



# AGENDA

**Thursday, January 28, 2021**

CONFERENCE CALL ONLY – NO IN PERSON MTG

9:30 a.m. – 12 p.m.

## ZOOM VIDEO & PHONE CONFERENCE INFORMATION

**Video:** <https://zoom.us/j/95284629934?pwd=eGk5Y1lrQjZSSkc1NXVWQ0NHVHMvZz09>

**Phone:** +1 669 900 6833

**Meeting ID:** 952 8462 9934

**Passcode:** 088387

## NWCCOG EXECUTIVE COMMITTEE MEETING

**\*\* Executive Committee is meeting prior to Council Meeting\*\***

<b>NWCCOG Executive Committee:</b> Region XII county members –Patti Clapper, Jeanne McQueeney, Kristen Manguso, Coby Corkle and one vacancy. Municipal members – Alyssa Shenk, Andy Miller, Carolyn Skowyra, and Patty McKenny.			
9:00 a.m.	1.	Call to Order – Patti Clapper, Vice-Chair	
	2.	Determination of Quorum	
	*3.	ACTION: Executive Director Annual Review <ul style="list-style-type: none"> <li>- Materials sent directly from Elaina to Committee members</li> <li>- Jon Stavney 2020 Self Evaluation enclosed with NWCCOG Goals &amp; Objectives</li> <li>- Blank evaluation form in Executive Committee Meeting Materials</li> </ul>	Email to Exec Committee 01/13/2021
9:30 a.m.	*4.	Adjourn NWCCOG Executive Committee	

## NORTHWEST LOAN FUND MEETING

*(The Northwest Loan Fund Board is the NWCCOG Council)*

9:30 a.m.	1.	Call to Order – Patti Clapper, Vice-Chair	
	2.	Determination of Quorum	
	*3.	ACTION NLF: Minutes of March 2020 NLF Board Meeting	Pgs. 4-5
	*4.	ACTION NLF: 2020 Preliminary End of the Year Financials <ul style="list-style-type: none"> <li>- Northwest Loan Fund – Balance Sheet</li> <li>- Northwest Loan Fund – Budget vs Actual</li> <li>- Available on website week of meeting: <a href="http://nwccog.org/about/meetings/">http://nwccog.org/about/meetings/</a></li> </ul>	Pgs. 6-7
	5.	UPDATE: NLF Reports <ul style="list-style-type: none"> <li>- Documents are for review, not approval</li> <li>- Northwest Loan Fund – Risk Ratings</li> <li>- Northwest Loan Fund – Portfolio Summary</li> <li>- 2020 NLF Loan Policy as reference for risk rating definitions</li> </ul>	Pgs. 8-14
	6.	UPDATE NLF: Energize Colorado Gap Fund recap 2020 and update on actions in 2021, Scott Pugsley	Pgs. 15-16
	7.	ANNUAL UPDATE: Verbal Review of 2020 Activity and Q&A, Anita Cameron, NLF Director	
10:00 a.m.	*8.	Adjourn NLF Board Meeting	
10:00 a.m.		Convene as NWCCOG Council	

