156.74	6,843 26	2,156.74	500 00	02/04/2021								< 30
2017-0713		07/24/2017	37,337 00	19,017 01	18,319 99	3,845 01		06/15/2021								< 30
2020-0910b		10/15/2020	30,000 00	29,278 00	722 00	422 66	572 33	02/01/2021	572 33							< 30
State OEDIT - OEDIT-2017: 3 loans			92,337 00	66,451.75	25,885 25	6,424.41	1,072 33		572 33							
State OEDIT: 3 loans			92,337 00	66,451.75	25,885 25	6,424.41	1,072 33		572 33							
Report total: 30 loans			2,674,417 00	1,998,460 08	568,541 30	205,980.12	27,192.19		4,817 00						3,777 00	

2020 NLF LOAN POLICY EXERPT

ALLOWANCE FOR LOAN LOSS RESERVE

The NLF will maintain an Allowance for Loan Loss (ALL) as an estimate of potential loan losses as a footnote to NLF Loans Receivable. A Colorado Housing and Finance Authority (CHFA) Credit Reserve (CCR) Account may be used as ALL and reported as a footnote to NLF Loans Receivable.

Each loan will be graded and a percentage allowance set aside for each risk class. Loan grading will be updated semi-annually with loan grades reported to the Board via Risk Rating Report.

Loan Grades and percentage reserve:

- Satisfactory – 1% reserve
- Watch – 10% reserve
- Substandard – 30%
- Doubtful – 60%

**Contract for Services Between
The Region 9 Economic Development District of Southwest Colorado Inc.,
And Region 12 Revolving Loan Fund, Inc.
d/b/a Northwest Loan Fund**

This Agreement is entered into and effective March 1, 2021, between the Region 12 Revolving Loan Fund d/b/a Northwest Loan Fund (Contractor) and the Region 9 Economic Development District of Southwest Colorado, Inc. (District).

1. Purpose

The purpose of this Agreement is to describe the relationship between the District and the Contractor and outline the services that the partners will perform to support the Statewide EDA-RLF grant and the Statewide EDA-RLF Plan in accordance with the Scope of Work, attached hereto as Attachment A.

2. Terms and Conditions

The term for this Agreement will be until September 30, 2022 ("Term"). The terms and conditions can be changed by mutual written agreement of both parties.

3. Consideration

The parties agree that the Contractor will receive \$50 an hour plus preapproved travel reimbursement paid at the allowable IRS rate for accomplishing the items in the attached Scope of Work. Any other expenses such as postage can be included, and invoices may be submitted at least quarterly to Region 9 EDD and will be paid within 2 weeks of submission.

4. Indemnification

The Contractor shall indemnify, save, hold harmless, and defend the District and all its officials and employees from any and all liability, claims, demands, actions, and attorneys' fees arising out of, claimed on account of, or in any manner predicted upon loss or damage to the property of, injuries to, or death of all persons whatsoever or which may occur or be sustained in connection with the District's performance or non-performance of this Agreement.

The District shall indemnify, save, hold harmless, and defend the Contractor and all its officials and employees from any and all liability, claims, demands, actions, and attorneys' fees arising out of, claimed on account of, or in any manner predicted upon loss or damage to the property of, injuries to, or death of all persons whatsoever or which may occur or be sustained in connection with the Contractor performance or non-performance of this Agreement.

5. Entire Agreement

This Agreement, including the Attachment, constitutes the entire understanding and agreement of the parties with respect to its subject matter and supersedes all prior and contemporaneous agreements or understandings, inducements, or conditions, express or implied, written or oral, between the parties.

6. Signatory Authority

Each person signing this Agreement in a representative capacity, expressly represents the signatory has the subject party's authority to so sign and that the subject party will be bound by the signatory's execution of this Agreement. Each party expressly represents that except as to the approval

specifically required by this Agreement; such party does not require any third party's consent to enter into this Agreement.

7. Severability

If any provision of this Agreement shall be found invalid or unenforceable, the remainder of this Agreement shall be interpreted so as best to reasonably affect the intent of the parties.

8. Acknowledgment

All parties hereby acknowledge and accept the terms and conditions of the above contract by evidence of their signatures found below.

9. Amendment and Waivers

Any term or provision of this Agreement may be amended, and the observance of any term of this Agreement may be waived, only by a writing signed by the party to be bound. The waiver by a party of any breach or default in performance shall not be deemed to constitute a waiver of any other or succeeding breach or default. The failure of any party to enforce any of the provisions hereof shall not be construed to be a waiver of the right of such party thereafter to enforce such provisions.

10. Governing Law and Dispute Forum

The governing law for this Agreement shall be Colorado law. The parties shall initially attempt to resolve between themselves any disputes arising under this Agreement; however, if the parties fail to mutually agree to a resolution, then the exclusive jurisdiction and venue for litigation in this matter shall be the La Plata County District Court.

11. Attorneys' Fees

In the event this Agreement becomes the subject of litigation, the prevailing party shall be entitled to recover the reasonable attorneys' fees and costs it incurs from the losing party.

12. Assignment

This Agreement is not assignable by either party without the prior written consent of the non-assigning party.

13. Notice

Any notice or communication permitted or required by this Agreement shall be deemed received when personally delivered, emailed, or mailed properly addressed to the appropriate party at the address set forth below:

- Notices to the Contractor :
 - Northwest Loan Fund
 - P O Box 2308
 - Silverthorne, CO 80498
 - anita@NorthwestLoanFund.org
- Notices to District 135 Burnett Dr. Unit 1, Durango 81301; laura@scan.org

IN WITNESS WHEREOF, the Contractor and the District have caused this Agreement to be executed effective the day and year first above written.

Region 12 Revolving Loan Fund d/b/a Northwest Loan Fund

By: _____
Anita Cameron, Director Date

Laura Lewis Marchino, Executive Director, Region 9 EDD Date

Attachment A. - Scope of Work

The District recognizes that due to the statewide nature of this loan program and the current COVID-19 environment, it might not always be feasible for a District loan officer to physically tour a business site, provide an annual site visit or even meet physically with a loan client at closing. Due to this, the District would like to work with regional BLF administrators to help manage client relationships and activity located in the Contractor's service region. Upon signing this agreement, the Contractor expresses a willingness to provide any of the following services if requested and able to assist; as well as following guidelines as outlined in the Statewide EDA-RLF Plan.

Duties may include:

- Meeting with potential or existing clients in the Statewide EDA-RLF program.
- Conducting site visits to ensure business viability and security of collateral.
- Gathering documents from clients for delivery to the District (mailing hard copies or assisting with electronic conversion of client documents)
- Attending District Loan Committee meetings when applicable, to participate in the presentation of a loan for consideration within the Contractor's service area.
- Conducting loan closings and securing signed loan documents for the District.
- Consultation with the District on local economic conditions, business viability, and other factors relative to loan consideration.
- Assistance with loan servicing or collection activities.
- Additional activities as mutually agreed upon by Contractor and District.



Northwest Colorado Council of Governments

NWCCOG Council & EDD Board Meeting

January 28, 2021

Conference Call Only ("Present" means on the call")

Council & EDD Board Members Present:

Alisha Janes, Town of Winter Park
Alyssa Shenk, Town of Snowmass Village
Andy Miller, Town of Fraser
Carolyn Skowyra, Town of Dillion
Corry Mihm, Summit Chamber
DiAnn Butler, Grand County EDD
George Brodin, Town of Minturn
Gusty Kanakis, Town of Minturn
Jeanne McQueeney, Eagle County
Jessica Valand, CO Department of Labor & Employment
John Bristol, City of Steamboat Springs EDD
Josh Blanchard, Summit County
Kristen Manguso, Grand County
Mark Hoblitzell, CO Department of Labor & Employment
Matthew Langhorst, City of Glenwood Springs
Matthew Mendisco, Town of Hayden
Matt Solomon, Town of Eagle
Patty McKenny, Town of Vail
Skippy Mesirow, City of Aspen
Tamra Pogue, Summit County
Tamara Nottingham Underwood, Town of Avon
Tom Fridstein, Town of Snowmass Village
Watkins Fulk-Gray, Town of Basalt

Others Present:

Brian Pool, Government Performance Solutions
Kris Valdez, Eagle County
Laura Sigrist, Government Performance Solutions
Matthew Kireker, Bennet's Office

NWCCOG Staff:

Anita Cameron
Becky Walter
Doug Jones
Elaina West
Erin Fisher
Jeff Andrews
Jon Stavney
Rachel Lunney

Call to Order:

Carolyn Skowyra, Secretary-Treasurer, and DiAnn Butler, EDD Chair, called the Northwest Colorado Council of Governments (NWCCOG) and Economic Development District (EDD) Board meeting to order at 10:00am. Roundtable introductions were completed, and a quorum was present for the groups. **Note: NWCCOG's ED Review and NLF meeting were held prior to Council meeting with separate minutes.**

Approval of December 2020 Council & EDD Board Meeting Minutes

M/S: Andy Miller/Patty McKenny to approve the December 2020 Council Meeting Minutes with minor revision.

Passed: Yes

Approval of 2020 Preliminary End of the Year Financials

M/S: Kristen Manguso/George Brodin to approve the 2020 preliminary end of the year financials.

Passed: Yes

Election of Executive Committee municipal members for 2021 – Election of Chair, Vice-Chair and Secretary/Treasurer and NWCCOG Executive Committee

For clarification, the Executive Committee consists of nine members; one member from each of the Region XII counties and four municipal members at large. The previous members are as follows: Karn Stiegelmeier, Patti Clapper, Jeanne McQueeney, Kristen Manguso, and Coby Corkle County (Region XII County Members); Alyssa Shenk, Carolyn Skowyra, Patty McKenny, and Andy Miller.

The existing members agreed to continue with the addition of Tamara Pogue to replace Karn Stiegelmeier for Summit County. (Summit since the meeting has requested that Commissioner Josh Blanchard be the primary rep to NWCCOG, so he will automatically be on the Executive Committee per the Bylaws)

M/S: Matt Solomon/George Brodin to approve existing Executive Committee with Tamara Pogue as replacement for Karn Stiegelmeier, Summit County.

Passed: Yes

The previous NWCCOG Officers are as follows: Karn Stiegelmeier serves as Chair, Patti Clapper as Vice-Chair, and Carolyn Skowyras as Secretary/Treasurer. Alyssa Shenk offered to be Chair while Patti, Vice-Chair, and Carolyn, Secretary/Treasurer, offered to continue their current officer positions.

M/S: Tamra Underwood/George Brodin to approve Alyssa Shenk as Chair, Patti Clapper as Vice-Chair, and Carolyn Skowyras as Secretary/Treasurer.

Passed: Yes

Election of Economic Development District Board for 2021

The previous EDD Officers are as follows: DiAnn Butler serves as Chair, Patti Clapper as Vice-Chair, and Kris Manguso as Secretary/Treasurer. Each of the existing members agreed to continue their service for the 2-year term.

M/S: Corry Mihm/Andy Miller move to approve DiAnn Butler as EDD Chair, Patti Clapper as Vice-Chair, and Kristen Manguso as Secretary/Treasurer in 2021.

Passed: Yes

Designate County Health Pool (CHP) Rep for 2021

Carolyn Skowyras was our 2020 CHP representative. Jon Stavney offered to serve as the County Health Pool Representation for 2021 with Elaina West as alternate.

M/S: Carolyn Skowyras/George Brodin to approve Jon Stavney as the 2021 NWCCOG County Health Pool Representative with Elaina West as the alternate.

Passed: Yes

Authorize Council Chair to sign 2020 Audit engagement letter with Clifton Larson Allen

M/S: Kristen Manguso/Andy Miller to authorize NWCCOG Council Chair to sign 2020 Audit engagement letter with Clifton Larson Allen.

Passed: Yes

Be on the lookout for requests to the 5 counties for Work Group Members for this Joint "Mountain Migration" Project with CAST

NWCCOG and the Colorado Association of Ski Towns partnered to answer the following question: is the COVID-migration to mountain communities here to stay and, if so, how will relative service needs/priorities be impacted? The objective is to understand observed COVID impacts on mountain communities with households relocating from primary homes elsewhere and part-time residents staying longer and whether impacts may be lasting or if the trend is temporary. The council shared their opinions on important questions/topics that should be included in the survey. NWCCOG plans to send the survey link to our membership in early March 2021 with the goal of producing results by June 2021. Jon asked the council to share this survey with anyone connected with second homeowners that relocated to our communities and those who were impacted by the influx of residents. Jon will send the council a document listing local representatives for the working group.

(Re-) Inclusion of Routt County to NWCCOG Membership in 2021

Routt County decided to terminate their membership to ADNC and informally approached NWCCOG regarding joining NWCCOG as a member. NWCCOG already serves part of Routt County and Routt was a member from 1972 – 1999 when they asked the governor to change their status. NWCCOG programs continue to serve parts of Routt County with the exception of Vintage and EDD. Some administrative work will be required to make this change and offer Vintage and EDD services in Routt County. If approved, more details regarding their membership will come later.

M/S: Tamra Underwood/ George Brodin to direct staff to proceed through whatever means are necessary to accept Routt County as a NWCCOG member, including supporting Routt County in the process, and presenting Council with Amended Articles and Bylaws clarifying relationship of Routt to the Executive Committee, Dues calculations, etc
Passed: Yes

Presentation: Regional Assessment of Child Care Industry for 2021

Final draft was emailed to the NWCCOG Council on 01/27/2021. Brian Pool and Laura Sigrist of Government Performance Solutions reviewed the progress and document for the council. Jon asked the council to submit comments by the morning of Wednesday, February 3, 2021.

Eagle County request for Stakeholder groups to review various portions of the 2021 County Comp Plan. Kris Valdez, Senior Planner Eagle County

Kris presented the council with background information and the stages of Eagle County's development process. Eagle County is updating their Comprehensive Plan and would like regional representatives to participate in the process. Here is the [Project Management Strategy](#) document. If you would like to be on the subcommittee or have any comments, please email Jon: jstavney@nwccog.org.

What should NWCCOG be focused on in 2021? Jon will be applying for the second DOLA annual round in February, due in March, are there specific projects that Council would like to identify for that round?

NWCCOG will be meeting with members' Finance Directors regarding capitol planning. Tamara Pogue, Summit County, proposed the topic behavioral health infrastructure. There were no other suggestions. Council was fine with Jon submitting based on prior input in 2020 as well as comments at this meeting.

OTHER ITEMS:

The updated NWCCOG website is nearing release. The site was constructed to align with NWCCOG Goals, address who we are and the services we provide, highlight staff, provide success stories, and allow more direct access to services.

Program Updates:

In packet: <http://nwccog.org/about/meetings/>.

Member Updates:

New council members introduced themselves.

Legislative Updates:

Bennet's Office, Matt Kireker – Sarah McCarthy is the new Western Representative for Hickenlooper and plans to join future NWCCOG meetings. Bennet's office is working to make sure two key programs for wildfire recovery have funding. The appropriations from December 2020 did not provide new money for the burned area emergency response program or the emergency watershed protection program. Bennet's office introduced a bill in December for fire prevention, watershed health, and forest health called the Outdoor Restoration Partnerships Act. They plan to reintroduce in this coming congress. The bill looks at how we be proactive instead of spending on the back end in terms of fighting fires? The hope is to create good jobs in rural America and preserve our land.

New Business:

In packet: <http://nwccog.org/about/meetings/>.

Adjournment:

M/S: Tom Fridstein/Andy Miller adjourned the NWCCOG Council meeting at 11:58 a.m.

Passed: Yes

Alyssa Shenk, NWCCOG Council Chair

Date

DiAnn Butler, EDD Chair

Date

NWCCOG Foundation Inc.
Balance Sheet
 As of December 31, 2020

	<u>Dec 31, 20</u>
ASSETS	
Current Assets	
Checking/Savings	
1006 · 1st Bank - Checking	31,096.73
Total Checking/Savings	<u>31,096.73</u>
Total Current Assets	<u>31,096.73</u>
TOTAL ASSETS	<u>31,096.73</u>
LIABILITIES & EQUITY	
Equity	
3900 · Retained Earnings	30,937.64
Net Income	159.09
Total Equity	<u>31,096.73</u>
TOTAL LIABILITIES & EQUITY	<u>31,096.73</u>

NWCCOG Foundation Inc.
Profit & Loss - All
December 2020

	<u>Dec 20</u>	<u>Jan - Dec 20</u>
Ordinary Income/Expense		
Income		
4600 · Contributions Income		
Donations	153.40	153.40
Total 4600 · Contributions Income	153.40	153.40
Total Income	153.40	153.40
Net Ordinary Income	153.40	153.40
Other Income/Expense		
Other Income		
7010 · Interest Income	0.26	5.69
Total Other Income	0.26	5.69
Net Other Income	0.26	5.69
Net Income	<u>153.66</u>	<u>159.09</u>

Northwest Colorado Council of Governments
List of Bills by Class
January through February 2021

12:01 PM

03/10/2021

Accrual Basis

*** COG PROGRAM FUNDS**

1100- Regional Business

Type	Date	Name	Amount
Bill	01/08/2021	Cornerstone Geospatial Consulting	6,600.00
Liability Check	01/01/2021	County Health Pool	2,015.38
Liability Check	02/01/2021	County Health Pool	2,015.38
Bill	02/04/2021	WSW Consulting	1,867.50
Bill	01/22/2021	North Star Consulting Group	990.00
Bill	02/15/2021	North Star Consulting Group	690.00
Check	01/06/2021	Enterprise Fleet Management	539.98
Bill	02/03/2021	Enterprise Fleet Management	539.98
Credit Card Charge	01/15/2021	High Country News	90.00
Bill	01/31/2021	Wex Bank	55.74
Bill	02/03/2021	Laser Graphics(scorp)	29.30
Credit Card Charge	01/10/2021	Washington Post	15.00
Credit Card Charge	01/17/2021	New York Times Digital	15.00
Credit Card Charge	01/11/2021	Performance Automotive	12.00
Credit Card Charge	01/06/2021	SOS Registration Fee	10.00
Credit Card Charge	02/02/2021	Chipotle	8.83

Total 1100- Regional Business

15,494.09

1200- Broadband

Liability Check	01/01/2021	County Health Pool	2,015.38
Liability Check	02/01/2021	County Health Pool	2,015.38
Check	01/06/2021	Enterprise Fleet Management	651.34
Bill	02/03/2021	Enterprise Fleet Management	546.34
Bill	01/20/2021	UNUM Life Insurance CO of America	93.32
Bill	02/17/2021	UNUM Life Insurance CO of America	93.32
Bill	01/04/2021	Verizon Wireless Services	53.43
Bill	02/04/2021	Verizon Wireless Services	53.43
Bill	01/31/2021	Wex Bank	50.15
Credit Card Charge	01/13/2021	Hilltop Car Wash Evergreen	9.00

Total 1200- Broadband

5,581.09

1300 - Project THOR

Bill	01/01/2021	Mammoth Networks	89,868.07
Bill	02/01/2021	Mammoth Networks	71,326.40
Bill	02/01/2021	Mammoth Networks	12,600.00
Bill	01/01/2021	Yampa Valley Electric {c}	1,309.52
Bill	01/14/2021	Summit County Govt	202.00
Bill	02/08/2021	Summit County Govt	202.00

Total 1300 - Project THOR

175,507.99

2100- Elevator Inspection

Liability Check	01/01/2021	County Health Pool	2,015.38
Liability Check	02/01/2021	County Health Pool	2,015.38
Liability Check	01/01/2021	County Health Pool	1,996.38
Liability Check	02/01/2021	County Health Pool	1,996.38
Bill	01/04/2021	Verizon Wireless Services	1,667.10
Liability Check	01/01/2021	County Health Pool	1,641.94
Liability Check	02/01/2021	County Health Pool	1,641.94
Liability Check	01/01/2021	County Health Pool	1,641.93
Liability Check	01/01/2021	County Health Pool	1,641.93
Liability Check	01/01/2021	County Health Pool	1,641.93
Liability Check	02/01/2021	County Health Pool	1,641.93
Liability Check	02/01/2021	County Health Pool	1,641.93
Liability Check	02/01/2021	County Health Pool	1,641.93
Bill	01/29/2021	Axiom Group	1,560.00
Bill	01/31/2021	Wex Bank	691.69
Check	01/06/2021	Enterprise Fleet Management	546.34
Check	01/06/2021	Enterprise Fleet Management	546.34
Check	01/06/2021	Enterprise Fleet Management	546.34
Check	01/06/2021	Enterprise Fleet Management	546.34
Check	01/06/2021	Enterprise Fleet Management	546.34
Bill	02/03/2021	Enterprise Fleet Management	546.34
Bill	02/03/2021	Enterprise Fleet Management	546.34
Bill	02/03/2021	Enterprise Fleet Management	546.34
Bill	02/03/2021	Enterprise Fleet Management	546.34
Bill	02/03/2021	Enterprise Fleet Management	546.34
Bill	02/04/2021	Verizon Wireless Services	267.14
Credit Card Charge	01/14/2021	Candlewood Suites {v}	96.00
Bill	01/20/2021	UNUM Life Insurance CO of America	88.49
Bill	02/17/2021	UNUM Life Insurance CO of America	88.49
Credit Card Charge	01/05/2021	Toyota Connected Services	68.16
Bill	01/20/2021	UNUM Life Insurance CO of America	66.54
Bill	02/17/2021	UNUM Life Insurance CO of America	66.54

	Type	Date	Name	Amount
	Credit Card Charge	01/27/2021	Copy Copy INC	65.64
	Bill	01/20/2021	UNUM Life Insurance CO of America	62.44
	Bill	02/17/2021	UNUM Life Insurance CO of America	62.44
	Bill	01/20/2021	UNUM Life Insurance CO of America	61.21
	Bill	02/17/2021	UNUM Life Insurance CO of America	61.21
	Bill	01/20/2021	UNUM Life Insurance CO of America	58.09
	Bill	02/17/2021	UNUM Life Insurance CO of America	58.09
	Liability Check	01/01/2021	County Health Pool	55.70
	Liability Check	02/01/2021	County Health Pool	55.70
	Bill	01/20/2021	UNUM Life Insurance CO of America	50.92
	Bill	02/17/2021	UNUM Life Insurance CO of America	50.92
	Bill	01/20/2021	UNUM Life Insurance CO of America	42.46
	Bill	02/17/2021	UNUM Life Insurance CO of America	42.46
	Credit Card Charge	01/21/2021	Copy Copy INC	32.95
	Bill	02/10/2021	GoliathTech LLC {Ind}	32.00
	Credit Card Charge	01/04/2021	ASC parking	20.00
	Credit Card Charge	01/13/2021	Carelli's	17.00
	Credit Card Charge	01/06/2021	White Water Express Carwash	15.00
	Credit Card Charge	01/19/2021	Hi Performance Car Wash	9.70
	Credit Card Charge	01/14/2021	McDonald's	9.57
	Credit Card Credit	01/14/2021	Dri Trend Micro	-8.00
	Credit Card Credit	01/13/2021	Dri Trend Micro	-8.04
	Credit Card Credit	01/13/2021	Dri Trend Micro	-27.98
	Credit Card Credit	01/05/2021	Toyota Connected Services	-68.16
Total 2100- Elevator Inspection				32,033.85
2915 - 94.002 RSVP				
	Bill	02/28/2021	Page, Robert {RSVP}	469.28
	Liability Check	01/01/2021	County Health Pool	379.42
	Bill	01/31/2021	Olive, Irene {RSVP}	323.12
	Bill	02/28/2021	Olive, Irene {RSVP}	251.44
	Bill	01/31/2021	Christiansan, Elmer{RSVP}	250.88
	Bill	01/31/2021	Delany, Mary	197.68
	Bill	02/23/2021	Kaddatz, Mary Ann	129.92
	Bill	01/31/2021	Kaddatz, Mary Ann	121.90
	Bill	01/31/2021	Klahn, Miki{RSVP}	116.48
	Bill	01/31/2021	Eyrich, Karen {volunteer}	92.40
	Bill	01/31/2021	Osterberg, Linda {RSVP}	89.60
	Bill	01/31/2021	Nolan, Patricia	78.40
	Bill	01/31/2021	Barbour, Marti {RSVP}	73.25
	Bill	02/28/2021	Cheff, Marty{RSVP}	70.56
	Bill	02/24/2021	Palmateer, Paula{RSVP}	53.76
	Credit Card Charge	01/05/2021	City Market	50.00
	Bill	01/20/2021	UNUM Life Insurance CO of America	46.58
	Bill	02/17/2021	UNUM Life Insurance CO of America	46.58
	Bill	01/31/2021	Scavullo, Stephanie	44.80
	Bill	01/31/2021	Einspahr, Sandra{RSVP}	43.70
	Credit Card Charge	01/17/2021	Comcast	43.54
	Bill	01/31/2021	Kinnell, Ronald {RSVP}	22.40
	Bill	02/16/2021	Scavullo, Stephanie	22.40
	Bill	01/31/2021	Esty, Bradley {RSVP}	14.95
	Bill	01/31/2021	Palmateer, Paula{RSVP}	10.08
	Credit Card Charge	01/26/2021	Amazon.com	7.99
	Credit Card Charge	01/22/2021	Xfinity Mobile	6.92
	Credit Card Charge	01/05/2021	CBI Records Ck-Net	5.00
	Credit Card Charge	01/21/2021	CBI Records Ck-Net	5.00
	Credit Card Credit	01/14/2021	Dri Trend Micro	-4.66
Total 2915 - 94.002 RSVP				3,063.37
30120 - VINTAGE 20/21				
31120 - Part B				
	Liability Check	02/01/2021	County Health Pool	884.45
	Liability Check	02/01/2021	County Health Pool	884.45
	Bill	01/31/2021	Colorado Legal Services (v){501(c)3	173.50
Total 31120 - Part B				1,942.40
31320 - Part C-1				
	Bill	01/31/2021	Pitkin County Senior Services	15,899.24
	Bill	01/31/2021	Grand County Senior Nutrition	10,141.61
	Bill	01/31/2021	Eagle County Public Health	6,624.25
	Bill	01/31/2021	Holy Grounds Coffee	817.23
	Bill	01/31/2021	Mansker Station {scorp}	585.00
Total 31320 - Part C-1				34,067.33
31420 - Part C-2				
	Bill	01/31/2021	Pitkin County Senior Services	1,534.20
	Bill	01/31/2021	Eagle County Public Health	1,305.06
	Bill	01/31/2021	Jackson County Council on Aging	417.00
	Bill	01/31/2021	Hester, Lindsey	385.00

	Type	Date	Name	Amount
	Bill	01/31/2021	Hester, Lindsey	35.00
Total 31420 - Part C-2				3,676.26
31620 - Part E				
	Bill	01/25/2021	Vintage Client	666.38
	Bill	02/28/2021	Vintage Client	393.19
	Bill	01/27/2021	Vintage Client	370.76
	Bill	01/31/2021	Vintage Client	315.00
	Bill	02/16/2021	Vintage Client	170.20
	Bill	01/31/2021	Vintage Client	139.15
	Bill	01/31/2021	Summit County Community & Senior Center	125.00
	Bill	01/31/2021	Vintage Client	100.00
	Bill	01/07/2021	Lenka's Loving Care {scorp}	90.00
	Bill	02/04/2021	Lenka's Loving Care {scorp}	90.00
	Bill	01/14/2021	Lenka's Loving Care {scorp}	78.75
	Bill	02/12/2021	Lenka's Loving Care {scorp}	78.75
	Bill	02/25/2021	Lenka's Loving Care {scorp}	78.75
	Bill	01/31/2021	Lenka's Loving Care {scorp}	78.75
	Bill	01/31/2021	Jackson County Council on Aging	60.00
	Bill	01/31/2021	Vintage Client	0.00
Total 31620 - Part E				2,834.68
32520 - Homestead Exemption				
	Bill	01/07/2021	Vintage Client	575.00
	Bill	02/22/2021	Vintage Client	485.00
	Bill	01/31/2021	Vintage Client	480.00
	Bill	02/22/2021	Vintage Client	440.00
	Bill	02/28/2021	Vintage Client	364.55
	Bill	02/28/2021	Vintage Client	290.95
	Bill	01/31/2021	Vintage Client	275.00
	Bill	01/28/2021	Peak Home Care, LLC{}	250.00
	Bill	01/31/2021	Vintage Client	207.00
	Bill	01/31/2021	Vintage Client	150.00
	Bill	01/31/2021	Vintage Client	150.00
	Bill	01/31/2021	Vintage Client	149.50
	Bill	02/28/2021	Vintage Client	147.20
	Bill	01/31/2021	Grand County Home Care	135.00
	Bill	02/28/2021	Vintage Client	134.55
	Bill	01/15/2021	Vintage Client	120.75
	Bill	02/28/2021	Vintage Client	120.00
	Bill	02/11/2021	Vintage Client	115.01
	Bill	01/31/2021	Grand County Home Care	105.00
	Bill	02/25/2021	Lenka's Loving Care {scorp}	101.25
	Bill	01/31/2021	Grand County Home Care	90.00
	Bill	01/31/2021	Vintage Client	87.40
	Bill	01/31/2021	Vintage Client	77.62
	Bill	02/28/2021	Vintage Client	46.00
	Bill	01/11/2021	Lenka's Loving Care {scorp}	45.00
	Bill	01/31/2021	Peterson, Maria Cecilia	43.97
	Credit Card Charge	01/18/2021	Xfinity Mobile	40.72
	Bill	01/05/2021	Vintage Client	39.67
	Bill	01/31/2021	Vintage Client	30.00
	Bill	02/24/2021	Vintage Client	26.41
	Bill	01/31/2021	Grand County Home Care	22.50
	Credit Card Charge	01/03/2021	City Market	18.93
	Bill	01/31/2021	Vintage Client	18.40
	Credit Card Charge	01/09/2021	Ace Hardware	3.24
Total 32520 - Homestead Exemption				5,385.62
33120 - State Admin				
	Bill	01/04/2021	Chocolate Software, LLC{scorp}	1,650.00
	Bill	02/03/2021	Chocolate Software, LLC{scorp}	1,080.00
	Credit Card Charge	01/11/2021	ZOOM.US	54.99
	Credit Card Charge	01/14/2021	FiveRR	52.50
	Credit Card Charge	01/21/2021	FiveRR	12.50
Total 33120 - State Admin				2,849.99
33220 - State Services				
	Bill	01/31/2021	DocuMart Copies and Printing	5,436.31
	Bill	01/31/2021	Mountain Family Center	4,261.00
	Bill	01/31/2021	Pitkin County Senior Services	3,617.03
	Bill	01/31/2021	Jackson County Council on Aging	3,463.67
	Bill	01/31/2021	Grand County Rural Health Network	3,333.33
	Bill	01/31/2021	Pitkin County Senior Services	3,000.00
	Liability Check	02/01/2021	County Health Pool	2,015.38
	Liability Check	01/01/2021	County Health Pool	2,004.06
	Bill	01/04/2021	LMR Consulting LLC(ind)	1,850.00
	Liability Check	01/01/2021	County Health Pool	1,641.93
	Liability Check	02/01/2021	County Health Pool	1,641.93

	Type	Date	Name	Amount
	Bill	01/31/2021	Summit County Community & Senior Center	1,450.00
	Bill	01/31/2021	Jackson County Council on Aging	1,247.05
	Bill	01/31/2021	Pitkin County Adult & Family Services	926.81
	Bill	01/31/2021	Jackson County Council on Aging	916.68
	Liability Check	01/01/2021	County Health Pool	884.45
	Liability Check	01/01/2021	County Health Pool	884.45
	Liability Check	02/01/2021	County Health Pool	852.75
	Bill	01/31/2021	Mountain Family Center	833.00
	Bill	02/16/2021	The 10th Frame	810.00
	Bill	02/28/2021	The Mad Moose	765.00
	Credit Card Charge	01/12/2021	Comfort Dental Silverthorne{LLP}	740.00
	Bill	02/03/2021	Enterprise Fleet Management	732.18
	Bill	02/01/2021	LMR Consulting LLC(ind)	650.00
	Bill	01/31/2021	Summit County Community & Senior Center	562.50
	Bill	01/31/2021	Summit County Community & Senior Center	562.50
	Bill	01/31/2021	Grand County Rural Health Network	500.00
	Liability Check	01/01/2021	County Health Pool	473.33
	Bill	01/31/2021	Eagle County Public Health	384.04
	Bill	01/31/2021	Winter Park Dental LLC(scorp)	222.00
	Credit Card Charge	01/29/2021	FiveRR	210.00
	Bill	01/31/2021	Summit County Community & Senior Center	174.43
	Bill	01/31/2021	Vintage Client	150.00
	Credit Card Charge	01/15/2021	Winter Park Dental LLC(scorp)	113.00
	Bill	02/04/2021	Verizon Wireless Services	97.91
	Bill	01/04/2021	Verizon Wireless Services	97.90
	Bill	01/20/2021	UNUM Life Insurance CO of America	77.08
	Bill	02/17/2021	UNUM Life Insurance CO of America	77.08
	Credit Card Charge	02/01/2021	SmartyStreets.com	50.00
	Bill	01/20/2021	UNUM Life Insurance CO of America	49.09
	Bill	02/17/2021	UNUM Life Insurance CO of America	49.09
	Bill	02/04/2021	Verizon Wireless Services	48.96
	Bill	01/04/2021	Verizon Wireless Services	48.95
	Bill	01/20/2021	UNUM Life Insurance CO of America	40.98
	Bill	02/17/2021	UNUM Life Insurance CO of America	40.98
	Bill	01/20/2021	UNUM Life Insurance CO of America	40.61
	Bill	02/17/2021	UNUM Life Insurance CO of America	40.61
	Credit Card Charge	02/03/2021	ZOOM.US	16.24
	Credit Card Charge	01/06/2021	US Postal Service	15.05
	Credit Card Charge	01/03/2021	MailChimp	14.99
	Credit Card Charge	02/03/2021	MailChimp	14.99
	Credit Card Charge	01/19/2021	CANVA	12.95
	Credit Card Credit	01/13/2021	Dri Trend Micro	-13.99
	Credit Card Credit	01/13/2021	Dri Trend Micro	-16.12
Total 33220 - State Services				48,112.16
34520 - HCPF Dental				
	Liability Check	01/01/2021	County Health Pool	11.32
Total 34520 - HCPF Dental				11.32
36020 - NWCCOG matching				
	Bill	02/09/2021	Age Friendly Foundation {reimburse}	145.00
	Credit Card Charge	01/24/2021	City Market	79.34
Total 36020 - NWCCOG matching				224.34
36720 - COVID CARES ACT Ombuds.				
	Credit Card Charge	01/17/2021	Comcast	55.41
	Credit Card Charge	01/22/2021	Xfinity Mobile	8.81
Total 36720 - COVID CARES ACT Ombuds.				64.22
Total 30120 - VINTAGE 20/21				99,168.32
3800- Econ Develop District				
3830 - EDA CARES Act				
	Bill	01/04/2021	Pitkin County {v}	10,000.00
	Bill	01/04/2021	Eagle County Government	10,000.00
	Bill	01/04/2021	Grand County {vendor}	10,000.00
	Bill	01/04/2021	Jackson County {vendor}	10,000.00
	Bill	01/04/2021	Summit County Govt {v}	10,000.00
	Bill	02/04/2021	WSW Consulting	1,867.50
Total 3830 - EDA CARES Act				51,867.50
3800- Econ Develop District - Other				
	Liability Check	01/01/2021	County Health Pool	2,015.38
	Liability Check	02/01/2021	County Health Pool	2,015.38
	Bill	01/29/2021	Axiom Group	520.00
	Bill	01/01/2021	Vail Valley Partnership {v}	325.00
	Bill	01/25/2021	Economic Development Council of Colorado	250.00
	Bill	01/20/2021	UNUM Life Insurance CO of America	63.21
	Bill	02/17/2021	UNUM Life Insurance CO of America	63.21
	Credit Card Credit	01/14/2021	Dri Trend Micro	-7.98
Total 3800- Econ Develop District - Other				5,244.20

Total 3800- Econ Develop District

4001-WX-Non Grant

4005 - CARE

Type	Date	Name	Amount
			57,111.70
Bill	02/18/2021	Eagle Rock Supply Co	7,485.61
Bill	02/18/2021	Eagle Rock Supply Co	6,179.78
Bill	02/23/2021	Piedmont Plastics	3,933.33
Bill	01/01/2021	BHW Associates	1,265.24
Bill	02/01/2021	BHW Associates	1,265.24
Bill	01/04/2021	Whirlpool Contract/Retail	1,112.00
Bill	01/15/2021	Whirlpool Contract/Retail	1,112.00
Bill	01/26/2021	Grand Junction Winair Co	1,048.98
Credit Card Charge	01/21/2021	Columbine Ford	927.03
Credit Card Charge	01/21/2021	Columbine Ford	927.03
Bill	01/31/2021	Wex Bank	860.70
Bill	01/08/2021	Whirlpool Contract/Retail	764.00
Bill	01/29/2021	Whirlpool Contract/Retail	698.00
Bill	01/29/2021	Whirlpool Contract/Retail	678.00
Bill	01/05/2021	Four Sprys Investments, LLC{s-corp}	651.72
Bill	01/21/2021	Four Sprys Investments, LLC{s-corp}	651.72
Bill	02/21/2021	Four Sprys Investments, LLC{s-corp}	651.72
Liability Check	01/01/2021	County Health Pool	644.92
Liability Check	02/01/2021	County Health Pool	644.92
Credit Card Charge	01/15/2021	Tequipment	588.00
Liability Check	01/01/2021	County Health Pool	525.42
Liability Check	01/01/2021	County Health Pool	525.42
Liability Check	01/01/2021	County Health Pool	525.42
Liability Check	02/01/2021	County Health Pool	525.42
Liability Check	02/01/2021	County Health Pool	525.42
Liability Check	02/01/2021	County Health Pool	525.42
Liability Check	01/01/2021	County Health Pool	523.73
Liability Check	02/01/2021	County Health Pool	523.73
Liability Check	01/01/2021	County Health Pool	523.42
Liability Check	02/01/2021	County Health Pool	523.42
Liability Check	01/01/2021	County Health Pool	283.02
Liability Check	01/01/2021	County Health Pool	283.02
Liability Check	02/01/2021	County Health Pool	283.02
Liability Check	02/01/2021	County Health Pool	283.02
Liability Check	02/01/2021	County Health Pool	283.02
Liability Check	01/01/2021	County Health Pool	282.26
Liability Check	02/01/2021	County Health Pool	282.26
Liability Check	01/01/2021	County Health Pool	281.95
Liability Check	01/01/2021	County Health Pool	281.95
Liability Check	02/01/2021	County Health Pool	281.95
Liability Check	02/01/2021	County Health Pool	281.95
Liability Check	01/01/2021	County Health Pool	281.80
Liability Check	02/01/2021	County Health Pool	281.80
Liability Check	01/01/2021	County Health Pool	281.64
Liability Check	02/01/2021	County Health Pool	281.64
Bill	01/04/2021	Verizon Wireless Services	273.56
Bill	02/04/2021	Verizon Wireless Services	273.54
Credit Card Charge	01/11/2021	Lowe's	239.44
Bill	02/23/2021	Piedmont Plastics	183.33
Check	01/06/2021	Enterprise Fleet Management	172.79
Bill	02/03/2021	Enterprise Fleet Management	172.79
Bill	02/05/2021	Grainger	143.48
Bill	01/26/2021	Showtime Sign & Shirt Co	126.40
Credit Card Charge	01/08/2021	Office Depot	118.36
Credit Card Charge	01/13/2021	Home Depot	109.88
Credit Card Charge	01/11/2021	Comfort Inn {vendor}	100.31
Credit Card Charge	01/11/2021	Comfort Inn {vendor}	100.31
Credit Card Charge	01/14/2021	Comfort Inn {vendor}	100.31
Credit Card Charge	01/14/2021	Lowe's	99.00
Credit Card Charge	01/26/2021	Lowe's	79.68
Credit Card Charge	01/05/2021	Comfort Inn {vendor}	76.19
Credit Card Charge	01/05/2021	Comfort Inn {vendor}	76.19
Credit Card Charge	01/11/2021	Mountain Chevrolet	69.29
Bill	02/18/2021	Eagle Rock Supply Co	51.56
Bill	02/18/2021	Eagle Rock Supply Co	51.56
Bill	02/18/2021	Eagle Rock Supply Co	50.00
Bill	02/18/2021	Eagle Rock Supply Co	50.00
Bill	02/11/2021	Laser Graphics{s-corp}	43.00
Credit Card Charge	01/07/2021	Lowe's	41.60
Credit Card Charge	01/19/2021	MJK Sales & Feed	39.17
Credit Card Charge	01/14/2021	Lowe's	38.04