## NWCCOG COUNCIL MEETING

10:00 a.m.	1.	Call to Order & Intro – Patti Clapper, Vice-Chair	
	2.	Roll Call and Determination of Quorum	
	*3.	ACTION COG & EDD: Approve Minutes of December 2020 Council & EDD Board Meeting	Pgs. 17-20
	*4.	ACTION COG: 2020 Preliminary End of the Year Financials <ul style="list-style-type: none"> <li>- NWCCOG List of Payments</li> <li>- NWCCOG – Balance Sheet</li> <li>- NWCCOG – Statement of Revenues and Expenditures</li> <li>- 2019-2020 Project THOR Budget vs. Actual</li> <li>- Foundation – Balance Sheet</li> <li>- Foundation – Statement of Revenues and Expenditures</li> </ul>	Pgs. 21-51
	*5.	ACTION COG: Election of Executive Committee municipal members for 2021 – Election of Chair, Vice-Chair and Secretary/Treasurer and NWCCOG Executive Committee <ul style="list-style-type: none"> <li>- Previous members are as follows:                2020 COG Council Chair: Karn Stiegelmeier – 2021 _____                2020 COG Council Vice-Chair: Patti Clapper – 2021 _____                2020 COG Council Sec/Treas: Carolyn Skowyra-2021 _____                2020 Muni Exec: See footer. For 2021 _____</li> <li>- There is hereby created an Executive Committee which shall consist of nine voting representatives of the Council. There shall be one member from each of the five Boards of County Commissioners in Region XII. Each representative of the Boards of County Commissioners shall designate an alternate. There shall be four members from Municipalities within the NWCCOG membership. Each representative of Municipalities shall designate an alternate.</li> <li>- The Executive Committee members and alternates shall be elected at the annual meeting in January and shall serve until the following January. The Executive Committee shall select the Chairman, Vice Chairman and Secretary-Treasurer from among its members.</li> <li>- No representative may be a member of the Executive Committee unless its Member Jurisdiction is current, as required by the Bylaws Article IV.6, in its dues payments.</li> </ul>	
	*6.	EDD ACTION: Per the EDD Bylaws, EDD Officers are elected to serve 2-year terms. The EDD Board elected officers at the January 24, 2019 Council & EDD Board Meeting. Therefore, the EDD Board needs to elect new members. <ul style="list-style-type: none"> <li>- Previous members are as follows:                2020 EDD Chair: DiAnn Butler      2021 _____                2020 EDD Vice-Chair: Patti Clapper   2021 _____                2020 EDD Sec/Treas: Kris Manguso 2021 _____</li> </ul>	
	*7.	ACTION COG: Designate County Health Pool (CHP) Representative for 2021 <ul style="list-style-type: none"> <li>- CHP requires that we renew or elect our CHP Representative annually, which requires a vote of the council.</li> <li>- 2020 Carolyn Skowyra was 2020 CHP Representative – 2021 _____</li> <li>- 2020 Designated Correspondents Jon and Elaina      - 2021 _____</li> <li>- FYI: NWCCOG extends CHP benefits to member entities, Kremmling, HSS, Red Cliff and Walden for their employees.</li> </ul>	Pg. 52
	*8.	ACTION COG: Authorize Council Chair to sign 2020 Audit engagement letter with Clifton Larson Allen	Pgs. 53-65
	9.	UPDATE COG: Be on the lookout for requests to the 5 counties for Work Group Members for this joint “Mountain Migration” Project with CAST	Pgs. 66-67

10:20 a.m.	*10.	DISCUSSION and ACTION COG: (Re-) Inclusion of Routt County to NWCCOG Membership in 2021 <ul style="list-style-type: none"> <li>- Commissioner Corrigan approached Jon the last week of December inquiring about the process of to join NWCCOG</li> <li>- <i>Already serve Routt with most programs, those most impacted are EDD and Vintage (Agency on Aging) services.</i></li> </ul>	Pgs. 68-76
10:30 a.m.	11.	PRESENTATION and DISCUSSION NWCCOG/EDD: Regional Assessment of Child Care Industry for 2021 <ul style="list-style-type: none"> <li>- Announcement of Document publication, call to action</li> <li>- Overview by <a href="#">Government Performance Solutions</a>, Brian Pool, Laura Sigrist and Greg Bellomo</li> </ul>	
11:00 a.m.	12.	INFO COG: Eagle County request for Stakeholder groups to review various portions of the 2021 County Comp Plan. Kris Valdez, Senior Planner Eagle County <ul style="list-style-type: none"> <li>- A call out for regional participants in the process. Will share upcoming stakeholder group schedules</li> <li>- All counties perform updates, this one is interesting for how ambitiously comprehensive and interwoven it is with county goals and performance measures. Not all counties actively seek input from other jurisdictions, especially outside their borders. Here is the <a href="#">Project Management Strategy</a> document.</li> </ul>	Pgs. 77-108
	13.	DISCUSSION: 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?	
11:20 a.m.	14.	OTHER ITEMS: <ul style="list-style-type: none"> <li>- NWCCOG Updated Website – nearing release, be on the lookout</li> <li>- It was constructed to align with NWCCOG Goals – addressing that folks don't really know who we are, what services we provide, so site focuses on highlighting staff, success stories and more direct access to services.</li> </ul>	Pgs. 109-127
11:25 a.m.	15.	Program Updates: <ul style="list-style-type: none"> <li>- Summary document in the packet</li> <li>- If you have any questions for our programs that may benefit the whole group, please ask for further detail at this time.</li> </ul>	
11:30 a.m.	16.	Member Updates: (3 min or less for each—3 min x 27 members =1.5 hrs) <ul style="list-style-type: none"> <li>- News: Share something recent or upcoming that you are most excited about</li> <li>- What topics would it be useful to hear about what other jurisdictions are doing?</li> </ul>	
	17.	New Business <ul style="list-style-type: none"> <li>- Foundation Memo –reminder</li> <li>- Tennessee Pass Rail Line News</li> </ul>	Pgs. 128-150
12:00 p.m.	*18.	Adjourn NWCCOG Meeting	
<b><u>NEXT NWCCOG MEETING:</u></b>			
Thursday, March 25, 2021 from 10:00am – 12:00pm			
<b><u>NWCCOG Officers:</u></b> NWCCOG Council Chair – Vacant, NWCCOG Council Vice-Chair – Patti Clapper NWCCOG Council Secretary-Treasurer – Carolyn Skowyr			
<b><u>NWCCOG Executive Committee:</u></b> Region XII county members –Patti Clapper, Jeanne McQueeney, Kristen Manguso, Coby Corkle and one vacancy. Municipal members – Alyssa Shenk, Andy Miller, Carolyn Skowyr, and Patty McKenny.			



**Northwest Colorado Council of Governments  
Northwest Loan Fund (NLF) Board  
Conference Call  
March 26, 2020**

**Board Members:**

Alyssa Shenk, Town of Snowmass Village  
Andy Miller, Town of Fraser  
Anne McKibbin, Town of Eagle  
Bill Infante, Town of Basalt  
Bob Sirkus, Town of Snowmass Village  
Carolyn Skowrya, Town of Dillon  
Eric Gotthelf, Town of Minturn  
George Brodin, Town of Minturn  
Heather Sloop, Town of Steamboat Springs  
Jeanne McQueeney, Eagle County  
Jennie Fancher, Town of Avon  
Jennifer Ooton, City of Glenwood Springs  
Jo McQueary, Town of Walden  
Karn Stiegelmeier, Summit County  
Kris Manguso, Grand County  
Michelle Metter, Town of Minturn  
Patti Clapper, Pitkin County  
Patty McKenny, Town of Vail  
Watkins Fulk-Gray, Town of Basalt

**Others Present:**

Matthew Kireker, Senator Bennet's Office

**NWCCOG Staff:**

Anita Cameron  
Doug Jones  
Elaina West  
Erin Fisher  
Jon Stavney  
Nate Walowitz  
Rachel Lunne

**Call to Order:**

Karn Stiegelmeier, Chair, called the Northwest Loan Fund (NLF) Board meeting to order at 10:03 a.m. Round table introductions were conducted, and a quorum was present.

**Approval of January 2019 NLF Board Meeting Minutes:**

***M/S: Alyssa Shenk/Carolyn Skowrya*** to approve the January 2019 NLF Board Meeting Minutes as presented.

***Passed: Yes***

**NLF 2019 End of Year Financials:**

There were some questions about small discrepancies in the NLF financials. Anita reviewed and explained the structure of the documents, but the auditors will need to provide a final response to reporting discrepancies.

***M/S: Patti Clapper/Patty McKenny*** to approve the NLF 2019 End of Year Financials contingent upon clarification of the reporting methodology from the auditors.

***Passed: Yes***

**NLF Reports**



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

**Revised Loan Policy**

Anita Cameron, NLF Director, and Alyssa Shenk, Board Member, made revisions to the Loan Policy. They added a disaster section to the policy, which was emailed in a memo to the NLF Board (which is also the NWCCOG Council) on Wednesday, March 25, 2020. The group discussed the edits and agreed on a few adjustments to the policy. Final policy with revisions will be emailed to the NLF Board once completed.