Type	Date	Name	Amount
Liability Check	01/01/2021	County Health Pool	30.00
Liability Check	02/01/2021	County Health Pool	30.00
Credit Card Charge	01/26/2021	Lowes	28.13
Credit Card Charge	01/20/2021	65 STANDARD PLUMBING	27.87
Credit Card Charge	01/11/2021	Columbine Ford	26.33
Credit Card Charge	01/04/2021	Lowes	25.42
Bill	01/20/2021	UNUM Life Insurance CO of America	25.04
Bill	02/17/2021	UNUM Life Insurance CO of America	25.04
Bill	01/20/2021	UNUM Life Insurance CO of America	20.28
Bill	02/17/2021	UNUM Life Insurance CO of America	20.28
Credit Card Charge	01/15/2021	Walmart	19.98
Bill	01/29/2021	Rocky Mountain Drinking Water	19.82
Credit Card Charge	01/07/2021	Lowes	19.81
Credit Card Charge	01/26/2021	NAPA Auto	16.36
Bill	01/20/2021	UNUM Life Insurance CO of America	15.85
Bill	02/17/2021	UNUM Life Insurance CO of America	15.85
Bill	01/20/2021	UNUM Life Insurance CO of America	14.75
Bill	02/17/2021	UNUM Life Insurance CO of America	14.75
Bill	01/20/2021	UNUM Life Insurance CO of America	14.73
Bill	02/17/2021	UNUM Life Insurance CO of America	14.73
Credit Card Charge	01/20/2021	MJK Sales & Feed	14.58
Check	02/10/2021	Xcel Energy (vendor)	14.55
Bill	01/20/2021	UNUM Life Insurance CO of America	14.18
Bill	02/17/2021	UNUM Life Insurance CO of America	14.18
Bill	01/20/2021	UNUM Life Insurance CO of America	13.52
Bill	02/17/2021	UNUM Life Insurance CO of America	13.52
Bill	01/20/2021	UNUM Life Insurance CO of America	13.21
Bill	02/17/2021	UNUM Life Insurance CO of America	13.21
Credit Card Charge	01/06/2021	Lowes	12.47
Bill	01/20/2021	UNUM Life Insurance CO of America	12.39
Bill	02/17/2021	UNUM Life Insurance CO of America	12.39
Bill	01/20/2021	UNUM Life Insurance CO of America	11.81
Bill	02/17/2021	UNUM Life Insurance CO of America	11.81
Credit Card Charge	01/12/2021	Lowes	11.76
Bill	01/20/2021	UNUM Life Insurance CO of America	11.25
Bill	02/17/2021	UNUM Life Insurance CO of America	11.25
Bill	01/20/2021	UNUM Life Insurance CO of America	11.23
Bill	02/17/2021	UNUM Life Insurance CO of America	11.23
Bill	01/20/2021	UNUM Life Insurance CO of America	11.19
Bill	02/17/2021	UNUM Life Insurance CO of America	11.19
Bill	01/20/2021	UNUM Life Insurance CO of America	11.08
Bill	02/17/2021	UNUM Life Insurance CO of America	11.08
Bill	01/20/2021	UNUM Life Insurance CO of America	10.41
Bill	02/17/2021	UNUM Life Insurance CO of America	10.41
Bill	01/20/2021	UNUM Life Insurance CO of America	10.12
Bill	02/17/2021	UNUM Life Insurance CO of America	10.12
Credit Card Charge	01/08/2021	BestBuy.com	9.60
Credit Card Charge	01/28/2021	SQ	7.97
Liability Check	01/01/2021	County Health Pool	6.14
Liability Check	02/01/2021	County Health Pool	6.14
Credit Card Charge	01/26/2021	Silverthorne Car Wash	4.80
Credit Card Charge	01/27/2021	Lowes	3.67
Credit Card Charge	01/20/2021	65 STANDARD PLUMBING	3.28
Credit Card Charge	01/25/2021	Lowes	1.91
Credit Card Credit	01/14/2021	Dri Trend Micro	-7.98
Credit Card Credit	01/05/2021	Comfort Inn {vendor}	-9.62
Credit Card Credit	01/14/2021	Dri Trend Micro	-16.21
Credit Card Credit	01/13/2021	Dri Trend Micro	-40.48
Credit Card Credit	01/14/2021	Comfort Inn {vendor}	-100.31
Total 4005 - CARE			45,341.93

4010 - CIP

Bill	02/24/2021	High Country Mechanical Services, LLC	4,345.00
Bill	01/18/2021	Energy IQ Colorado	2,218.96
Bill	01/22/2021	Westland Distributing Inc	1,731.36
Bill	01/28/2021	Energy IQ Colorado	1,126.97
Bill	01/18/2021	Energy IQ Colorado	910.04
Bill	01/18/2021	Energy IQ Colorado	900.00
Bill	01/18/2021	Energy IQ Colorado	807.36
Bill	01/24/2021	Energy IQ Colorado	633.64
Bill	01/18/2021	Energy IQ Colorado	512.29
Bill	01/18/2021	Energy IQ Colorado	300.00
Bill	01/18/2021	Energy IQ Colorado	300.00
Credit Card Charge	01/25/2021	Park County Building Department	200.00
Bill	02/04/2021	Prater's Plumbing & Heating	166.63
Bill	01/15/2021	Charles D Jones Co	120.28

	Type	Date	Name	Amount
	Bill	01/07/2021	Charles D Jones Co	79.39
	Bill	01/25/2021	Charles D Jones Co	56.33
	Credit Card Charge	01/21/2021	Lowes	36.81
	Credit Card Charge	01/22/2021	Lowes	36.66
	Credit Card Charge	02/01/2021	Lowes	21.26
	Credit Card Charge	01/19/2021	Park County Building Department	3.95
	Credit Card Charge	01/25/2021	Park County Building Department	3.95
Total 4010 - CIP				14,510.88
4015 - BEECH				
	Bill	01/11/2021	Energy IQ Colorado	165.00
	Bill	01/11/2021	Energy IQ Colorado	110.00
	Credit Card Charge	01/26/2021	Amazon.com	109.99
	Credit Card Charge	01/20/2021	Lowes	45.92
Total 4015 - BEECH				430.91
Total 4001-WX-Non Grant				60,283.72
4020 - WX 20/21				
4330 - LEAP H&S				
	Credit Card Charge	01/25/2021	Charles D Jones Co	139.38
Total 4330 - LEAP H&S				139.38
4340 - LEAP OP				
	Bill	01/01/2021	BHW Associates	2,688.62
	Bill	02/01/2021	BHW Associates	2,688.62
	Bill	01/30/2021	Energy IQ Colorado	2,090.00
	Bill	01/08/2021	Westland Distributing Inc	2,069.74
	Bill	01/29/2021	Westland Distributing Inc	1,902.65
	Bill	01/07/2021	Grand Junction Winair Co	1,686.06
	Bill	01/30/2021	Energy IQ Colorado	1,490.00
	Bill	02/09/2021	Grand Junction Winair Co	1,476.12
	Bill	01/05/2021	Four Sprys Investments, LLC{s-corp}	1,384.91
	Bill	01/21/2021	Four Sprys Investments, LLC{s-corp}	1,384.91
	Bill	02/21/2021	Four Sprys Investments, LLC{s-corp}	1,384.91
	Bill	02/09/2021	Grand Junction Winair Co	1,384.48
	Liability Check	01/01/2021	County Health Pool	1,370.46
	Liability Check	02/01/2021	County Health Pool	1,370.46
	Bill	02/20/2021	Whirlpool Contract/Retail	1,121.00
	Liability Check	01/01/2021	County Health Pool	1,116.52
	Liability Check	01/01/2021	County Health Pool	1,116.52
	Liability Check	02/01/2021	County Health Pool	1,116.52
	Liability Check	02/01/2021	County Health Pool	1,116.52
	Liability Check	01/01/2021	County Health Pool	1,116.51
	Liability Check	02/01/2021	County Health Pool	1,116.51
	Liability Check	01/01/2021	County Health Pool	1,112.92
	Liability Check	02/01/2021	County Health Pool	1,112.92
	Liability Check	01/01/2021	County Health Pool	1,112.27
	Liability Check	02/01/2021	County Health Pool	1,112.27
	Bill	01/26/2021	Grand Junction Winair Co	929.99
	Liability Check	01/01/2021	County Health Pool	601.43
	Liability Check	01/01/2021	County Health Pool	601.43
	Liability Check	01/01/2021	County Health Pool	601.43
	Liability Check	02/01/2021	County Health Pool	601.43
	Liability Check	02/01/2021	County Health Pool	601.43
	Liability Check	02/01/2021	County Health Pool	601.43
	Liability Check	01/01/2021	County Health Pool	599.79
	Liability Check	02/01/2021	County Health Pool	599.79
	Liability Check	01/01/2021	County Health Pool	599.14
	Liability Check	01/01/2021	County Health Pool	599.14
	Liability Check	02/01/2021	County Health Pool	599.14
	Liability Check	02/01/2021	County Health Pool	599.14
	Liability Check	01/01/2021	County Health Pool	598.81
	Liability Check	02/01/2021	County Health Pool	598.81
	Liability Check	01/01/2021	County Health Pool	598.49
	Liability Check	02/01/2021	County Health Pool	598.49
	Bill	01/04/2021	Verizon Wireless Services	581.31
	Bill	02/04/2021	Verizon Wireless Services	581.30
	Check	01/06/2021	Enterprise Fleet Management	367.19
	Bill	02/03/2021	Enterprise Fleet Management	367.19
	Bill	02/05/2021	Grainger	304.88
	Credit Card Charge	02/03/2021	Lowes	282.62
	Bill	01/13/2021	Goodway Auto Repair LLC(partner)	257.63
	Bill	01/31/2021	Elmer Glass Co of Rifle Inc	216.73
	Bill	01/13/2021	Goodway Auto Repair LLC(partner)	200.38
	Credit Card Charge	01/05/2021	Comfort Inn {vendor}	161.91
	Credit Card Charge	01/25/2021	Valley Lumber Co	102.91
	Credit Card Charge	01/27/2021	Lowes	101.90
	Credit Card Charge	02/02/2021	Lowes	98.96

Type	Date	Name	Amount
Bill	01/08/2021	CIRSA	97.90
Credit Card Charge	01/07/2021	Lowe's	88.40
Credit Card Charge	01/13/2021	65 STANDARD PLUMBING	82.53
Bill	02/05/2021	Westland Distributing Inc	81.72
Credit Card Charge	01/14/2021	Lowe's	80.84
Credit Card Charge	01/21/2021	Glenwood Springs	77.45
Bill	01/04/2021	Crystal Clear Auto Glass & Windshield	70.00
Credit Card Charge	01/21/2021	Lowe's	64.98
Credit Card Charge	01/14/2021	Lowe's	64.52
Credit Card Charge	01/12/2021	Ace Hardware	63.93
Liability Check	01/01/2021	County Health Pool	63.74
Liability Check	02/01/2021	County Health Pool	63.74
Credit Card Charge	01/12/2021	Lowe's	54.98
Bill	01/20/2021	UNUM Life Insurance CO of America	53.21
Bill	02/17/2021	UNUM Life Insurance CO of America	53.21
Credit Card Charge	01/19/2021	Park County Building Department	50.00
Bill	01/20/2021	UNUM Life Insurance CO of America	43.09
Bill	02/17/2021	UNUM Life Insurance CO of America	43.09
Bill	02/03/2021	Laser Graphics(scorp)	43.00
Credit Card Charge	01/05/2021	City of Craig{vendor}	42.00
Credit Card Charge	01/26/2021	Lowe's	33.94
Bill	01/20/2021	UNUM Life Insurance CO of America	33.67
Bill	02/17/2021	UNUM Life Insurance CO of America	33.67
Credit Card Charge	02/02/2021	Lowe's	32.00
Bill	01/20/2021	UNUM Life Insurance CO of America	31.33
Bill	02/17/2021	UNUM Life Insurance CO of America	31.33
Bill	01/20/2021	UNUM Life Insurance CO of America	31.29
Bill	02/17/2021	UNUM Life Insurance CO of America	31.29
Check	02/10/2021	Xcel Energy (vendor)	30.91
Bill	01/20/2021	UNUM Life Insurance CO of America	30.14
Bill	02/17/2021	UNUM Life Insurance CO of America	30.14
Bill	01/12/2021	J&R Products, Inc.	30.00
Bill	01/20/2021	UNUM Life Insurance CO of America	28.74
Bill	02/17/2021	UNUM Life Insurance CO of America	28.74
Credit Card Charge	01/20/2021	Lowe's	28.22
Bill	01/20/2021	UNUM Life Insurance CO of America	28.06
Bill	02/17/2021	UNUM Life Insurance CO of America	28.06
Credit Card Charge	01/06/2021	Lowe's	26.49
Bill	01/20/2021	UNUM Life Insurance CO of America	26.33
Bill	02/17/2021	UNUM Life Insurance CO of America	26.33
Credit Card Charge	01/14/2021	Poncha Lumber	25.38
Credit Card Charge	01/14/2021	Poncha Lumber	25.37
Bill	01/20/2021	UNUM Life Insurance CO of America	25.11
Bill	02/17/2021	UNUM Life Insurance CO of America	25.11
Credit Card Charge	01/12/2021	Lowe's	24.98
Bill	01/20/2021	UNUM Life Insurance CO of America	23.90
Bill	02/17/2021	UNUM Life Insurance CO of America	23.90
Bill	01/20/2021	UNUM Life Insurance CO of America	23.86
Bill	02/17/2021	UNUM Life Insurance CO of America	23.86
Bill	01/20/2021	UNUM Life Insurance CO of America	23.77
Bill	02/17/2021	UNUM Life Insurance CO of America	23.77
Bill	01/20/2021	UNUM Life Insurance CO of America	23.56
Bill	02/17/2021	UNUM Life Insurance CO of America	23.56
Credit Card Charge	01/19/2021	Lowe's	22.92
Bill	01/20/2021	UNUM Life Insurance CO of America	21.50
Bill	02/17/2021	UNUM Life Insurance CO of America	21.50
Credit Card Charge	01/04/2021	Target	20.97
Credit Card Charge	01/26/2021	Valley Lumber Co	20.63
Credit Card Charge	01/26/2021	Valley Lumber Co	17.98
Credit Card Charge	01/28/2021	SQ	16.94
Credit Card Charge	01/25/2021	Valley Lumber Co	15.85
Liability Check	01/01/2021	County Health Pool	13.06
Liability Check	02/01/2021	County Health Pool	13.06
Credit Card Charge	01/14/2021	Walmart	11.00
Credit Card Charge	01/14/2021	Walmart	10.60
Credit Card Charge	01/26/2021	Silverthorne Car Wash	10.20
Credit Card Charge	01/08/2021	Silverthorne Car Wash	8.35
Credit Card Charge	01/27/2021	Lowe's	7.81
Credit Card Charge	01/25/2021	Lowe's	4.07
Credit Card Charge	01/14/2021	Bighorn Hardware	3.59
Credit Card Charge	01/27/2021	Valley Lumber Co	2.48
Credit Card Charge	01/20/2021	Apple Store	2.03
Bill	01/20/2021	UNUM Life Insurance CO of America	0.85
Bill	01/20/2021	UNUM Life Insurance CO of America	0.85
Credit Card Credit	01/05/2021	Comfort Inn {vendor}	-20.44

	Type	Date	Name	Amount
	Credit	01/05/2021	Quill Corporation	-27.99
	Credit Card Credit	01/05/2021	Comfort Inn {vendor}	-30.06
Total 4340 - LEAP OP				53,163.53
4440 - STX SOLAR OP				
	Bill	02/19/2021	Active Energies Solar, LLC	11,340.00
Total 4440 - STX SOLAR OP				11,340.00
4630 - DOE H&S				
	Credit Card Charge	01/06/2021	Lowes	148.81
	Credit Card Charge	01/25/2021	Lowes	100.70
	Credit Card Charge	01/05/2021	Lowes	74.62
	Credit Card Charge	01/04/2021	Lowes	15.94
	Credit Card Charge	01/06/2021	Lowes	12.00
Total 4630 - DOE H&S				352.07
4640 - DOE OP				
	Credit Card Charge	01/21/2021	Columbine Ford	1,969.95
	Credit Card Charge	01/21/2021	Columbine Ford	1,969.95
	Bill	01/31/2021	Wex Bank	1,828.99
	Credit Card Charge	01/28/2021	CDPHE	1,074.39
	Credit Card Charge	01/07/2021	Mountain Chevrolet	859.78
	Bill	01/15/2021	Summit Bookkeeping & Payroll, Inc	762.00
	Bill	02/15/2021	Summit Bookkeeping & Payroll, Inc	762.00
	Bill	01/08/2021	Eagle Rock Supply Co	291.60
	Bill	01/26/2021	Showtime Sign & Shirt Co	268.60
	Credit Card Charge	01/08/2021	Office Depot	251.50
	Credit Card Charge	01/11/2021	Comfort Inn {vendor}	213.16
	Credit Card Charge	01/11/2021	Comfort Inn {vendor}	213.16
	Credit Card Charge	01/14/2021	Comfort Inn {vendor}	213.16
	Credit Card Charge	01/27/2021	Amazon.com	210.67
	Credit Card Charge	01/05/2021	Comfort Inn {vendor}	161.91
	Credit Card Charge	01/19/2021	MJK Sales & Feed	148.63
	Credit Card Charge	01/11/2021	Mountain Chevrolet	147.25
	Credit Card Charge	01/06/2021	Lowes	128.91
	Credit Card Charge	01/20/2021	Comfort Inn {vendor}	119.49
	Credit Card Charge	01/20/2021	Comfort Inn {vendor}	119.49
	Credit Card Charge	01/20/2021	Comfort Inn {vendor}	119.49
	Bill	02/18/2021	Eagle Rock Supply Co	109.56
	Bill	02/18/2021	Eagle Rock Supply Co	109.56
	Bill	01/05/2021	Century Link	103.67
	Credit Card Charge	01/27/2021	Lowes	100.14
	Bill	01/08/2021	Eagle Rock Supply Co	96.00
	Credit Card Charge	01/04/2021	Lowes	93.88
	Credit Card Charge	01/05/2021	Lowes	93.00
	Credit Card Charge	01/04/2021	Lowes	90.32
	Credit Card Charge	01/05/2021	Lowes	89.00
	Credit Card Charge	01/04/2021	Bighorn Hardware	83.85
	Credit Card Charge	01/19/2021	MJK Sales & Feed	83.23
	Credit Card Charge	01/29/2021	Amazon.com	73.89
	Credit Card Charge	01/06/2021	Kum & Go	67.16
	Credit Card Charge	01/11/2021	Lowes	60.42
	Credit Card Charge	01/26/2021	Lowes	59.79
	Credit Card Charge	01/20/2021	65 STANDARD PLUMBING	59.21
	Credit Card Charge	01/11/2021	Columbine Ford	55.94
	Credit Card Charge	01/11/2021	CORPORATE TRANSLATE	53.86
	Credit Card Charge	01/28/2021	Lake County Building Dept	51.50
	Credit Card Charge	01/05/2021	Lowes	50.00
	Credit Card Charge	01/19/2021	Lowes	48.08
	Credit Card Charge	01/19/2021	MJK Sales & Feed	47.97
	Bill	01/14/2021	Laser Graphics(scorp)	43.00
	Bill	01/29/2021	Rocky Mountain Drinking Water	42.15
	Credit Card Charge	01/07/2021	Lowes	42.11
	Credit Card Charge	01/26/2021	NAPA Auto	34.78
	Credit Card Charge	01/20/2021	MJK Sales & Feed	30.98
	Credit Card Charge	01/05/2021	Lowes	28.00
	Bill	01/05/2021	Quill Corporation	27.99
	Credit Card Charge	01/25/2021	Lowes	27.00
	Credit Card Charge	01/05/2021	Ace Hardware	22.32
	Bill	01/20/2021	UNUM Life Insurance CO of America	22.11
	Bill	02/17/2021	UNUM Life Insurance CO of America	22.11
	Credit Card Charge	01/08/2021	BestBuy.com	20.39
	Credit Card Charge	01/07/2021	Lowes	19.98
	Credit Card Charge	01/27/2021	True Value Leadville	19.75
	Credit Card Charge	01/06/2021	Lowes	19.00
	Credit Card Charge	01/04/2021	Lowes	12.00
	Credit Card Charge	01/06/2021	Lowes	10.00
	Credit Card Charge	01/13/2021	Lowes	8.76