***M/S: Anne McKibbin/Alyssa Shenk*** to approve inserting into the existing Loan Policy a section entitled “Loan Approval in Emergency Circumstances” containing the language from the Loan Policy Disaster Memo minus the first bullet point and the second bullet point revised to read “Temporality adjust loan interest rates between zero and two percent with the consent of three LC members for up to a twelve month period”; revising exhibit A to list only the nine counties served; and lastly, removing the first sentence under the section “Loan Approval.”

***Passed: Yes***

**New Business:** There is none.

**Adjournment:**

***M/S: Bob Sirkus/Anne McKibbin*** to adjourn the NLF Board Meeting at 10:42 a.m.

***Passed: Yes***

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Karn Stiegelmeier, NWCCOG Chair

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Date

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

	<b>TOTAL</b>
<b>ASSETS</b>	
<b>Current Assets</b>	
<b>Checking/Savings</b>	
1015 · NLF Operating	626,954.89
1070 · NLF Alpine Bank	250,121.17
1072 · NLF Mountain Valley Bank	251,518.49
1074 · NLF Yampa Valley Bank	254,256.29
<b>Total Checking/Savings</b>	<u>1,382,850.84</u>
<b>Accounts Receivable</b>	
1116 · NLF Grant Receivable	69,600.00
<b>Total Accounts Receivable</b>	<u>69,600.00</u>
<b>Other Current Assets</b>	
1090 · Undeposited Funds	4,860.00
1315 · NLF - Allowance for Loan Loss	-255,121.10
<b>Total Other Current Assets</b>	<u>-250,261.10</u>
<b>Total Current Assets</b>	<u>1,202,189.74</u>
<b>Other Assets</b>	
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
<b>Total 1615 · NLF Loans Receivable</b>	<u>2,035,324.21</u>
<b>Total Other Assets</b>	<u>2,035,324.21</u>
<b>TOTAL ASSETS</b>	<u><u>3,237,513.95</u></u>
<b>LIABILITIES &amp; EQUITY</b>	
<b>Liabilities</b>	
<b>Current Liabilities</b>	
<b>Accounts Payable</b>	
2000 · Accounts Payable	8.88
<b>Total Accounts Payable</b>	<u>8.88</u>
<b>Credit Cards</b>	
2050 · COG-Firstbank Credit Card	
2050.01 · 3936-NLF	218.15
2050.07 · 3158-EW	288.99
2050.26 · 5755-SP	270.00
<b>Total 2050 · COG-Firstbank Credit Card</b>	<u>777.14</u>
<b>Total Credit Cards</b>	<u>777.14</u>
<b>Total Current Liabilities</b>	<u>786.02</u>
<b>Total Liabilities</b>	<u>786.02</u>
<b>Equity</b>	
3000 · Fund Balance	
3100 · NLF Net Equity	1,949,476.92
<b>Total 3000 · Fund Balance</b>	<u>1,949,476.92</u>
3900 · Retained Earnings	1,115,731.09
Net Income	171,519.92
<b>Total Equity</b>	<u>3,236,727.93</u>
<b>TOTAL LIABILITIES &amp; EQUITY</b>	<u><u>3,237,513.95</u></u>

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

5:01 PM  
 01/19/2021  
 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	1,397.96		
Total Income	2,255,721.64	347.03%	650,000.00
Gross Profit	2,255,721.64	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	1,254.18	501.67%	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	2,321.01	464.2%	500.00
7120 · License & Permits	10.00	1.0%	1,000.00
7130 · Travel & Meeting	8,332.51	104.16%	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	2,084,246.22	1,454.85%	143,262.00
Net Ordinary Income	171,475.42	33.84%	506,738.00
Net Income	171,475.42	33.84%	506,738.00
Fund Loaned	426,000.00		
Program Income Net	(254,524.58)		