	Type	Date	Name	Amount
	Credit Card Charge	01/20/2021	65 STANDARD PLUMBING	6.98
	Credit Card Charge	01/07/2021	Lowes	4.28
	Credit Card Charge	01/09/2021	Apple Store	0.99
	Credit Card Credit	01/14/2021	Comfort Inn {vendor}	-213.16
Total 4640 - DOE OP				13,765.63
Total 4020 - WX 20/21				78,760.61
6100- Homeland Security				
6117 - SHSG 2017				
	Bill	01/15/2021	Summit Bookkeeping & Payroll, Inc	361.00
	Bill	02/15/2021	Summit Bookkeeping & Payroll, Inc	361.00
Total 6117 - SHSG 2017				722.00
6118 - SHSG 2018				
	Credit Card Credit	01/14/2021	Dri Trend Micro	-8.09
Total 6118 - SHSG 2018				-8.09
6119 - SHSG 2019				
	Bill	01/15/2021	Cancelosi Consulting, LLC	2,390.40
	Bill	01/31/2021	Cancelosi Consulting, LLC	1,219.20
	Bill	02/15/2021	Cancelosi Consulting, LLC	1,205.40
Total 6119 - SHSG 2019				4,815.00
6120 - SHSG 2020				
	Bill	01/02/2021	Lifesaving Systems{scorp}	4,101.75
Total 6120 - SHSG 2020				4,101.75
Total 6100- Homeland Security				9,630.66
6600-HCC Health Care Coalition				
6620 - HCC 2020-2021				
	Bill	01/12/2021	Marantino, Adalyn{ind}	5,300.00
	Bill	01/03/2021	Zangari, Julie	2,880.00
	Bill	02/02/2021	Zangari, Julie	2,880.00
	Bill	02/28/2021	Zangari, Julie	2,880.00
Total 6620 - HCC 2020-2021				13,940.00
Total 6600-HCC Health Care Coalition				13,940.00
RTCC Group				
5410 - Mobility Manager				
	Liability Check	01/01/2021	County Health Pool	879.61
	Liability Check	02/01/2021	County Health Pool	879.61
	Credit Card Credit	01/13/2021	Dri Trend Micro	-10.72
	Credit Card Credit	01/14/2021	Dri Trend Micro	-18.64
Total 5410 - Mobility Manager				1,729.86
5420-NEMT				
	Bill	02/01/2021	Blue Linen Creative Inc.{scorp}	1,125.00
	Bill	01/20/2021	UNUM Life Insurance CO of America	42.17
	Bill	02/17/2021	UNUM Life Insurance CO of America	42.17
	Credit Card Credit	01/13/2021	Dri Trend Micro	-8.04
Total 5420-NEMT				1,201.30
Total RTCC Group				2,931.16
Total * COG PROGRAM FUNDS				553,506.56
5000- EXTERNAL PROGRAMS				
5100- QQ				
	Bill	01/05/2021	Rocky Mountain Climate Organization	10,000.00
	Bill	01/14/2021	Dynamic Planning + Science{scorp}	5,715.25
	Bill	01/05/2021	Sullivan Green Seavy, LLC	4,200.00
	Bill	02/03/2021	Sullivan Green Seavy, LLC	4,200.00
	Bill	02/01/2021	Colorado Water Congress	1,131.00
	Bill	02/03/2021	Dynamic Planning + Science{scorp}	1,050.00
	Bill	01/04/2021	Lane Wyatt, Inc	225.00
Total 5100- QQ				26,521.25
5110- Q/Q-CWCB				
	Bill	02/28/2021	Fountainhead Consulting LLC{ind}	2,480.00
	Bill	01/25/2021	Fountainhead Consulting LLC{ind}	2,300.00
	Bill	02/28/2021	Fountainhead Consulting LLC{ind}	512.00
	Bill	01/25/2021	Fountainhead Consulting LLC{ind}	-62.25
Total 5110- Q/Q-CWCB				5,229.75
8200- SWQC				
	Bill	01/06/2021	Lane Wyatt, Inc	2,125.00
	Bill	01/06/2021	Lane Wyatt, Inc	173.28
	Bill	01/06/2021	Lane Wyatt, Inc	150.00
	Bill	01/06/2021	Lane Wyatt, Inc	16.10
Total 8200- SWQC				2,464.38
Total 5000- EXTERNAL PROGRAMS				34,215.38
8800- Northwest Loan Fund				
	Liability Check	01/01/2021	County Health Pool	876.05
	Liability Check	02/01/2021	County Health Pool	876.05
	Credit Card Charge	01/26/2021	NLF Client	401.00
	Credit Card Charge	01/15/2021	TIK TOK INK, LLC	198.00
	Bill	01/15/2021	Summit Bookkeeping & Payroll, Inc	155.00

Type	Date	Name	Amount
Bill	02/15/2021	Summit Bookkeeping & Payroll, Inc	155.00
Bill	01/04/2021	Verizon Wireless Services	106.86
Bill	02/04/2021	Verizon Wireless Services	106.86
Bill	01/04/2021	Summit Bookkeeping & Payroll, Inc	79.32
Bill	01/20/2021	UNUM Life Insurance CO of America	70.32
Bill	02/17/2021	UNUM Life Insurance CO of America	70.32
Credit Card Charge	01/25/2021	Experian	52.00
Liability Check	01/01/2021	County Health Pool	49.50
Liability Check	02/01/2021	County Health Pool	49.50
Bill	01/20/2021	UNUM Life Insurance CO of America	45.09
Bill	02/17/2021	UNUM Life Insurance CO of America	45.09
Credit Card Charge	01/01/2021	Google SVCSAPPS	24.00
Credit Card Charge	02/01/2021	Google SVCSAPPS	24.00
Credit Card Charge	01/06/2021	UPS	4.57
Credit Card Charge	01/03/2021	Apple Store	0.99
Credit Card Charge	02/03/2021	Apple Store	0.99
Credit Card Charge	01/15/2021	TIK TOK INK, LLC	
Credit Card Credit	01/14/2021	Dri Trend Micro	-8.09
			<hr/>
Total 8800- Northwest Loan Fund			3,382.42

Total 8800- Northwest Loan Fund

9000- Internal Service Funds

9100 - Indirect

Bill	01/26/2021	Southern Cross Network Cabling LLC(p)	15,100.00
Bill	01/01/2021	Axiom Group	4,985.00
Bill	02/01/2021	Axiom Group	4,985.00
Credit Card Charge	01/24/2021	Intuit	3,760.00
Bill	01/15/2021	Summit Bookkeeping & Payroll, Inc	2,810.00
Bill	02/15/2021	Summit Bookkeeping & Payroll, Inc	2,810.00
Credit Card Charge	01/12/2021	TECHSOUP	2,520.00
Bill	01/28/2021	GoliathTech LLC {Ind}	1,865.00
Liability Check	01/01/2021	County Health Pool	1,647.33
Liability Check	02/01/2021	County Health Pool	1,647.33
Bill	02/19/2021	US Bancorp Equipment Finance, Inc.	1,332.70
Bill	01/01/2021	CIRSA	1,000.00
Liability Check	01/01/2021	County Health Pool	884.45
Liability Check	02/01/2021	County Health Pool	884.45
Bill	01/01/2021	8x8	823.25
Bill	02/01/2021	8x8	743.06
Bill	02/15/2021	Summit Bookkeeping & Payroll, Inc	645.00
Bill	02/15/2021	Summit Bookkeeping & Payroll, Inc	504.00
Bill	02/23/2021	Pitney Bowes	465.84
Bill	02/01/2021	Certify	360.00
Bill	01/05/2021	Sullivan Green Seavy, LLC	335.50
Bill	01/01/2021	Morning Star Elevator(v){s-corp}	317.00
Bill	01/01/2021	Certify	315.00
Bill	01/25/2021	Xcel Energy (vendor)	255.12
Bill	01/04/2021	Comcast	243.82
Credit Card Charge	01/02/2021	Google SVCSAPPS	226.00
Credit Card Charge	02/02/2021	Google SVCSAPPS	224.05
Bill	02/26/2021	Health Promotion Management{c-corp}	200.00
Bill	01/19/2021	Comcast	194.90
Bill	02/19/2021	Comcast	194.90
Bill	01/26/2021	Quill Corporation	125.43
Bill	02/09/2021	Quill Corporation	122.31
Bill	02/15/2021	Summit Bookkeeping & Payroll, Inc	120.64
Credit Card Charge	01/05/2021	IBACKUP.COM	108.82
Bill	01/20/2021	UNUM Life Insurance CO of America	93.32
Bill	02/17/2021	UNUM Life Insurance CO of America	93.32
Bill	02/22/2021	Quill Corporation	75.76
Bill	02/08/2021	Quill Corporation	73.99
Bill	02/05/2021	Quill Corporation	73.00
Bill	01/29/2021	Rocky Mountain Drinking Water	61.98
Credit Card Charge	01/18/2021	Constant Contact	55.00
Bill	01/20/2021	UNUM Life Insurance CO of America	47.99
Bill	02/17/2021	UNUM Life Insurance CO of America	47.99
Bill	01/20/2021	UNUM Life Insurance CO of America	46.25
Bill	02/17/2021	UNUM Life Insurance CO of America	46.25
Bill	02/10/2021	Quill Corporation	34.99
Bill	01/26/2021	Quill Corporation	31.00
Bill	01/26/2021	Quill Corporation	24.48
Bill	02/05/2021	Quill Corporation	17.06
Credit Card Charge	01/27/2021	ZOOM.US	15.42
Credit Card Charge	01/05/2021	Hostgator.com	11.95
Credit Card Charge	01/01/2021	IBACKUP.COM	9.95
Credit Card Charge	02/01/2021	IBACKUP.COM	9.95
Credit Card Credit	01/14/2021	Dri Trend Micro	-8.09

	Type	Date	Name	Amount
	Credit Card Credit	01/13/2021	Dri Trend Micro	-18.75
	Credit Card Credit	01/13/2021	Dri Trend Micro	-32.20
	Bill	01/04/2021	Verizon Wireless Services	-100.01
	Credit	01/06/2021	Quill Corporation	-371.75
Total 9100 - Indirect				53,094.75
9200 - Office Condo				
	Bill	02/24/2021	Henry J. Stirt Woodwork and Design	1,550.00
	Bill	02/09/2021	Quality Choice Electric LLC	1,505.38
	Bill	01/01/2021	Enterprise Commercial Center Condo Assoc	1,390.57
	Bill	02/01/2021	Enterprise Commercial Center Condo Assoc	1,390.57
	Bill	02/03/2021	Team Clean(S-corp)	325.00
	Check	02/10/2021	Xcel Energy (vendor)	208.41
Total 9200 - Office Condo				6,369.93
9400 - Motor Pool				
	Check	01/06/2021	Enterprise Fleet Management	732.18
	Bill	02/11/2021	CIRSA	500.00
	Bill	01/15/2021	Summit Bookkeeping & Payroll, Inc	192.00
	Bill	02/15/2021	Summit Bookkeeping & Payroll, Inc	192.00
	Bill	01/31/2021	Wex Bank	47.69
Total 9400 - Motor Pool				1,663.87
Total 9000- Internal Service Funds				61,128.55
TOTAL				652,232.91

Northwest Colorado Council
Summary Balance Sheet
As of December 31, 2020

1:09 PM
03/10/2021
Accrual Basis
Dec 31, 20

ASSETS

Current Assets

Checking/Savings	3,076,268.32
Accounts Receivable	825,443.78
Other Current Assets	870,515.61

Total Current Assets 4,772,227.71

Fixed Assets 846,412.00

Other Assets 2,035,324.21

TOTAL ASSETS 7,653,963.92

LIABILITIES & EQUITY

Liabilities

Current Liabilities

Accounts Payable	87,769.64
Credit Cards	17,170.41
Other Current Liabilities	1,563,726.42

Total Current Liabilities 1,668,666.47

Long Term Liabilities 616,366.01

Total Liabilities 2,285,032.48

Equity 5,368,931.44

TOTAL LIABILITIES & EQUITY 7,653,963.92

NWCCOG

STATEMENT OF REVENUES AND EXPENDITURES 12/31/2020

100% of the year

	2020 REVENUE BUDGET	REVENUE YTD ACTUAL	REVENUE BUDGET TO ACTUAL	2020 EXPENSE BUDGET	EXPENSES YTD ACTUAL	EXPENSES BUDGET TO ACTUAL	2020 NET BUDGET	REVENUES OVER EXPENSES ACTUAL	Beginning of Year RESERVED PROGRAM FUNDS	End of Year RESERVED PROGRAM FUNDS	
COG PROGRAM FUNDS											
Core Programs											
REGIONAL BUSINESS	398,947	377,231	95%	411,718	421,431	102%	(12,771)	(44,200)			(44,200.20)
BroadBand	1,515,000	167,548	11%	1,564,251	227,874	15%	(49,251)	(60,326)			(60,326.34)
Project Thor		1,961,193			2,207,343			(246,151)			(246,150.78)
ELEVATOR INSPECTION	1,030,000	1,359,965	132%	863,615	897,410	104%	166,385	462,555	22,500	22,500	462,555.11
ADRC- CO HLTH FOUND		0			0			0			-
RSVP-VOLUNTEERS		58,606			58,606		0	0			-
SHIP- Insurance Consulting		29,812			29,812		0	0			-
SMP		0			0			0			-
AGE/NUTRITION (non-Grant)							0	0	13,221	13,221	-
AGE/NUTRITION (State FY 19/20)	720,473	588,016	82%	720,473	588,016	82%	0	0			-
AGE/NUTRITION (State FY 20/21)	720,473	993,303	138%	720,473	993,303	138%	0	0			-
AGE/NUTRITION TOTAL	1,440,946	1,669,737	110%	1,440,946	1,669,737	116%	0	0	13,221	13,221	0
WATERSHED SERVICES	19,800	9,914	50%	19,800	9,914	50%	0	0			-
ECONOMIC DEVELOPMENT DIST	145,000	213,881	148%	145,000	213,881	148%	0	0			-
WEATHER (Other)		17,374			0		0	17,374	-	17,374	17,374.23
WESTHER -BEECH					25,605			(25,605)	-	(25,605)	(25,605.44)
WEATHER (NCARE)					50,445		0	(50,445)	44,228	(6,217)	(50,445.26)
WEATHER (Machebeuf)							0	0	(143)	(143)	-
WEATHER CARE		562,869			561,627		0	1,242	172,078	173,320	1,242.12
WEATHER NEAP								0	-	0	-
WEATHER CIP		54,130			50,250		0	3,880	(2,891)	989	3,879.66
WEATHER COVID		25,000			25,000		0	0			-
WEATHER (State FY19-20)	901,701	586,334	65%	901,701	586,334	65%	0	0			-
WEATHER (State FY20-21)	901,701	751,253	83%	901,701	751,253	83%	0	0			-
ENERGY MANAGEMENT TOTAL	1,803,402	1,996,960	74%	1,803,402	2,050,515	114%	0	(53,555)	213,273	159,718	(53,554.69)
Other COG Programs											
HOMELAND SECURITY	247,269	227,241	92%	227,241	227,241	100%	20,028	0			0.10
CO HEALTH CARE COALITION	211,511	218,070		211,511	218,070		0	0			-
CO BARK BEETLE COOPERATIVE							0	0			-
NWCCoG FOUNDATION					20		0	(20)			(20.00)
SBDC							0	0			-
REGIONAL TRANSPORTATION CC	655,190	305,290	47%	634,299	305,290	48%	20,891	0			-
Total COG Program Funds	7,467,065	8,507,030	114%	7,321,783	8,448,726	115%	145,282	58,303	248,994	195,439	58,303
EXTERNAL PROGRAM FUNDS											
WATER QUALITY/QUANTITY	159,155	228,986	144%	159,155	222,727	140%	0	6,259	108,415	114,674	6,258.94
SWQC	33,000	30,250	92%	34,915	32,524	93%	(1,915)	(2,274)	30,166	27,892	(2,273.69)
Total External Program Funds	192,155	259,236	135%	194,070	255,250	132%	(1,915)	3,985	138,581	142,566	3,985.25
Total Program Funds	7,659,220	8,766,265	114%	7,515,853	8,703,977	116%	143,367	62,288	387,575	338,006	62,288.45
REGIONAL LOAN FUND	650,000	2,255,724	347%	643,263	2,084,382	321%	6,737	171,341	3,065,208	3,236,549	171,341.45
INTERNAL SERVICE FUNDS											
INDIRECT	353,011	383,227	109%	335,456	448,127	127%	17,555	(64,900)	(30,075)	(94,976)	(64,900.35)
COG BUILDING FUND	83,786	83,786	100%	74,960	73,689	88%	8,826	10,097	61,279	71,376	10,097.13
MOTOR POOL	15,000	7,430	50%	34,832	15,197	101%	(19,832)	(7,768)	80,473	72,705	(7,767.80)
Total Service Funds	451,797	474,443	105%	445,248	537,014	121%	6,549	(62,571)	111,677	49,106	(62,571.02)
COG FUNDS Subtotal	8,761,017	11,496,432	131%	8,604,364	11,325,373	129%	156,653	171,059	3,564,460	3,623,661	171,058.88

10 September 2019

**MEMBER
JURISDICTIONS**

City of Glenwood
Springs

City of Steamboat
Springs

EAGLE COUNTY

Avon
Basalt
Eagle
Gypsum
Minturn
Red Cliff
Vail

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JACKSON COUNTY

Walden

PITKIN COUNTY

Aspen
Snowmass Village

SUMMIT COUNTY

Breckenridge
Blue River
Dillon
Frisco
Montezuma

Senator Michael Bennet
261 Russell Senate Building
Washington, DC 20510

Dear Senator Michael Bennet,

Active management of our national forests is vital to the public safety, local economies and to the sustainability of mountain communities which host millions of year-round visitors.

This is why, as Congress completes action on FY2020 appropriations bills, we request that you advocate strenuously for the "Fire Fix" dollars to return to the many uses from which they originated—specifically recreation management, roads, trails, fire mitigation and forestry. You should not let these funds become a bargaining chip during the appropriations process or siphoned off by special interests. You fought hard for this solution to rebalance USFS funding. Now it is time to see that funding returns to the broad purposes of the National Forests which have been neglected.

Thank you to representatives from Senator Gardner and Bennet's offices for including Northwest Colorado Council of Governments (NWCCOG) and Colorado Association of Ski Towns (CAST) in two conference calls this summer, allowing us to provide input on the Ski Area Fee Retention Bill. Our ongoing request regarding that bill continues to be that uses for the additional funds be expanded to meet many other deferred management needs within each National Forest, specifically all forms of recreation management including "front country ranger staff" and travel management which our members continue to fund in the absence of federal dollars. We are not opposed to Ski Fees being retained by impacted national forests, though we believe that to utilize the ski fee funds only for review of ski area permitting is far too narrow a purpose when so many critical USFS operations have been severely underfunded for a decade. Our position on the bill has not changed significantly since our July 26, 2018 letter on the same topic when local governments around the White River National Forest alone were poised to foot an annual bill of over \$300,000 in 2019 to fund local "front country ranger" staff. In 2019, Summit County alone is spending an additional \$450,000 when the cost of fire mitigation and paying for USFS contractors to complete fire mitigation projects on the national forest is included. Though not a member of NWCCOG, Denver Water spends \$3-\$4 million for fire mitigation on USFS lands across our region as well. This is such an urgent matter that every one of the contributing entities appears poised to budget again in 2020 in the absence of any clarity from Congress on this topic. When we confirmed these numbers with Denver Water, they asked to sign on to this document to underscore what the 28 other local jurisdictions wish to communicate to you.

We ask that you advocate for the FY2020 fire fix funds to be directed to Colorado National Forests to be spent in a balanced, locally appropriated manner to address many of the deferred management needs in our National Forests. At our August 2019 NWCCOG Council meeting our membership voted to re-directed our focus from the Ski Area Fee Retention bill, which we do not believe will proceed without broader support to the considerably more urgent matter of advocating that you shepherd the return of "Fire Fix" dollars to the USFS and restore full funding to the USFS.

We understand that the wood products industry has also suffered, but so have our citizens for whom the forest is their front yard and livelihood. Colorado is not the Northwest or the Southeast. Our forest "crop" is not board-feet. Our "crop" is the more than 20 million tourists who enjoy a variety of experiences on the national forests in the central and northern Colorado high country, who expect a high-quality recreation experience on public lands, as well as community safety which critically extends to active management of our surrounding National Forests. Fire borrowing put us years behind by diverted funds from active fire mitigation preparations which are critical to protecting our people, water supply, community infrastructure, and economy, leaving our forests in a situation of acute risk, and our increasing visitor impacts dangerously under-managed.

One of the five national forests within our region is the most visited in the entire country, White River National Forest, enjoyed by over 15 million people from around the U.S and the world. Each of the neighboring forests shares these challenges. We believe that funding for well-managed public lands are a federal responsibility, and that decisions about management needs within a specific forest district are best made on the ground, at a local level, by USFS staff working closely with the public and other partners. Our communities continue to be good neighbors by participating in those processes and by funding gaps in federal responsibility from their own coffers because the underfunding of recreation management continues to degrade this precious national resource.

We urge you to act to protect the "Fire Fix" funding through the appropriations process in Congress and then tell Secretary Purdue how important and transformative these funds could be to our 28 municipal and county jurisdictions.