Risk Ratings Report through 01/04/2021  
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	19,972.05								2	01/01/2020	10.00%	1,997.20
2016-0617		CDBG	CDBG-16-602	95,000.00	71,827.45								2	03/31/2020	10.00%	7,182.74
2017-0209		CDBG	CDBG-16-602	90,000.00	22,741.26								2	03/31/2020	10.00%	2,274.13
2017-0914		CDBG	CDBG-16-602	250,000.00	217,919.13								2	03/31/2020	10.00%	21,791.91
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	24,259.08	460.00	460.00						2	03/31/2020	10.00%	2,425.91
2018-0913		CDBG	CDBG-16-602	98,000.00	67,905.23								2	03/31/2020	10.00%	6,790.52
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	40,224.44								2	03/31/2020	10.00%	4,022.44
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	94,972.35								2	03/31/2020	10.00%	9,497.24
2020-0326		CDBG	CDBG-16-602	51,000.00	47,421.00								2	03/31/2020	10.00%	4,742.10
2 - CDBG: 13 loans				1,340,000.00	1,051,007.95											105,100.80
Risk Rating: 2, Fund: Revolved																

Risk Ratings Report through 01/04/2021  
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	[REDACTED]	Revolved	Revolved	95,000.00	45,766.39								2	03/31/2020	10.00%	4,576.64
2019-0516-1R	[REDACTED]	Revolved	Revolved	295,000.00	285,993.44								2	03/31/2020	10.00%	28,599.34
2019-0925	[REDACTED]	Revolved	Revolved	13,580.00	9,080.98								2	03/31/2020	10.00%	908.10
2019-1216	[REDACTED]	Revolved	Revolved	50,000.00	48,164.27								2	03/31/2020	10.00%	4,816.43
2020-0213R	[REDACTED]	Revolved	Revolved	100,000.00	37,726.95								2	03/31/2020	10.00%	3,772.70
2020-0330	[REDACTED]	Revolved	Revolved	100,000.00	47,848.47								2	03/31/2020	10.00%	4,784.85
2 - Revolved: 6 loans				653,580.00	474,580.50											47,458.05
Risk Rating: 2, Fund: State OEDIT																
2018-1011	[REDACTED]	State OEDIT	OEDIT-2017	25,000.00	18,536.25								2	03/31/2020	10.00%	1,853.62
2 - State OEDIT: 1 loans				25,000.00	18,536.25											1,853.62
2: 20 loans				2,018,580.00	1,544,124.70											154,412.47
Risk Rating: 1, Fund: CDBG																
2014-0508	[REDACTED]	CDBG	CDBG-13-589	40,000.00	13,935.38								1	11/30/2020	1.00%	139.35
2016-1107	[REDACTED]	CDBG	CDBG-16-602	99,000.00	41,153.11	2,200.00							1	11/30/2020	1.00%	411.53
2020-0514 CDBG	[REDACTED]	CDBG	CDBG-20-630	60,000.00	58,719.40	525.00							1	05/18/2020	1.00%	587.19
2020-0910a	[REDACTED]	CDBG	CDBG-20-630	60,000.00	59,245.74								1	10/15/2020	1.00%	592.46

Risk Ratings Report through 01/04/2021  
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	173,053.63														1,730.54
Risk Rating: 1, Fund: Revolved																			
2020-0514 R	██████████	Revolved	Revolved	110,000.00	107,589.72	975.00							1	05/18/2020	1.00%	1,075.90			
1 - Revolved: 1 loans				110,000.00	107,589.72														1,075.90
Risk Rating: 1, Fund: State OEDIT																			
2020-0910b	██████████	State OEDIT	OEDIT-2017	30,000.00	29,622.88							1	10/15/2020	1.00%	296.23				
1 - State OEDIT: 1 loans				30,000.00	29,622.88														296.23
1: 6 loans				399,000.00	310,266.23														3,102.66
Risk Rating: 3, Fund: CDBG																			
2016-1208	██████████	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	██████████	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	██████████	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	██████████	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 01/04/2021  
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	2,043,382.06											255,565.41