Thank You, Sincerely,



Karn Stiegelmeier, NWCCOG Council Chair



James S. Lochhead, CEO/Manager, Denver Water

CC: The Membership (see letterhead), Senator Cory Gardner, Congressman Joe Neguse, Congressman Scott Tipton

10 September 2019

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Snowmass Village

SUMMIT COUNTY

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Montezuma

Senator Cory Gardner
354 Russell Senate Office Building
Washington, DC 20510

Dear Senator Cory Gardner,

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This is why, as Congress completes action on FY2020 appropriations bills, we request that you advocate strenuously for the "Fire Fix" dollars to return to the many uses from which they originated—specifically recreation management, roads, trails, fire mitigation and forestry. You should not let these funds become a bargaining chip during the appropriations process or siphoned off by special interests. You fought hard for this solution to rebalance USFS funding. Now it is time to see that funding returns to the broad purposes of the National Forests which have been neglected.

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We urge you to act to protect the "Fire Fix" funding through the appropriations process in Congress and then tell Secretary Purdue how important and transformative these funds could be to our 28 municipal and county jurisdictions.

Thank You, Sincerely,



Karn Stiegelmeier, NWCCOG Council Chair



James S. Lochhead, CEO/Manager, Denver Water

CC: The Membership (see letterhead), Senator Michael Bennet, Congressman Joe Neguse, Congressman Scott Tipton

10 September 2019

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Aspen
Snowmass Village

SUMMIT COUNTY

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Montezuma

Congressman Joe Neguse
1419 Longworth HOB
Washington, DC 20515

Dear Congressman Joe Neguse,

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This is why, as Congress completes action on FY2020 appropriations bills, we request that you advocate strenuously for the "Fire Fix" dollars to return to the many uses from which they originated—specifically recreation management, roads, trails, fire mitigation and forestry. You should not let these funds become a bargaining chip during the appropriations process or siphoned off by special interests. You fought hard for this solution to rebalance USFS funding. Now it is time to see that funding returns to the broad purposes of the National Forests which have been neglected.

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Thank You, Sincerely,



Karn Stiegelmeier, NWCCOG Council Chair



James S. Lochhead, CEO/Manager, Denver Water

CC: The Membership (see letterhead), Senator Cory Gardner, Senator Michael Bennet, Congressman Scott Tipton

10 September 2019

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Aspen
Snowmass Village

SUMMIT COUNTY

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Montezuma

Congressman Scott Tipton
218 Cannon HOB
Washington, DC 20515

Dear Congressman Scott Tipton,

Active management of our national forests is vital to the public safety, local economies and to the sustainability of mountain communities which host millions of year-round visitors.

This is why, as Congress completes action on FY2020 appropriations bills, we request that you advocate strenuously for the "Fire Fix" dollars to return to the many uses from which they originated—specifically recreation management, roads, trails, fire mitigation and forestry. You should not let these funds become a bargaining chip during the appropriations process or siphoned off by special interests. You fought hard for this solution to rebalance USFS funding. Now it is time to see that funding returns to the broad purposes of the National Forests which have been neglected.

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Thank You, Sincerely,



Karn Stiegelmeier, NWCCOG Council Chair



James S. Lochhead, CEO/Manager, Denver Water

CC: The Membership (see letterhead), Senator Cory Gardner, Senator Michael Bennet, Congressman Joe Neguse



July 26, 2018

**MEMBER
JURISDICTIONS**

City of Glenwood
Springs

City of Steamboat
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Aspen
Snowmass Village

SUMMIT COUNTY

Breckenridge
Blue River
Dillon
Frisco
Montezuma

Senator Cory Gardner
Senator Michael Bennet
Congressman Jared Polis
Congressman Scott Tipton

Dear Colorado Delegation,

Thank you for representing our region, and for your recent efforts to provide a “fire funding fix” to the United States Forest Service (USFS) fire formula. The escalating cost of fighting fire has imperiled the operational effectiveness of the USFS in recent years, and impaired the organization’s ability to manage the national forests as premier public assets and multi-use natural resources.

Municipalities and counties in the northwest Colorado region adjacent to the White River National Forest (WRNF) know how important active management of forest assets is to public safety, and local economies, and to the sustainability of hosting nearly 15 million year-round visitors annually. We coordinate very closely with the 5 WRNF ranger districts and are concerned that without further Congressional engagement to shepherd this fire funding fix “dividend” back into front country recreation programs and forest management (including fire mitigation) that success may be squandered.

In spite of Good Neighbor investment by local communities, we believe that decreased USFS funding has meant that the National Forests often fail to match the high management standards expected by our local communities. This places the natural resource and the visitor experience at risk. Our mountain communities invest heavily in creating a world-class experience on our local public trails, parks and open spaces. We have strived in high country Colorado, as Wallace Stegner challenged Westerners to do, “to create a society to match our scenery.” Many local jurisdictions have been backfilling USFS staffing budgets for a variety of front country ranger roles which were fully funded by the USFS not so long ago. Lately the forest isn’t being managed to match our society.

As an example, one WRNF Ranger District recently announced closure of two campgrounds with the possibility of more closures. That district is spending 14% of what it was a decade ago on front country recreation management, and this summer only has one full-time seasonal employee. In 2008, that district funded 7 FTE dedicated to front country management. A difference in investment, \$270,000 in 2008 to \$40,000 in 2018, contrasts with a steep increase in user days during all seasons, including a housing affordability problem impacting nearby forests while broad forest health issues go largely unmitigated. The lack of field-level management places those lands at increased risk for fire and being loved-to-death.

It is distressing that the #1 most visited National Forest in the nation, which sends \$24,000,000 in revenues from skier area fees annually to the Federal Government, can only afford to fund one seasonal ranger to manage one of the busiest recreation programs in the nation. Though the Ski Area Retention bill highlights one key relationship with ski areas that is undermanaged, and would keep revenues from skier area fees local, we believe is too narrowly focused a solution to address the manifold operational challenges facing the WRNF and other heavily impacted national forests.

Jurisdictions in the Northwest Colorado Council of Governments region are adjacent to the Medicine Bow-Routt National Forest, the Arapaho and Roosevelt National Forest, the Pike and San Isabel National Forest, the Gunnison National Forest as well as the White River National Forest which is the specific subject of this letter. Restoring funding is important to communities, large and small adjacent to each of these National Forests.

The counties listed below have been good neighbors to the WRNF by dedicating significant resources to the USFS and partner entities like the Rocky Mountain Youth Corps that do work on the national forests. Investments include fire mitigation activities on private and public properties adjacent to National Forest and assisting in enforcement during high wildfire risk seasons. These efforts are in addition to those captured in this table below, which lists some examples of direct investment to backfill WRNF staffing in recent years, including:

Summit County (2018) (8 entities)	\$86,000/year	Seasonal USFS patrol, fire prevention
Garfield County (2015 - 2017)	\$5,000-\$22K/year	Supplemental staffing for Hanging Lake
Pitkin County (2014-2018)	\$9,000-\$78,000/year	Trail, forest treatment, prescribed fire
Eagle County entities (prop for 2019)	\$0 -\$147,000/year	Front Country Ranger Program

Despite these close relationships and willingness to provide municipal and County resources to help manage recreation programs, it is worth noting that this "bake sale" approach to USFS management cannot last forever. These communities will always be good neighbors, but as markets rise and fall, it cannot be said for certain whether such financial capacity will continue. These lands are enjoyed by people from across the country. A well-funded Forest Service is a federal responsibility.

We urge the Colorado Congressional delegates representing USFS lands to advocate with the Appropriations Committee to increase the USFS funding to key management areas mentioned above, to weigh in on this matter with Secretary Purdue, and to consider amending or replacing the Ski Area Retention Bill with a broader solution that restores funding and operational effectiveness to district rangers across all forests.

Thank you for your consideration.


Karin Stiegelmeier, NWCCOG Council Chair


8/03/2018

Date


Kathy Chandler-Henry, Eagle County Chair

08.24.2018

Date


Don Gibbs, Summit County Chair

8/03/2018

Date


Merritt Linke, Grand County Chair

Date


Patti Clapper, Pitkin County Chair

08-16-18

Date


Eric Mamula, Town of Breckenridge Mayor

8.21.18

Date


Anne McKibbin, Town of Eagle Mayor

8/17/2018

Date


Phillip Vandernail, Town of Fraser Mayor


9/11/2018

Date


Dave Chapin, Town of Vail Mayor

8-24-2018

Date


Markey Butler, Town of Snowmass Village Mayor

9/7/18

Date


Gary Wilkinson, Town of Frisco Mayor

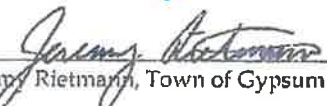
8/24/18

Date


Greg Clifton, Colorado Association of Ski Towns President


8/23/18

Date


Jeremy Rietmann, Town of Gypsum Manager

8-16-18

Date


Matt Scherr, Town of Minturn Mayor

9/13/2018

Date


Carolyn Skowrya, Town of Dillon Mayor

8/28/2018

Date


Jim White, Town of Grand Lake Mayor **MANAGER**

8/24/18

Date


Jennie Fancher, Town of Avon Mayor

8/24/18

Date


Jacques Whitsitt, Town of Basalt Mayor

9-11-18

Date

Elaina West

Subject: FW: Mountain Migration survey - response count

From: Wendy Sullivan <wendy@wsconsult.com>

Sent: Tuesday, March 16, 2021 12:48 PM

To: wendy@wsconsult.com <wendy@wsconsult.com>

Cc: Rees Consulting, Inc. <melanie@reesconsultinginc.com>; Jon Stavney <jstavney@nwccog.org>; Margaret Bowes <mbowes@coskitowns.com>; Kim Bell Williams <kim.williams@eaglecounty.us>; Tamara.Pogue@summitcountyco.gov; kathimeyer@comcast.net; lcarrson@telluride-co.gov; Keith Riesberg <kriesberg@wpgov.com>; kmeyer@steamboatsprings.net; Ellen Sassano <ellen.sassano@pitkincounty.com>; AmyP@summithousing.us; Mike Bordogna <mikeb@sanmiguelcountyco.gov>

Subject: Re: Mountain Migration survey - response count

Warning! This message was sent from outside your organization and we are unable to verify the sender.

[Allow sender](#) | [Block sender](#)

Dear Mountain Migration work group,

We continue to climb in responses - your hard work is paying off! Thank you!

	Eagle County	Grand County	Pitkin County	Routt County	San Miguel County	Summit County	Grand Total
FT total	253	588	154	342	398	904	2,639
PT total	28	196	30	63	38	352	707
TOTAL	281	784	184	405	436	1,256	3,346

We have great part-time response in Grand County and Summit County in particular. I am aware of some pending releases still to occur in Routt County (non-profit) and Pitkin County (Board of Realtors) and San Miguel County (County assessor emails), which should help.

We appreciate your thoughts (or insight) into other avenues to reach part-time and new residents in the counties with smaller part-time samples (e.g. under 100).

Thanks again for your help - we have two weeks left and are doing great!

Best,
Wendy
(303) 579-6702

On Mar 5, 2021, at 12:47 PM, Wendy Sullivan <wendy@wsconsult.com> wrote:

Dear Mountain Migration work group,

Thank you for all of the hard work that you have done so far!

We are off to a start with our survey response collection - as you can see, some areas hit the ground running stronger than others.

I will send each of you a summary of outreach from our end (Melanie, myself, Margaret and Jon) and what is in the pipeline. I would also like to learn what you know and then touch base on additional outreach opportunities and options, where needed.

	Eagle County	Grand County	Pitkin County	Routt County	San Miguel County	Summit County	TOTAL
FT total	21	460	45	32	272	170	1,000
PT total	5	150	19	1	25	27	227
TOTAL	26	610	64	33	297	197	1,227

Thank you again for all of your hard work on this project - we cannot do this without you and greatly appreciate your time and assistance.

Best,
Wendy
(303) 579-6702

Commissioners ask Polis to move Routt County into a different regional planning district

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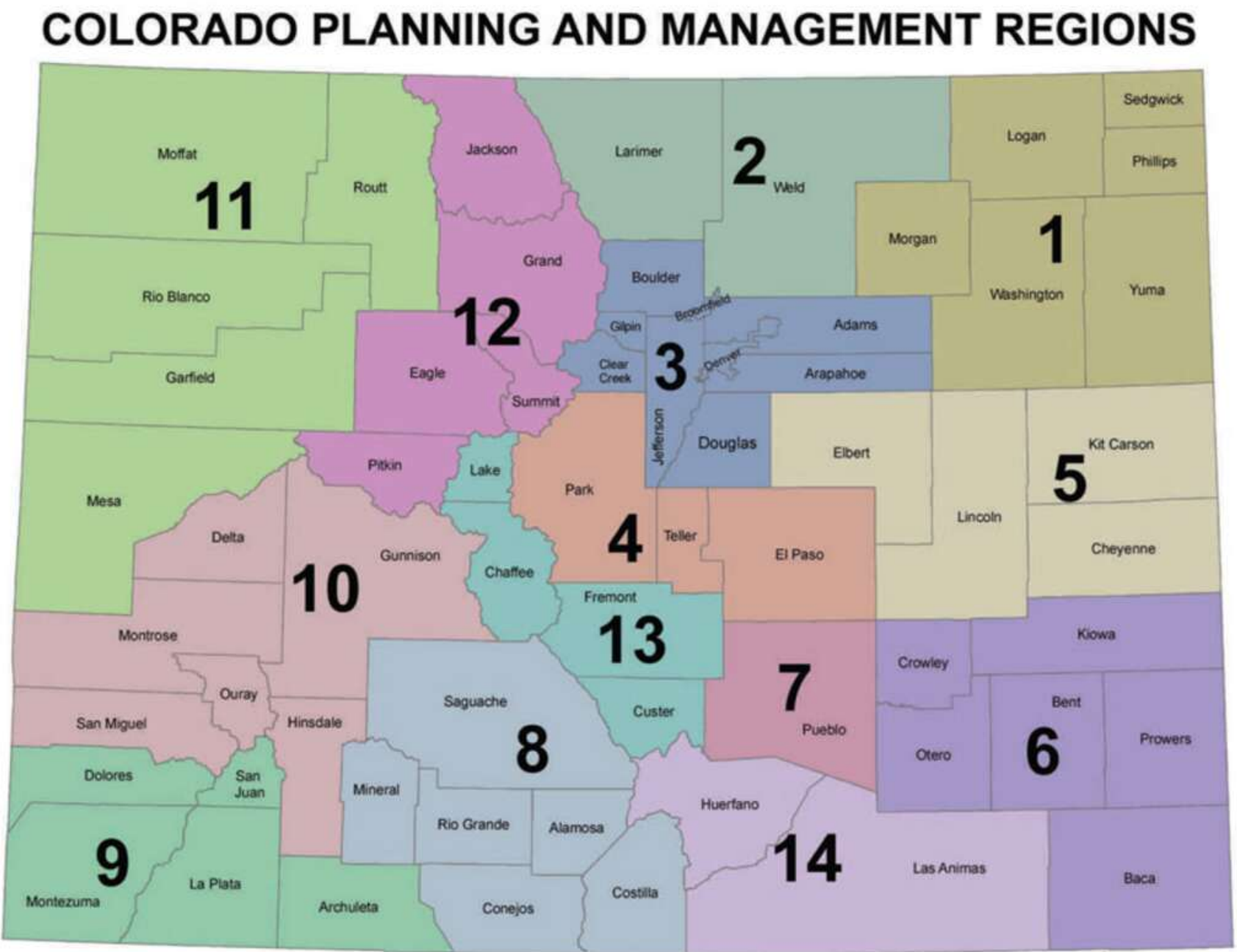
| 19h ago



Dylan Anderson

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danderson@SteamboatPilot.com



The Routt County Board of Commissioners are asking Gov. Jared Polis to take executive action to move the county from Region 11, which is run by the Associated Governments of Northwest Colorado, to Region 12, which is run by the Northwest Colorado Council of Governments. (Screenshot)

STEAMBOAT SPRINGS — The Routt County Board of Commissioners approved sending a letter Tuesday to Colorado Gov. Jared Polis asking him to move Routt County into a different regional planning district, aligning it with a region to the east the commissioners feel better represents the economic needs of the county.

In the letter, they ask Polis to use executive action to move Routt County from Region 11, which is facilitated by the Associated Governments of Northwest Colorado, to Region 12, which is run by the Northwest Colorado Council of Governments.

“As commissioners, it has become apparent to us that Routt County and its citizens would be better served by an association and regional planning entity whose members align with our current and future economic and social programming and policy needs in the public and private sectors,” the letter reads.

The move is another step in the process of leaving AGNC, which includes Moffat, Rio Blanco, Garfield and Mesa counties as well as some municipalities. [Commissioners said they would leave the regional organization last month](#) by directing staff not to pay the county’s dues, and they have signaled an interest in joining NWCCOG, of which the city of Steamboat Springs is a member.

Sending the letter is not the only option the county has, but interim County Manager Mark Collins said representatives from the Department of Local Affairs recommended sending the letter as the simplest way to make the move happen.

“For lack of a better word, this is the shortest distance between two points,” Collins said, referring to his conversations with DOLA.

Jon Stavney, executive director of NWCCOG, said, as he understands it, if the move is approved by the governor, all the services attached to the regional planning district would move with the county.

Another option would be to change membership to NWCCOG and then change each of the agencies individually, but that could take some time and will require treading through some bureaucracy, Stavney said.

Collins said if the letter is well received by the Governor’s Office, the process of switching districts could happen quite quickly.

One of the concerns with making the change is that services provided through the Area Agency on Aging could be disrupted, as that is currently run through AGNC.

“Our goal here is that whatever path we choose to follow, that we do not negatively impact any of our citizens,” Commissioner Tim Corrigan said.

Erin Fisher, who runs the Area Agency on Aging for NWCCOG, said there really isn’t that much of a difference between what they do and what is already being done by the current agency in Region 11. The main difference is that about 40% of services provided by NWCCOG are in-house, where most of the services currently provided in the county are contracted out.

“My main goal, if this happens, is to make sure that there is continuity of services and that older adults and caregivers don’t really see a change,” Fisher said. “It could look different if we do take some of those services in-house.”

What will likely happen, Fisher said, is they will pick up many of the contracts already in place with AGNC to provide these services in Routt County initially. The request for proposal process for these contracts will start up again later this year and early next year, and that is when larger changes could happen.

Fisher said she wants to get more feedback before deciding which, if any, services she would move in-house and which ones can be better served if contracted out.

“It would require me first to go up to Routt, meet all those providers, meet the older adults, find out what those needs are in the community,” Fisher said. “I need to figure all of that out before I could ever say it would be better for us to provide those services in-house.”

One concern among providers is that this move could interfere with their funding.

In the short term, which Stavney said he considers to be the next 18 months, NWCCOG would likely continue all of its current contracts for services in Routt County, but he made clear their goal in the long term is to provide good services in an efficient way.

“Our priority is the seniors and not the providers and not making sure providers are whole in the long run,” Stavney said. “While short-term continuity is number one, long term, it is about delivery of service, and we’re going to make the assessment, with your input and the community input, about what is best for that.”

| To reach Dylan Anderson, call 970-871-4247 or email danderson@SteamboatPilot.com.

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PROGRAM UPDATES

To: NWCCOG Council
From: NWCCOG Staff
Date: March 17, 2021
Re: Program Updates

The following are events of note occurring since the January NWCCOG Council meeting.

Administration/Regional Business – *Jon Stavney, Executive Director*

Since the January Council meeting I've been working to finalize edits to all Program Web pages for the new website which should be launched in the next couple weeks. Last edits are being sent to the consultant by March 12.

I've continued assisting the Town of Fraser with their Town Manager search process, and been invited to conduct internal staff interviews at the Town of Avon to create a report for the Town Manager's evaluation in April.

I continue to work with staff at Routt County regarding their plans to join NWCCOG and helping with how that request to the Governor's office should be written, and how the transition might work, specifically with EDD and Vintage services.

I've met with the Fiscal office to plan and facilitate a transition plan for that program.

NWCCOG's IT/security project continues to proceed. The office is now switched over to Project THOR and all hardware is installed for a new remote desktop platform. We are centralizing all software licensing and switching all users over to Office 365 currently. That project should be complete in April. Axiom group has been excellent in customer service to each of our programs which have complex and differing IT needs.

I've been working closely with Margaret from CAST and with the consultant team on the Mountain Migrations project which is underway. Survey was launched this month and closes at the end of March. They are doing interviews and focus groups currently. There has been tremendous media interest already. Report is scheduled to be issued in late June. WE ARE LOOKING FOR A FEW MEMBERS TO VOLUNTEER TO BE A "SPEAKERS BUREAU" TO BE READY TO SPEAK ABOUT THE REPORT AT VARIOUS CONFERENCES OR GROUPS WHO HAVE INQUIRED ALREADY. Talk to Jon if you are interested in becoming a champion for this project and "expert" in the results enough to be a point person for those requests.

The NWCCOG Member Survey has been updated and is now live. We plan to share out results at the May meeting and use it to inform and update of Program Goals and Objectives, as well as upcoming DOLA grant requests.

The NWCCOG Member Handbook has been edited and issued. The 2021 Employee Handbook has been edited based on input I've collected since the last one was approved in 2019. That is in the packet and currently out for comment.

There has been behind the scenes discussion about whether NWCCOG will take a position on a new ski area fee retention bill. That topic is on the agenda.

Economic Development District (EDD) – Rachel Lunney, Director

Planning

- CEDS Update – staff has been working on laying the foundation for developing the goals, objectives, and actions that will make up the regional action plan for the CEDS 5-year update. The regional action plan will serve as the economic roadmap for our region for the next 5 years. This foundation is being created by analyzing existing plans that pertain to economic development in each of our member town and counties, as well as regional and statewide plans (for example, the Colorado Resiliency Framework developed by the Colorado Resiliency Office that was just released). Local plan analysis as well as a summary of findings from community engagement forums ongoing now in our region will be presented at the March 25 EDD board meeting for open discussion.
- The EDA has organized two planning calls with all Colorado EDDs to provide guidance on CEDS Update: Feb. 11 and March 10. The March 10th call will OEDIT, DOLA, Colorado Resiliency Office as well as EDA and all EDDs in the state.
- Eastern Colorado COG EDD organized a call with all Colorado EDDs with Elizabeth Garner, State Demographer, to collaborate on data collection for the CEDS update.

Business Assistance

- Met with Jeff Andrews and DiAnn Butler on 3/9 to discuss developing a regional business survey to gather data on how businesses are faring and what their most pressing needs are after one year of COVID. Survey will be sent out first week of April.
- Two Co.Starters Business Training programs launched – both Summit County and Grand County are launching their programs in the coming weeks to run April-May. Summit Biz Bootcamp powered by Co.Starters is funded in part by a USDA Rural Business Development Grant secured by NWCCOG. Grand County is launching the Rebuild Program. Both programs are 10-weeks and use the curriculum of Co.Starters, a platform for entrepreneurs to connect with one another, building community pride and resources for sustained growth. NWCCOG will work with both Grand and Summit counties to promote these two business training programs.
- Most recent Resources Bulletin sent out 3/8 (open rate: 23%)

Data

- March 2021 Regional Quarterly Economic Update sent 3/9 (open rate 26%)
- Created Town of Eagle Community Profile at the request of a Colorado Western University MBA student working on a capstone project working with the SBDC on a feasibility study for a business incubator in the Town of Eagle.
- Provided data to Summit Prosperity Initiative on economic and demographic trends in Summit County for an upcoming work session with the Summit County BOCC on economic resiliency to be held on 3/16.
- Staff is working on data gathering and presentation for the CEDS 5-Year update.

Capacity Building

- NWCCOG seeks to build capacity in our region by maintaining and dissemination a clearinghouse of information on grant opportunities, access to capital for our region's businesses, technical assistance, training opportunities, and other resources including studies and reports. We do this through bi-monthly Resources Bulletins. Since the beginning of 2021, 5 bulletins have been developed and sent. An archive is kept on the NWCCOG EDD website here: <http://nwccog.org/edd/business-resources/resource-bulletins/>

Regional Promotion

- February Success Stories bulletin sent out and posted on website on 2/28 (open rate 29%)

Partnership Building / Regional Collaboration

- The EDA Denver Regional Office staff has started monthly calls with each EDD in the state. We have invited DiAnn Butler, Grand County Economic Development and EDD Chair and Jessica Valand, Regional Director for NW and RR Workforce region to join the call. Board members are invited to participate in these calls, so If any board member is interested in doing so (calls are the first Monday of the month 2-3 pm) please let Rachel know and we would be happy to have you join any of these calls.

Regional Business Recovery Coordinator, Jeff Andrews –The updated guest communication piece as part of the "Do Colorado Right" campaign has been completed and distributed to hospitality providers. Created in cooperation with the CTO, the Governor's Office, the CHLA, ski resort operators, the CO Restaurant Assn and key transportation providers, this document should be included in all outbound communication to incoming guests. That 2-page PDF can be found [here](#) if you would like to share it with your staff and stakeholders.

NWCCOG is creating an online video library of interviews and webinars called "The Hub" which will feature content created by this office and/or collected from other sources. This information will reside on the EDD website and be promoted through our [Facebook](#) and [Twitter](#) pages. We're trying to increase the number of followers, so I ask each member of the Board to join these social media pages and encourage your key staff to do the same. Our first video interviews should be posted to the library and online within a week or two. Another initiative to create regular "Recovery Roundtable" events in conjunction with the NW SBDC is in the planning phase, with the 1st event tentatively scheduled for Monday 5 April with Grand Lake business leaders.

If I may be of specific assistance to you in any way related to business resiliency or recovery, please reach out at jeff.andrews@nwccog.org or call my cell at 970-390-3100.

Vintage – *Erin Fisher, Director*

Federal Funding Update (as of 3/9/2021): On March 6th, the Senate passed a \$1.9 Trillion Relief Bill. As it pertains to the Older Americans Act:

- \$460 million for Supportive Services (Title III B), which will be used for continuing traditional III B services, supporting and facilitating vaccinations for older adults, and additional activities to mitigate the risks of prolonged social isolation and loneliness among older adults
- \$750 million for Congregate and Home-Delivered Nutrition Services (Title III C)
- \$25 million for Native American Nutrition, Supportive and Caregiver Services (Title VI, Parts A and C)
- \$44 million for Evidence-Based Health Promotion and Disease Prevention (Title III D)
- \$145 million for National Family Caregiver Support Program (Title III E)
- \$10 million for Title VII Long-Term Care Ombudsman Program

Based on our state sources, we expect that Colorado will receive about \$5.9B of those funds. Vintage receives about 2% of federal and state funding within the aging network.

State Funding Update (as of 3/5/2021): The JBC approved the recommendation to restore the Aging Network's General Fund to the FY 2019-20 level (with one exception). Connected to this, the Older Americans Act (OAA) increase will not be offset with a General fund reduction and the \$7 million balance in the Older Coloradans Cash Fund (OCCF) also is restored (along with the remaining three years of spending authority).

Bottom Line: Federal increase is retained; state General Fund is restored to pre-pandemic level; and OCCF spenddown is restored. Total difference from November 2020 is \$10 million.



NWCCOG is a Certified Age Friendly Employer: In February, NWCCOG joined an impressive list of companies that have earned the Certified Age Friendly Employer™ designation, including the IRS, New York Life Insurance Company, REI, Starbucks, Walgreens, and many more.

According to the Age Friendly Foundation, "the Certified Age Friendly Employer (CAFE) program is an initiative to identify those organizations that are committed to being the best places to work for employees at or above age 50, and to assist age 50+ job seekers by identifying age friendly employers. Demographic shifts resulting from increases in life expectancy mean that

traditional retirement is not likely to exist in the future. Instead, we will see longer employment, increasingly phased retirement, part-time or reduced hours, and other modified employment options that are conducive to continued participation in the workforce. Employers that address the needs of older workers will benefit not only themselves, but the economy as a whole.

Certified employers are those that value employees based solely on their proficiency, qualifications and contribution, and also maintain policies, practices and programs supporting people age 50 and older. Further, Certified Age Friendly Employers want age 50+ candidates to know they are valued for their knowledge, maturity, reliability and productivity as well as their commitment to provide meaningful employment, development opportunities and competitive pay and benefits for those employees.” Ageism, arguably one of the last socially acceptable “-isms”, reared its ugly head again at the beginning of the COVID-19 pandemic (remember “Boomer Remover”?). Ageism played a role in the allocation of medical resources as hospitals and nursing homes ran rampant with the disease and elected officials on both sides of the aisle espoused ageist language and policies. Ageism is real and particularly acute in the workplace “for women and minoritized racial groups, as incidents of age discrimination in the workplace often intersect with gender and racial discrimination.” (Suh, J.Y. Age discrimination in the workplace hurts us all. *Nat Aging* 1, 147 (2021). <https://doi.org/10.1038/s43587-020-00023-1>).

A [2018 survey by AARP](#) found that:

- Nearly 1 in 4 workers 45 or older faced ageist comments at work.
- About 3 in 5 older workers had seen or experienced age discrimination at work.
- 76% of older workers viewed age bias as a hurdle to finding a new job.

The same article concludes that “while there certainly are companies discriminating against older workers deliberately, most organizations are simply unaware of their age biases because they’re so ingrained in our culture.” That’s part of the reason why the NWCCOG pursued the Age Friendly Employer designation to both be an example of an anti-ageist organization within our community and to actively update our policies to include age within our diversity and inclusion strategy.

If you’re interested in the CAFE employer certification, the process typically takes two weeks. To apply, please contact the Research & Certification Professionals at support@agefriendlyfoundation.org.

RSVP Grant Renewal:

(see attachment below)

United States Senate

February 19, 2021

FEB 26 2021

Jon Stavney, Executive Director
Northwest Colorado Council of Governments
P.O. Box 2308
Silverthorne, Colorado 80498

Dear Jon,

AmeriCorps, the federal agency for service and volunteering, has awarded \$1,325,930 in grants to 17 organizations in Colorado. Without surprise, Northwest Colorado Council of Governments is included amongst these prestigious organizations.

I take great pleasure in extending to you and everyone at Northwest Colorado Council of Governments my sincerest congratulations on your selection in the AmeriCorps grant competition. With the grand award of \$89,193, I am confident that these resources will bolster and support the mission of improving the lives of our friends and neighbors across the state, especially our senior citizens. Seniors play an important role in our society: they are our leaders, our teachers, and most importantly, our family members.

Finally, I thank you and everyone at Northwest Colorado Council of Governments for your hard work, passion for public service, and resilience during these difficult times. It is the individuals like yourselves that make Colorado the special place we are privileged to call home.

If you or anyone at Northwest Colorado Council of Governments ever needs to reach out to me or my office, please feel free to reach out to us at 303-244-1628.

Sincerely,



John Hickenlooper
United States Senator

Elevator Inspection Program (EIP) – David Harris – Director
No new program update.

Energy Program - Nate Speerstra, Energy Program Specialist
Article highlighting the work performed by the NWCCOG Energy Program: [Utility Bills Burn Through Paychecks for Thousands of Coloradans.](#)

The auditor is the first person from the Energy Program to enter our client's home. Health and Safety checks are the first thing they perform. This is a broad category of tests and observations. Is there a mold or moisture problem visible? Are there indoor air quality issues? Are there suspected asbestos containing materials present? If the home was built before 1978 they determine if there is potential for disturbing potential Lead containing materials. The auditor wears an ambient carbon monoxide detector on their person the whole time they are making their initial assessment of the home and checks it



regularly throughout the audit. The auditor does a complete test of each combustion appliance in the home. For a gas fired water heater they check that the venting is intact and the flue cap is undamaged. They test that it is drafting properly so that the flue gasses safely exit the home. The carbon monoxide production is tested and recorded. The gas line is tested for leaks. The home's heating system undergoes the same tests. The heat exchanger is also inspected. If there is a gas fired cooking appliance the CO is measured and the oven is also checked for gas leaks. If any of the tests or observations indicate a problem the auditor will address the issue. If they are capable of fixing or remediating the hazard they will. If it is an issue that they cannot immediately resolve they will shut down the appliance, give client education, and create a plan to quickly provide a solution.



In the month of February our crew was busy. Auditors found cracked heat exchangers on 2 furnaces. A home in Grand County had multiple gas leaks and her cook stove was producing potentially lethal amounts of carbon monoxide directly into the home. Long-term exposure to CO levels above 35 ppm can cause physical damage. Her oven was producing 1,200 ppm. This was a single mom with a small baby. Underneath a mobile home in Eagle County the crew found a propane leak. Propane is heavier than air and tends to settle

and pool instead of being dispersed. This had the potential to build up until it found an ignition source. The flue vent on a furnace in Clear Creek was completely disconnected. The elderly woman who lived there reported that she had severe flu symptoms almost every winter. She probably misdiagnosed the cause of her symptoms. It was more likely that she closed up her home every winter and she was being poisoned by carbon monoxide.



Almost half of the manufactured homes that we enter have health and safety issues. Almost 20 percent of site built homes have some kind of health and safety issue. The staff is trained and capable of identifying and fixing or protecting our clients from these issues. The oven in Grand has had the carbon monoxide mitigated. The 2 furnaces have been replaced with new high efficiency furnaces. The propane leak in Eagle has been fixed and the flue in Clear Creek has been replaced.

The attention to detail the staff exhibits every day save our clients on their energy bills, make their homes more comfortable and most importantly make sure their homes are safe.

Beneficial Electrification for Eagle County Housing. Project BEECH: The 3 homes in the pilot project were completed in December. We've been getting utility comparisons for the last couple months. Attached is the graph that Doug compiled. Admittedly, it's just 2 months of data but all of the numbers are pointing in a positive way. Mobile home #3 is on pace to save over a thousand dollars a year.

As a synopsis: Project BEECH is a joint project with Eagle County, Walking Mtns., Holy Cross Energy, Energy Smart Colorado, Colorado Energy Office, Energy Outreach Colorado, and the Dotsero Mobile Home Park Management team and the MIRA bus people. The goal was to sever fossil fuel use going to the end user, weatherize the home, and install high efficiency heat pump systems and electric upgrades. This park has 2 humongous L.P. storage tanks at the entrance servicing the 60 plus lots. Price per gallon is close to \$2.92 ish. BEECH's priorities are to cut down on fossil fuel use and GHG emissions, improve the health and safety of the inhabitants of the home, and lower their utility burden. It is specifically targeted towards low-income residents.

The early analysis provided by Seth Bossung (hurts just to type his name) is that the average yearly reduction in GHG emissions is around 6.4 tons. The propane lines have been capped and without combustion appliances in the home indoor air quality is improved, carbon monoxide poisoning is all but eliminated, and since the specific gravity of propane is heavier than air the risk of pooling propane and the ensuing explosion is eliminated. As mentioned previously, the utility use is down across the board. The thing that strikes me is that one of the homes used portable electric heaters and kept the home at 63. After BEECH and WAP they were able to raise the temp to 68, the little daughter didn't have to shiver at night and they still saved money on their bill.

Eagle County has been enthusiastic about growing this program. It will blossom from the original 3 to 20 in the upcoming year. We are looking to expand this to as many municipality/ energy saving partners/utility providers as we can. We are already working with High Country Conservation and Summit County representatives to incorporate some form of this project. We have spoken with Mountain Parks Electric in the Grand/Summit/Jackson/Routt region and are also in talks with CLEER in Garfield County. We intend to reach out to White River Electric Association in Rio Blanco. We have worked with them in the past with a solar garden project benefiting low-income apartments in Meeker and they are receptive to this kind of initiative.

Members of our staff have been taking on-line trainings on heat pump installations and they are EPA 608 certified. This allows them to safely deal with the refrigerants involved. The contractor used for the initial BEECH installs trained the staff and going forward we feel confident that we will be able to do these measures in-house.

WAP news: Colorado Energy Office has been pushing solar installs for the past 4 years. The program is growing but is still not large enough for us to consider getting certified to do these projects in-house. We contracted for 30 kW worth of solar panels for the PY. With the individual home arrays and the 30 unit multi-family array in Chaffee County we surpassed the contracted goal so we had an amendment to our contract with CEO to allow us to install a large solar array on an Advocates/Domestic Abuse shelter in Summit. (work started today).

We will be upping our number of Air Supplied Heat Pump installations from 8 for this year to some kind of quantum leap in the next year. CEO wants us to press forward, Eagle wants us to do more, Grand County is trying to get a grant from DOE for 300 ASHPs in the next 2 years. It's too early to put a number on it but it will be a significant shift in the work we do in the future.

CEO has also increased the capital equipment funding. We have bought 2 new AWD Ford Transit vans and 2 insulation machines. We are in the process of purchasing 3 more new vehicles. The improvement in functionality of the vehicle and the safety improvements that a new vehicle provides our staff is truly beneficial.

The CARE program contracted with us again for 2021 and we are going to service 170 homes.

The Crisis Intervention Program is 20% ahead of last year's end-of-season numbers with at least 3 months left in the heating season. So many more people are in need of help this year.

Ongoing collaboration to partner with Vintage and Energy (VINERGY?). Next steps: Applying for a Next50 grant to provide upgrades in a home that will allow people to safely live in their home. (grab bars, lighting improvements). This approach will be similar to BEECH. Start small, establish a proven system and then expand.

Speaking of expanding: The 5 New Castle staff no longer have to share 80 square feet of office space. We have moved them upstairs into a 1000 sq.ft. office that has a great view of the Colorado river. The plan is to also invest in some technology that allows for teleconference meetings instead of 200-mile round trip face-to-face meetings when appropriate.

The direction of the Energy Program has always focused on steady, sustainable growth. We are no longer a one-legged stool. Doug and I went through ARRA where staff and budget quadrupled overnight. We were also there three years later. CEO is encouraging us to plan for another stimulus package similar to ARRA and we are constantly working through scenarios. Mike Tyson quote: Everybody's got a plan till they get punched in the face.

Northwest All Hazards Emergency Management Region (NWAHEMR) – *Kimberly Cancelosi*,
No new program update.

Northwest Loan Fund (NLF) – Anita Cameron, Director

Spring has sprung! Anita and Scott are currently analyzing 7 loans to 4 applicants!! This is a very large number for a 6 week time frame.

Energize Colorado has not yet released these loan funds. We have identified applicants for our anticipated allotment of funds are pre-analyzing for this program.

Anita has again checked in with clients by phone. Some have been hit again by Covid and payment deferrals are being granted as warranted. Fortunately, the majority of clients are surviving and making payments.

Northwest Region Healthcare Coalition (NWRHCC) – Darcie Bentz, Coalition Coordinators and Jon

No new program update.

Regional Transportation Coordinating Council (RTCC) – Chelsey Voden, Mobility Manager

I am proud to say that the Mountain Ride informational website should be up and running within the next 2 weeks. This website will be a one-stop shop for those seeking mobility in the region as well as those visiting the region. The site has links to all of the transportation providers by county and transportation type, links to CDOT Facebook and Twitter and links to IntelliRide for NEMT transportation.

The Request for Proposal for the Transportation Gap Analysis was awarded to LSC Consulting. The Analysis is scheduled to be completed by August of 2021 and will give the council a clearer understanding of exactly where the gaps in service are located and how they can be filled.

CDOT completed the transfer of the RTCC's share of the vulnerable population funding to Mountain Family Center in Granby. This funding will help Mountain Family Center purchase a new vehicle for meal deliveries and shuttle service to and from vaccination sites.

Water Quality & Quantity Committee (QQ) – Torie Jarvis, Director and **Watershed Services & Summit Water Quality Committee (SWQC)** – Lane Wyatt, Director

No new program update.

Broadband Program – Nate Walowitz, Regional Broadband Coordinator

Network Accomplishments

- Network continues to add customers including smaller ISPs
- Project THOR is connected to Estes Park broadband network and Ft. Collins Connexion are connected in Denver and were connected from Granby to Estes Park via WAPA fiber during Cameron Peak Fire
- WAPA fiber also connected CenturyLink for 911 services
- Project THOR continues to increase network bandwidth subscriptions to meet user demand
- Project THOR 1.5 network updates are now complete
- Created network technical architecture for fiber connection to Region 10 network
- Added additional Meet Point in Silverthorne
- Finalized plans, costs and DOLA grants for Roaring Fork Valley migration to Holy Cross Energy dark fiber for implementation Q3 2021
- Costs remained stable

2021 Objectives

- Work with Grand County to determine a strategy for THOR 2.0 and upgrading Grand County as needed.
- Develop plan with Colorado Broadband Office and OIT to better meet the needs of state agencies by creating a firewalled port to port connection to the state network
- Service Level planning to allow MMCs to double to quadruple available bandwidth have been implemented and are generating results
- Update Project THOR contracts and operating guidelines to manage network based on service connectivity levels and not dedicated bandwidth

- Examining opportunities to leverage the Project THOR infrastructure in Denver to lower internet costs, support more providers and interconnections
- Support for FRGP interconnection through Colorado Mountain College to support other education institutions connected to Project THOR
- Develop plans with Project THOR Stakeholders for Project THOR 2.0 deployment in 2021

Local Broadband Initiatives – Updates

Eagle County

Eagle County

- The county is actively working with HR Green to conduct a broadband study of unincorporated Eagle County
- Town of Eagle implemented a fiber run to connect Eagle County building to Project THOR

2021 Objectives

- Conversations to support Holy Cross Energy on Project THOR may result in additional access to Eagle County infrastructure and facilities in Gypsum and other areas across Eagle County
- Eagle County put the unincorporated area user survey in the Vail Daily to collect public response

Town of Eagle

- Town of Eagle continued its contract with Uptown Services to assist them in engineering and deploying fiber across town
- Town was awarded DOLA grant application to expand their meet me center and broadband infrastructure to support multiple service providers as they pursue their local strategy
- Town worked with NWCCOG and Visionary Broadband to support a new cell site in the lower Eagle River valley.
- At the request of NWCCOG, Town of Eagle and Colorado Parks and Wildlife is working with an ISP to help connect Silvan Lake State Park to improved broadband
- Town Board has approved plans for Town owned fiber build and Town ISP deployment plan pending bond issue approval
- Town is working with a local bank to fund broadband ISP bond

2021 Objectives

- Town of Eagle is working with Holy Cross Energy to secure pole access for deployment of their fiber network
- NWCCOG is working with Town of Eagle on an agreement to clarify fiber use when the fiber to the new Meet Me Center is completed. We will be flexible on NWCCOG IRU'd fiber use by Town of Eagle for local use to support and transition new Meet Me Center location
- Town of Eagle continues to work on their fiber deployment engineering and pre-RFP work for a last mile broadband network. These steps and others are the precursors to a presentation to the town board for a bonding decision

Town of Vail

- Affordable bandwidth will allow expanded broadband services by last mile service providers and allow Vail to support new service providers coming to the market
- The town is now fully connected to Project THOR

2021 Objectives

- Town of Vail is engaging with local ISPs to leverage town owned fiber and Project THOR connections to providing affordable, resilient broadband to residents and businesses
- Working with OIT, Vail Dispatch and other MMC Hosts to interconnect to dispatch centers and DTRS radio system

Town of Gypsum

- Comcast has already completed installation of the hub site for the system they're building in Gypsum, along with 13 power units that will control different nodes across town. Their fiber crews are building fiber to the premise

2021 Objectives

- Comcast construction for full deployment will continue
- NWCCOG will continue to support Gypsum through broadband program and knowledge exchange between NWCCOG members
- Support and work with Holy Cross Energy (HCE) as they look to pursue dedicated support for HCE operations

Grand County

- NWCCOG and the Project THOR teams have been working with Grand County on numerous communications projects to support Grand County response and recovery efforts from the East Troublesome Fire
- Grand County ad hoc Broadband Working Group is working with WRC, Wireless Research Council on their plan to create a for profit – for community benefit – company with local investors to support middle mile fiber
- NWCCOG continues to engage with the broadband working group to address broadband issues
- Nate Walowitz continues to work with WRC to help them in business planning, Project THOR support, and technical network design
- Ciena has provided WRC with a network design to support a county-wide fiber network and allow them to bring affordable broadband to communities across Grand County

Grand County Project THOR Meet Me Centers – Middle Park Health (MPH)

- Middle Park Health is the Meet Me Center host in Grand County with MMCs in both Granby and Kremmling. They are investing in broadband and Project THOR to not only support their needs, but to support the needs of the communities they service

Granby

- MPH has bandwidth available for interested last mile service providers to purchase
- Middle Park health is working with Mountain Parks Electric to connect them to the MMC in Granby
- Mountain Parks Electric and WRC are working together to determine how to move broadband forward in the county

Kremmling

- Visionary Broadband is leveraging the Middle Park Health MMC in Kremmling to deliver wireless broadband services to unserved Kremmling with plans starting at \$60 for 50 Mbps service.
- Visionary Broadband is also deploying local fiber to the premise in Kremmling which will bring higher speeds and reliability to residents and businesses
- Additional bandwidth is available for purchase by last mile service providers

Fraser and Winter Park Meet Me Center

- This The county is interested in exploring expanding Project THOR to other areas of the county as well. This may be accomplished leveraging the Mountain Parks Electric fiber to Fraser and Winter Park or building a separate Meet Me Center

2021 Objectives

- NWCCOG to continue to support Grand County through Project THOR and knowledge exchange between NWCCOG members
- Support and coordinate communications and information exchange with Mountain Parks Electric as they look to pursue a middle mile fiber strategy throughout their service territory
- In the Grand County Innovation/WRC plan, NWCCOG through Project THOR will assist Middle Park Health, Mountain Parks Electric, and Grand County promote, attract and support service providers in the county by being the middle mile network operator for the county-wide fiber deployment
- WRC is including a fiber build between Kremmling and Silverthorne in their plans. This will connect Grand County to Project THOR without having to depend exclusively on leased fiber circuits from CenturyLink. NWCCOG will align all partners to take advantage of this fiber build for both transportation, local and regional broadband support
- Make the connection between Estes Park and Granby on WAPA fiber commercially available for permanent use
- Nate Walowitz worked with CenturyLink and Verizon to investigate and obtain additional bandwidth connections to support the Grand County EOC. Nate also worked with CBO to obtain information on support for school students and districts to recover from the East Troublesome Fire. This information was shared with Grand County

Pitkin County

- The county continues to construct their county-wide communications tower project to expand broadband to unserved portions of Pitkin County and adjacent counties
- Pitkin County and City of Aspen partner to support broadband across the Roaring Fork Valley

- Pitkin County is supportive of NWCCOG partnering with Holy Cross Energy to bring new Project THOR meet me centers or smaller meet points connecting communities in Pitkin County using Holy Cross Energy fiber
- A stakeholder meeting was held on 11/25 to address hardware costs and the 10-year \$232,000 Holy Cross Energy IRU
- Pitkin County is in conversation with NWCCOG to leverage Project THOR to support their Meet Me Center in Basalt. Fiber run will be designed to pass Basalt Town Hall to connect the town

City of Aspen

- Aspen continues to be a leader in leveraging Project THOR to support their community
- Aspen continues to directly engage with Community Anchor Institutions and local broadband providers leveraging their existing fiber network
- Aspen continues to evaluate attract wireless providers and support for 5G in their community

Town of Snowmass Village

- NWCCOG is supporting the towns' interest in improving broadband
- Working with town to support a fiber build in partnership with Holy Cross Energy. This will be part of a submission to DOLA for a match
- Developing proposal to town for Project THOR Meet Me Center costs

Town of Basalt

- Nate Walowitz working with town and based on their requirements provided examples of RFPs for a consultant to deliver a broadband plan
- Holy Cross Energy is ready to assist Basalt with a fiber build into town, but will need to cost share this effort with the town
- Town Manager is interested in creating a plan to ensure that they install conduit or conduit and fiber every time there is a dig project in the town right of way

2021 Objectives

- Finalize regional engagement with Holy Cross Energy
- Continue support for Aspen, Pitkin County, Snowmass Village, and Basalt deploying Project THOR services
- Continue NWCCOG and City of Aspen initiatives with large ISPs who have the need for diverse network transport to Denver through Project THOR

Summit County

Project THOR

- The county has deploying Project THOR in multiple communities including Breckenridge, Frisco and a remote Meet Me Center in Silverthorne
- They are actively engaging their local municipal governments to drive creation of county-wide network connectivity for public safety, county services, and education institutions
- Organizations and public safety in Copper Mountain are discussing creating a Meet Me Center at Copper Mountain – This will be a future conversation that will be led by Summit County and supported by NWCCOG

Breckenridge

- Breckenridge continues constructing their Fiber9600 (fiber to the premise) network fiber backbone which will be connected to Project THOR with their selected ISP, Allo.
- NWCCOG and our Broadband group is supporting town need for dark fiber lease agreement examples for use with cell phone providers

Frisco

- NWCCOG is working with Town of Frisco and CDOT on a conduit, fiber and fiber access solution to allow the town to connect community anchor institutions and improve broadband to residents and businesses
- This will be a 2 year effort which will result in the town being able to support ISP fiber initiatives and connection to Project THOR

Dillon

- Town of Dillon requested and received information from Nate Walowitz to understand how they can manage requests from wireless carriers for microcell and 5G deployments
- Nate Walowitz provided the town with a number of legal and technical resource to assist them
- NWCCOG continues conversations about connecting the town to Project THOR

Silverthorne

- Town of Silverthorne is connected to Project THOR
- NWCCOG has executed a transport services swap agreement with Town of Silverthorne. This will provide Silverthorne with zero net cost for transport on the Project THOR network to Frisco and provide NWCCOG with Silverthorne providing transport services to connect NWCCOG offices to Project THOR using the town's fiber optic network.
- Silverthorne's conduit and fiber buildout for 2020 is complete

Copper Mountain Metro District

- NWCCOG, Summit County, and CDOT are working with Copper Mountain Metro District to investigate connecting to Project THOR I-70 fiber in the future to support Summit County Public Safety and other agencies
- Copper Mountain is looking to finalize their fiber paths across CO 91 and Project THOR connection points
- They will initially contract with Summit County to connect to Project THOR

2021 Objectives

- Continue work with Copper Mountain Metro District plans for 2021 THOR 2.0 buildout
- Continue coordination with Grand County and Summit County to build fiber along Highway 9 and CDOT to support all users along with Project THOR. State broadband funds will be needed to assist in project affordability as this is approximately \$5 -6 million
- Work to obtain funding for Breckenridge middle mile fiber project to connect Alta Verde and other town-owned income restricted workforce housing facilities
- Work with Summit County, Summit County Schools and other communities to build out middle mile fiber and wireless facilities to ensure that students have access to affordable, reliable broadband.

Rio Blanco County

- Project THOR continues support for Rio Blanco County
- RBC continues to add new customers to their network and increasing bandwidth needs
- NWCCOG continues to support Rio Blanco County through Project THOR and knowledge exchange between NWCCOG members

Routt County and Moffat County

Steamboat Springs, Hayden, Northwest Colorado Broadband

- Project THOR serves Steamboat Springs, Hayden and Craig
- YVEA continues to apply to the Broadband Deployment Board for grant funding to serve unserved areas of North and South Routt County with fiber and wireless broadband solutions
- YVEA is deploying their last mile fiber network to deliver broadband service to the Town of Hayden and Yampa Valley Regional Airport. The connection to the airport will support increased airline services and enhance aviation safety at the airport
- NWCCOG is working with YVEA to understand how DOLA funded middle-mile infrastructure could assist in overcoming the challenges of limited capital for deployment and speed construction to smaller communities most in need
- NCB continues selling additional bandwidth on Project THOR to small and large ISPs to bring them independence from unreliable single connections from CenturyLink

Next steps and outcomes

- NWCCOG to continue to support YVEA through Project THOR and knowledge exchange between NWCCOG members
- All small non-incumbent ISPs in Routt and Moffat Counties continue to use Project THOR

City of Glenwood Springs

- Project THOR continues operations in Glenwood Springs
- City is working on financing plan to support their fiber to the home and business buildout throughout their community
- They are working in partnership with Pitkin and Garfield County to support both county-wide networks

- Glenwood Springs is working with other Meet Me Center Hosts and Project THOR to explore obtaining additional competitive bandwidth for network users. This will help improve affordability of internet access on the network
- Glenwood Springs will help support Holy Cross Energy as they connect to Project THOR

Colorado Mountain College

- NWCCOG is in conversations with the City of Glenwood Springs and Colorado Mountain College to creatively connect to the Front Range GigaPop (FRGP) through an existing connection until Region 10 and NWCCOG get funding for an independent connection. This will allow other educational institutions on Project THOR to connect to FRGP
- Timeframe for new CMC connections is Q1 2021

DOLA Statewide Activities

Town of Hudson

- Advising Town of Hudson on approach for engaging with a broadband consultant
- Provided information on CDOT fiber and other provider fiber presence
- Broadband financial plans from HR Green presented that provides the town with build out engineering plans, cost estimates and potential business plans
- Hudson received approval from DOLA for their matching broadband grant for middle mile fiber construction
- Town working on negotiating final construction and leasing agreements

2021 Objectives

- Town submitted for a DOLA grant to fund construction of the open access middle mile network across town
- Contract with CDOT (either through NWCCOG or direct with town) will follow once deployment timeframe is determined
- Fiber construction and deployment of broadband services

State of Colorado DTRS Console Interface

- Work continues with State radio techs and Eagle County Radio techs to connect Vail Dispatch Center consoles to State Digital Trunked Radio System using Project THOR
- This will help support public safety across the entire west slope by providing a reliable, secure connection

2021 Objectives

- Implementation is planned for Q1/Q2 2021

Connection to Ft. Collins

- 10 gig connection between Project THOR and the Ft. Collins Connexion network at 910 15th Street in Denver has been completed as part of the Estes Park Emergency Communications Path project

2021 Objectives

- Put this connection under contract and agreement for permanent implementation

Just Transitions

- Work with Rural Electric Coops and existing providers to understand their middle mile needs and their capital challenges which delay their ability to quickly broadband deployment to communities in need
- Conversations with Yampa Valley Electric are in process on their next plan to expand buildout in Moffat County
- Audrey Danner is interested in a community conversation to get support for ensuring fiber is deployed to all affected communities in Moffat County including Maybell and Dinosaur

2021 Objectives

- Additional conversations with RECs and DOLA to match needs with programmatic and financial parameters

- YVEA has plans to build fiber to serve Maybell
- WAPA fiber access in Steamboat Springs and Hayden would be most helpful to continue to provide more robust and affordable broadband pricing

Arcadian Infracom

- Work with OIT, Region 9, and other areas across Colorado to leverage Arcadian dark fiber running from SW Colorado to Denver to support expansion of Project THOR and Region 10 network to support additional communities across the state
- Met with Arcadian and CO Department of Parks and Wildlife to determine where they need connectivity and identify splice point locations along Arcadian fiber build to support needs
- Participated in meeting with SWCCOG Board and Arcadian to present their solution and how this fiber network plan can help support their broadband needs

2021 Objectives

- Waiting for Arcadian to complete negotiations with CDOT, Ute and Ute Mountain Ute to get right of way access
- Waiting for Arcadian to provide us with dark fiber and lit fiber service pricing
- OIT in cooperation with NWCCOG will submit recommendations for fiber splice point locations at towns and key highway intersections along Arcadian proposed path
- Attempting to reach out to service providers and broadband/cellular infrastructure firms to identify funding/anchor partner to financially support moving this construction forward
- Finalize plans with Arcadian once they advise us they are ready to go

Bison West Network Connection

- Continuing to work with Virgil Turner and had conversation with UCAR about creating broader statewide alliance to connect educational and research institutions together statewide
- This connection to the Front Range Giga PoP (FRGP) allows additional access to Internet 2 and extensive research services
- Potential to use Project THOR to migrate existing FRGP connection to School Of Mines Research Facility in Idaho Springs. Today they are leasing fiber strands from CDOT to support this limited application at a significant cost
- This alliance could also allow us to leverage additional CDOT and other infrastructure to help create an integrated statewide network for both education and commercial institutions
- Introduced UCAR to Colorado Broadband Office will be scheduled for other statewide efforts

2021 Objectives

- Colorado Mountain College currently has a connection to FRGP that they would be willing to share with other educational institutions so long as it does not adversely impact their performance. This would be configured as a cost sharing opportunity
- CMC and Glenwood Springs currently share the cost of this connection to ensure resilient access under their old model using CenturyLink. I am setting up a meeting with CMC, Glenwood Springs and Mammoth Networks (who designed their resilient architecture) to migrate them to Project THOR – AND – share their connection to drive BisonWest
- Held meeting with Colorado School of Mines about their campus connection at their mine in Idaho Springs. Trying to coordinate this with Clear Creek County Idaho Springs 2021 plan

Colorado Broadband Program Office Coordination

- Coordinating activities with Colorado BPO to consult on statewide broadband initiatives, and recommendations on guidance, public private partnerships, broadband mapping fine tuning and broadband funding
- Assisting in conversations and guidance to Ute Mountain Ute and Southern Ute tribes in their pursuit of local broadband planning and potential funding options. Southern Ute learned about Project THOR and how the model could work for their tribal lands during a conference call
- Work with Ed Mills to support state broadband and on the ground deployment knowledge needs

Custer County Broadband Tower on Colorado State Land Board property

- Spoke with Custer County representative on approach points to State Colorado Land Board to placement of a Custer County DOLA funded broadband tower on State Land Board property

- Shared challenges of tower site deployment and Rio Blanco County non ground penetrating 'non permanent' broadband tower site
- Discussed site power options to avoid adverse impact and development of State Land Board property
- Engaged Greg Winkler to help Custer County negotiate pricing with State Land Board
- Custer County continues to attempt to negotiate tower land use rent with Land Board

2021 Objectives

- Custer County has received approval in early November from the State Land Board for an affordable land lease rate. The County also received approval for their desired location on state property to support tower deployment
- Custer County is negotiating with an adjacent land owner for access to the tower site. This should be concluded in the next month or so

Broadband Legislation Support – Bridge Act – Senator Bennet

- Bridge Act was introduced but not considered during the last Senate session
- Jon Stavney and Nate Walowitz continue working with NWCCOG Council and our local jurisdictions to provide support for federal broadband legislation

Western Area Power Authority (WAPA) Fiber

- Working with WAPA to obtain permanent access to WAPA dark fiber between Granby and Estes Park

2021 Objectives

- The Estes Park Emergency Communications connection project has allowed us to demonstrate that partnership with WAPA is possible. We need to extend this experiment to a more formal proposal and relationship with WAPA. Because of the Cameron Peak and East Troublesome Fires has advanced the fiber connections between our two local and regional networks. Please see the separate report on these emergency efforts

Eastern Plains COG

- Conversations and emails with Eastern Plains COG resulted in Nate Walowitz recommending a meeting with community leaders, school IT Directors and ISPs to identify and understand their needs and how NWCCOG can assist. One potential beneficial initiative would be to light CDOT fiber along I-70 and build small meet points to allow access to affordable, resilient broadband
- Meeting held in early December with ISPs, education, and hospital representatives
- There was no meeting follow-up

2021 Objectives

- Will reach out to COG to follow-up in Mid-January

Town of Firestone

- Conversation in early January 2021 with town broadband advisory consultant on ways they can improve broadband in the community. While they are eligible for DOLA grant funding, I will support them as they work with ISPs and town staff to help develop policies and contracts on behalf of their communities

Town of Limon

- Conversation in early January 2021 about needs of the community. Talked through possible solutions provided by middle mile fiber and connection to CDOT fiber available at I-70. Town is holding meeting with local ISPs and other potential providers. Nate Walowitz recommended dig once and small cell policies and a town conduit/fiber plan. Suggested they look at pre-engineering study broadband report that Town of Hudson put together as a basis for consolidating information prior to a meeting with the town.

Region 10 NWCCOG Coordination

- Nate and Virgil continue to work together on cross regional projects and knowledge exchange
- NWCCOG wrote a letter of support for Region 10 EDA application to fund interconnection of the Region 10 and Project THOR network using CDOT fiber in 2021

2021 Objectives

- Nate Walowitz would like to explore state funding options for lighting and maintaining this interregional CDOT fiber connection project, so we can ensure this project is funded and leveraged as soon as Zayo turns the fiber strands over to CDOT (Late 2021 – Early 2022)

- Nate Walowitz worked with Ciena to get a network equipment architecture and pricing to compare with Region 10 consultant solution. Uniformity in hardware with Project THOR will best manage bandwidth and services to local communities along I-70 and Region 10
- The awarded DOLA grant to Region 10, CDOT's partner completing fiber in mid-late 2021 and Region 10 anticipating award of an EDA grant will make this project a reality by the end of 2021

COVID-19 Statement

- Limited face to face meetings with new communities are beginning to occur as are conversations. This is a deterrent to expansion of broadband technical support in new communities in my northern Colorado area
- Expansion/Extension activities for Project THOR in new communities are being adversely impacted by inability to hold public meetings and anticipated adverse impact on tax revenues on local governments
- Some face to face visits and meetings are restarting within NWCCOG region, however most meetings are still virtual

WELCOME TO YOUR COLORADO VACATION!

We want you to enjoy all that Colorado has to offer in a way that keeps you and others safe. **Do Colorado Right** by following the guidelines and informational links below. **SEE YOU SOON!**

1 TRAVEL RIGHT & SLEEP TIGHT

Please check local transportation, dining and on-mountain information prior to arrival. Travel and business restriction info can be found on the State of Colorado COVID-19 dashboard.

CLICK HERE FOR MORE!

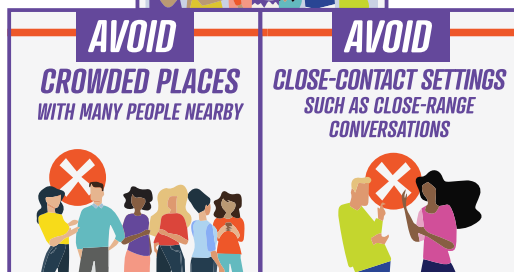
2 KNOW YOUR BUBBLE

Stay together and play together. Do not mix with other households or extended family if you did not travel to the destination together.



3 KEEP YOUR DISTANCE

Keep yourselves and our local workforce safe by avoiding **closed spaces**, **crowded places** and **close-contact settings**.



4 WHAT TO DO IF YOU'RE SICK

If you or one of your party experiences COVID-19 symptoms while visiting, or has come in close contact with someone who is sick, please contact the local health department, immediately notify your hotel staff or property manager and **follow isolation and quarantine protocols**.



CHECK YOUR SYMPTOMS



NOTIFY OTHERS



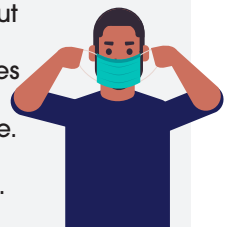
ISOLATE/QUARANTINE FOR 10 DAYS

5 ADD YOUR PHONE TO FIGHT COVID-19

Colorado has recently implemented a safe and effective app to track exposure to others who may have COVID-19 — **CO Exposure Notifications**. Prior to your travel, please activate on iPhone or download to Android at addyourphone.com.

6 MASK UP

Masks are required indoors throughout Colorado, and many communities have stricter measures in place. Learn the local rules upon arrival.



YOU can be the reason we have a season, and the Colorado Tourism Office wants to welcome you back again and again. Please travel safely, recreate responsibly and enjoy our local communities respectfully. We look forward to having you here!

7 PARTY WITH YOUR PARTY

Our restaurants are open and ready to welcome you. To ensure a safer dining experience, save a seat at the table for just the people in your bubble, and skip inviting in those outside your immediate party. Maintain social distancing by being mindful of where you congregate while you wait for tables — and keep face coverings on until you're seated (**making sure both your nose and mouth are covered**).

Be on the lookout for posted guidelines wherever you go; social distancing and mask wearing are the norm, but some shops and restaurants have their own requirements, too. Find cool winter dining experiences at [COLORADO.com/WinterDining](https://colorado.com/WinterDining).



PRO TIP: Don't leave your phone charging at the hotel. QR menus and contactless payment have become standard at Colorado restaurants. Using your own phone to view the menu — rather than passing one device around the table — can help stop the spread.

8 SHRED DON'T SPREAD

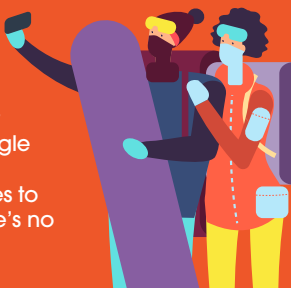
Navigating this ski season is easy if you know what to expect. For starters, masks and face coverings must be worn in all indoor and outdoor public places in every ski area. No exceptions to this rule!

Remember to pull your mask up after runs and whenever you're heading to peopled places like lift lines, gondolas, lifts, warming areas and restrooms. Also, you'll be required to keep 6 feet of distance from other parties

when in lines. And while this may make lines look longer, we promise they're moving.

When it comes to riding, you can load lifts and gondolas at full capacity with your own party. Parties that aren't together will have at least one seat between them on lifts, while up to two unrelated parties can load a gondola at up to 50 percent capacity.

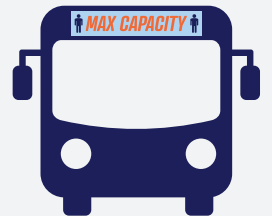
PRO TIP: Test your mask-goggle combo prior to hitting the slopes to make sure there's no fogging.



9 MAKE IT A SMOOTH RIDE

Transportation offerings and safety requirements differ from county to county, so check community guidelines while making your plans. Carpool with those in your bubble, and avoid peak travel times when you'll find heavier traffic.

Remember to stay patient, courteous and safe while traveling to the mountains and when using public transit or shuttles — especially on weekends and peak days. And don't forget to observe social distancing and mask wearing on public modes of transport.



PRO TIP: Capacity on shuttles and public transportation may be limited. Drop off the majority of your party and then take the shuttle or public transit yourself.

10 THIS VACATION, MAKE RESERVATIONS

Think ahead and don't get caught without a reservation. Our attractions need a heads up to make sure you have an amazing vacation experience. From restaurants and hot springs to tubing and ski school, available spots

may be limited more than in past years — and they fill up fast. Also, if you're planning to ski or snowboard, most ski areas aren't selling same-day lift tickets at windows. Book ahead of time so you don't miss out.



March 3, 2021

Senator Dominick Moreno, Chair
Representative Julie McCluskie, Vice Chair
Senator Chris Hansen
Representative Leslie Herod
Senator Bob Rankin
Representative Kim Ransom

Dear Joint Budget Committee Members,

As the Area Agency on Aging (AAA) for Region 12 Colorado (Eagle, Summit, Pitkin, Grand, and Jackson counties), we are fortunate to receive state funding through which older adults in the rural resort region Colorado. We are concerned about possible budget actions that would result in future funding cuts and would like to share how additional cuts and funding instability might impact services for Older Coloradans.

Before the pandemic hit, the state's AAA network was working with the JBC and JBC staff to develop a plan to invest \$13 million in the Older Coloradans Cash Fund (OCCF) to clear waiting lists, fill service gaps, and improve the network's infrastructure. These cash funds were part of \$31 million in spillover homestead exemption funds that had been transferred by law to the OCCF. Then the pandemic hit, necessitating drastic actions to balance the FY 2020-21 budget. By the time the dust settled, the AAAs had been allowed to spend just two years (\$6 million) of the spillover funds, \$18 million had been taken to balance the budget, and there was only \$7 million left in the OCCF. Now the governor's FY 2021-22 budget proposes to take the remaining \$7 million and further reduce our General Fund dollars for additional budget balancing, meaning these funds will be used for other programs.

While none of the above actions have made actual cuts to AAA program funding, they have destabilized AAA funding, setting up a serious funding cliff for SFY 2022-23 and jeopardizing the AAA network's ability to keep up with growing demand. We know that all AAAs around the state are experiencing similar challenges. With continued, sustainable funding, I want to share the awesome things we could do for older adults and their caregivers in our region:

- In partnership with local and state leaders in behavioral health care, build innovative service delivery models that address social isolation and mental health needs of older adults.
- Enhance family caregiver programs and increase access to evidence-based programs and respite to support caregivers.

- In partnership with other community providers, develop and enhance home modification programs that allow individuals to remain safely in their homes.
- Grow the Ombudsman program with trained and certified volunteers to address the rights of those living in long-term care and increase community education events that address elder abuse.
- Upgrade capital equipment and technology to create greater efficiency. The need to upgrade our systems is critical as we move into the next decade. Having the technology, HIPPA compliant software, and equipment necessary to deliver services will enhance overall capacity and efficiency.
- Expand transportation options in rural and urban areas by leveraging these dollars to assist in replacing aging vehicles, expand the use of transportation vouchers, and explore partnerships with ride-share providers.
- Create an Emergency Needs voucher program to address needs of those struggling with the aftermath of COVID and wildfires.
- Provide trainings and programming around emergency preparedness, hoarding, eviction, senior law, and other specific needs in our region.
- Enhance marketing and outreach services throughout the state to increase awareness of and access to services.

We need your support so that the AAA Network can sustain their service delivery during this challenging time and build capacity to meet growing demand.

Sincerely,

Erin Fisher
 Director, Vintage
 Area Agency on Aging Region 12



MEMORANDUM

To: NWCCOG Council & Economic Development District Board of Directors
From: Rachel Lunney, Economic Development Director
Date: March 15, 2021
Re: Comprehensive Economic Development Strategy 5-Year Update: SWOT Analysis

An effective CEDS allows a region to maximize its economic development potential, as well as engage with the U.S. Economic Development Administration (EDA) and other federal partners to receive additional funding as well as partner on projects. The CEDS is a pre-requisite for federal designation as an EDD and must be updated at least every five years. Overall, an effective CEDS planning process identifies locally grown strategies that will guide regional economic development, encourage partnerships and collaboration, and improve economic outcomes and overall quality of life in the NWCCOG region.

CEDS Required Sections

While the format to each region's CEDS is unique to that region and can take on any format that makes the CEDS as useful and engaging as possible, there are several required elements of the CEDS which include:

- Summary Background
- SWOT Analysis
- Strategic Direction / Action Plan
- Evaluation Framework
- Economic Resilience

We will use some time during the March 25 EDD board meeting to discuss the SWOT developed thus far (attached to the end of this memo), identify additions to it, and identify more opportunities to gain additional insights on the SWOTs in the region so that we are sure we are representing a complete picture for the CEDS and therefore accurately informing the regional action plan.

SWOT Analysis

A SWOT analysis of the regional economy should answer the question, "Where are we now?" by using relevant data and background information to help identify the critical internal and external factors that speak to the region's unique assets and competitive positioning. Determining and analyzing what the region already possesses that could be leveraged better to build the capacity for growth, including competitive cultural, economic, technological, intellectual, and physical assets, is critical to developing the strategic direction and implementation plan to promote regional economic vitality. Leveraging assets refers to using the activities and engagement of business, government leaders and other stakeholders to maximize the economic potential of a region. In addition, the SWOT analysis should consider economic resiliency. Specifically, what factors and/or elements are in place (or need to be put in place) to ensure the long-term success, viability, and durability of the regional economy? SWOT analysis elements are commonly understood in the following terms:

- **Strengths** are a region's relative competitive advantages and often are internal in nature;
- **Weaknesses** are a region's relative competitive disadvantages, also often internal in nature;
- **Opportunities** are chances or occasions for regional improvement or progress, often external in nature; and
- **Threats** are chances or occasions for negative impacts on the region or regional decline, also often are external in nature.

Foundation for SWOT: Local, Regional, and State Plans and Planning Efforts

Staff has analyzed the local, regional, and state plans that we are aware of, and have distilled regional strengths, weaknesses, opportunities, and threats from those plans, recognizing that a great deal of

community engagement has already gone into these plans to identify these elements. The list below represents the plans reviewed and community engagement participated in to inform the SWOT for the CEDS thus far (clearinghouse of the documents can be found on the [CEDS Update webpage here](#).) This list of plans and community engagement is by no means comprehensive, so if there is a plan from your community or community engagement effort underway that you do not see on this list that may inform the CEDS, please send to rtuyn@nwccog.org. We are including all local planning efforts already in place into the CEDS.

Local, State, Regional Plans and Community Engagement that provided foundation for SWOT Plans:

Eagle County Comprehensive Plan Update (underway - 2021)
Eagle County Economic Development Plan (2016)
Basalt Strategic Plan (2018)
Elevate Eagle Comprehensive Plan (2020)
Gypsum Comprehensive Master Plan (2017)
Grand County Economic Resurgence & Resiliency Action Implementation Plan (2017)
Fraser Valley Strategic Economic Development Plan (2015)
Winter Park Master Plan (2018)
Grand Lake Comprehensive Plan (2020)
Jackson County Craft Studio 101 Plan (2019)
Pitkin County Strategic Plan
Town of Snowmass Village Comprehensive Plan (2018)
Summit Prosperity Initiative Community Assessment (2020)
Breckenridge Destination Management Plan (2018)
Town of Frisco Strategic Plan (2020-2021)
NWCCOG Regional Assessment of Childcare Industry (2021)
Colorado Resiliency Framework (2020)
Colorado Rural Economic Blueprint
Colorado Dept. of Labor & Employment / Office of the Future of Work / A Path Forward

Stakeholder Engagement:

BOCC Work Sessions (ongoing)
Eagle County VISTA Community Engagement for Comprehensive Plan Update (ongoing)
Summit County REDI Community Survey (2019)
Summit County Business Impact Survey (July 2020; Nov. 2020)
Colorado Outdoor Recreation Industry Office COVID-19 Impact Survey (April 2020)
Town of Minturn Community Survey (2020)
Town of Frisco Envisioning the Future meeting (Feb. 11, 2021)
Jackson County Town Hall with State Rep. Amabile and Sen. Rankin (Jan. 27, 2021)
Grand County Town Hall with State Rep. Amabile and Sen. Rankin (Jan. 27, 2021)
Summit County BOCC Town Halls (ongoing)
Breckenridge Tourism Office Community Update (ongoing)
Mountain Roundtable Town Hall with Senator Michael Bennet (Jan. 8, 2021)
Pitkin County Growth Management Plan Public Outreach (ongoing)
Aspen Vitality Planning for 2021 (presented to Aspen City Council 3/24/21)
Colorado Coalition for the Homeless Community Conversation on Affordable Housing (Feb. 11, 2021)

CEDS Update Webpage

A page has been created on the NWCCOG EDD website to provide a clearinghouse of information on the CEDS 5-Year Update here: <http://nwccog.org/edd/data-center/comprehensive-economic-development-strategy/ceds-5-year-update/>. The webpage will provide a clearinghouse of planning documents in the region being incorporated into the CEDS, stakeholder engagement meeting summaries, regional data, etc. The draft SWOT on the next page can also be found on the website.

Strengths

- Public lands & open space: amenity for residents and attracts visitors, fuels tourism
- Abundant outdoor recreation opportunities
- Natural beauty
- World-class, internationally known ski areas that offer year-round recreational opportunities
- Strong tourism sector
- Educated workforce
- Proximity to metro area/population center (Denver, Colorado Springs)
- Quality of place: desirable place to live; attracts talent, visitors, wealth
- Local government commitment to invest in workforce housing
- Quaint, historic downtowns
- Healthcare (hospitals, cancer treatment center, surgery centers, orthopedic care)
- Cultural amenities (theaters, events)
- Broadband (Project THOR)
- Airports (Eagle County Regional Airport; Aspen/Pitkin County Airport; DIA)
- Social services support infrastructure (FIRC; Summit Community Care Clinic; Building Hope; others..)
- Small businesses
- Higher Education: Colorado Mountain College (3 campuses in the region)

Weaknesses

- Region's economy dominated by a single, low-paying sector (tourism)
- High cost of living: housing, healthcare, childcare
- Infrastructure for a growing region: Inadequate transportation systems create congestion; safety issues (I70); lack of adequate parking in towns
- Lack of mental health services
- Lack of career pathways for much of the workforce
- Home ownership out of reach for many families looking to put down roots in the region
- Poor forest health may lead to wildfire
- Social/wealth inequity
- Deed-restricted workforce housing prevents local families to build equity to move up to the next level
- Inadequate services to address increasingly culturally -diverse population
- Lack of strong support system typically found in economies with dynamic entrepreneurial ecosystems; access to capital is an especially key issue

Opportunities

- In-migration driven by remote work, urban exodus
- Growth in location neutral opportunities
- More wealth moving in
- Move away from tourism/large events = diversification
- Cancellation of large events provides opportunity to recalibrate size and purpose of events
- Growth in new sectors (Healthcare, Professional/Technical)
- Surge in development inquiries in "sleepy" towns like Walden, Hot Sulphur Springs, Grand Lake
- Entrepreneurship
- Job growth in higher paying sectors (Healthcare; Professional/Technical)
- Responsible tourism measures put into place during pandemic (reservation system at ski resorts which limit crowds could continue beyond COVID)
- Increased recreation usage on public lands, a major economic driver in the NWCCOG Region

Threats

- Loss of workforce due to pandemic
- Small businesses closing their doors due to inability to survive the pandemic
- Possible surge in permanent, year -round population due to pandemic (driven by remote work; remote school, internet connectivity) – could lead to increased demand in public services
- In migration driving up housing costs
- Overcrowding on public lands
- Climate Change
- Continued uncertainty impacts travel demand, especially international travel
- Continued capacity limits on large gatherings negatively impacting events which bring visitors which fuel tourism-based economy
- Drought
- Wildfires
- Impacts of increase in short-term rentals (loss of workforce housing)
- Mental health and substance abuse



Jon Stavney <jstavney@nwccog.org>

RE: ECE Report - Next Steps

1 message

brian@governmentperformance.us <brian@governmentperformance.us>

Mon, Mar 8, 2021 at 2:45 PM

To: Stacy Petty <rmecc@mtnvalley.org>, "jeanne.mcqueeney@eaglecounty.us" <jeanne.mcqueeney@eaglecounty.us>, Jon Stavney <jstavney@nwccog.org>, "patti.clapper@pitkincounty.com" <patti.clapper@pitkincounty.com>, "katy@grandbeginnings.org" <katy@grandbeginnings.org>, "lucinda@earlychildhoodoptions.org" <lucinda@earlychildhoodoptions.org>

Cc: "greg.winkler@state.co.us" <greg.winkler@state.co.us>, "laura@governmentperformance.us" <laura@governmentperformance.us>, "greg@governmentperformance.us" <greg@governmentperformance.us>

Team,

Thanks everyone for such a productive discussion today. Lots of updates and ideas in my notes below. Please follow up if I missed/misstated anything.

NOTE: We agreed to meet briefly again in 6 weeks with progress and next steps, but stay in touch via email in the meantime.

Thanks everyone!

Brian

Have you shared the report with others? What should we do next?

- Jeanne shared with -
 - Mayors/Managers meeting and giving them chance to digest before the next meeting and will convene a small working group to determine next steps
 - Pay Boyd local reporter in the valley with a history on the issue
 - Need to support provider Directors more to the planning and relationship. Many directors are overwhelmed by the crisis and need help to navigate and resource different challenges they are facing.
- Stacy shared with
 - Mary Alice Cohen, OEC Director
 - OEC Council membership and the Policy Committee for review
 - Councils need to act and drive the conversation. Brian will attend 3/25 RMECC meeting at 9:45 to introduce and inspire small working group to address.
 - Maeghan Loktoff, ECCLA and others to start to shape conversations.
- Lucinda shared with
 - Early Childhood Options team
 - Summit Commissioners
 - Summit Chamber – generated quick interest to have multiple employers from Grand/Summit (and others?) putting ideas together to help their employees find spots, resources etc. Catherine is identifying participants who may be able to push the issue as a small working group.
- Patti shared with
 - Shirley Ritter in Basalt – Brian to reach out as they may have Basalt Child Care Coalition with a provision to build/expand sites in the area.
 - Lake County commissioners. Explained we only did a fact sheet based on formal members of NWCCOG, but we all love Lake county!
 - Pitkin commissioners, Kelly McNicholas Kury, Francie Jacober
 - Aspen Chamber Resources – Patti will introduce Brian as possible resource/background info to drive small working group.
 - Shared with state legislators, congressional reps and Bennet's staff. Will share with Hickenlooper and Boebert in good faith.
- Greg
 - Offered feedback that a local working group in Basalt (Eagle or Pitkin side?) is working on expanding facilities. Includes Kelly Collier? and Megan Burch who may need support. Local directors navigating local process in Basalt, and may be stuck in planning/zoning process.
 - DOLA will have funds available in the fall Aug/Sep from \$12-15M. 75%-25% matching funds vs normal 50/50 structure, so this is a real opportunity. Again in Feb/Mar next year could see similar amounts come through.
- Brian
 - Ask Jon if Brian should speak briefly at the 3/25 NWCCOG meeting to emphasize the good work coming from the report (or Jon can handle)
 - Send Bill at Children's Campaign the report
 - Join RMECC meeting on 3/25 for 15 minutes to promote the report and small working group
 - Reach out to Shirley Ritter in Basalt to offer coaching on the report to set up small working group. Could be most promising concrete progress in the region.

- Follow up with Aspen Chamber Resources after Patti's introduction. Try to set up small working group.

Best,

Brian

-----Original Appointment-----

From: brian@governmentperformance.us

Sent: Wednesday, February 24, 2021 9:25 AM

To: brian@governmentperformance.us; Stacy Petty; jeanne.mcqueeney@eaglecounty.us; Jon Stavney; patti.clapper@pitkincounty.com; katy@grandbeginnings.org; lucinda@earlychildhoodoptions.org

Cc: greg.winkler@state.co.us; laura@governmentperformance.us

Subject: ECE Report - Next Steps

When: Monday, March 8, 2021 12:00 PM-1:00 PM (UTC-07:00) Mountain Time (US & Canada).

Where: <https://us02web.zoom.us/j/89920379733?pwd=QjRKT2I4SkZNZWRTc01IK05LVkZoZz09>

Hi everyone,

This time appears to work for most of us. Please join if at all possible to discuss how to fully leverage our report and drive meaningful progress in ECE across the region.

Best,

Brian

Brian Pool is inviting you to a scheduled Zoom meeting.

Join Zoom Meeting

<https://us02web.zoom.us/j/89920379733?pwd=QjRKT2I4SkZNZWRTc01IK05LVkZoZz09>

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