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

01/04/2021 01 08 PM

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					=== 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	13,935.38	26,064.62	9,527.38	500.00	12/07/2020								< 30
2015-0409-2	████████	04/22/2015	86,000.00	19,972.05	67,075.05	4,289.27	190.00	12/15/2020								< 30
CDBG - CDBG-13-589: 3 loans			146,000.00	42,730.86	104,316.24	18,575.28	905.34									
Fund: CDBG, Subfund: CDBG-16-602																
2020-0331	████████	04/04/2020	60,000.00	60,000.00				09/05/2020	606.00	606.00						30 +
2018-0510	████████	03/20/2020	25,000.00	24,259.08	740.92	179.08	460.00	12/21/2020	460.00	460.00						30 +
2016-0617	████████	04/14/2017	95,000.00	71,827.45	23,172.55	13,994.25	1,035.00	09/25/2020								< 30
2018-0305	████████	06/18/2018	280,000.00	248,138.03	31,861.97	26,038.03	3,900.00	11/06/2020								< 30
2016-1208	████████	12/14/2016	80,000.00	32,131.00	47,869.00	10,385.00		11/03/2020								< 30
2019-0516-1	████████	05/20/2019	95,000.00	91,249.84	3,750.16	6,419.84	1,130.00	11/17/2020								< 30
2017-0914	████████	08/04/2018	250,000.00	217,919.13	32,080.65	24,279.35	2,818.00	12/02/2020								< 30
2018-0913	████████	09/24/2018	98,000.00	67,905.23	30,094.77	9,225.23	1,966.00	12/02/2020								< 30
2019-0516-2	████████	05/29/2019	50,000.00	40,224.44	9,775.56	3,224.44	1,000.00	12/09/2020								< 30
2020-0326	████████	03/30/2020	51,000.00	47,421.00	3,579.00	421.00	1,000.00	12/09/2020								< 30
2016-1107	████████	12/07/2016	99,000.00	41,153.11	57,846.89	13,623.11	2,200.00	10/28/2020	2,200.00							< 30
2017-0209	████████	02/24/2017	90,000.00	22,741.26	67,258.74	11,245.26	3,100.00	11/17/2020								< 30
2019-1010	████████	11/07/2019	100,000.00	95,554.66	4,445.34	2,550.66	2,332.00	12/15/2020								< 30
2020-0213	████████	02/20/2020	100,000.00	94,972.35	5,027.65	978.35	1,501.50	11/24/2020								< 30
CDBG - CDBG-16-602: 14 loans			1,473,000.00	1,155,496.58	317,503.20	122,563.60	22,442.50		3,266.00	1,066.00						
Fund: CDBG, Subfund: CDBG-20-630																
2020-0514 CDBG	████████	05/18/2020	60,000.00	58,719.40	1,280.60	1,344.40	910.00	10/28/2020	525.00							< 30
2020-0910a	████████	10/15/2020	60,000.00	59,245.74	754.26	390.41	1,144.67	12/04/2020								< 30
CDBG - CDBG-20-630: 2 loans			120,000.00	117,965.14	2,034.86	1,734.81	2,054.67		525.00							
CDBG: 19 loans			1,739,000.00	1,316,192.58	423,854.30	142,873.69	25,402.51		3,791.00	1,066.00						



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					=== 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		08/05/2020	855.00	855.00	855.00					60 +
2019-0516-1R		05/20/2019	295,000.00	285,993.44	9,006.56	19,937.44	3,618.00	11/17/2020								< 30
2019-1216		12/19/2019	50,000.00	48,164.27	1,835.73	1,014.27	570.00	12/02/2020								< 30
2020-0330		04/02/2020	100,000.00	47,848.47	2,151.53	352.47	502.00	12/07/2020								< 30
2020-0514 R		05/18/2020	110,000.00	107,589.72	2,410.28	2,464.72	1,690.00	10/28/2020	975.00							< 30
2014-1223		12/30/2014	95,000.00	45,766.39	50,233.61	20,793.79	1,022.85	11/30/2020								< 30
2020-0213R		02/20/2020	100,000.00	37,726.95	2,810.55	192.45	1,501.50	11/24/2020								< 30
2019-0925		10/15/2019	13,580.00	9,080.98	4,499.02	427.98	333.00	11/06/2020								< 30
Revolved - Revolved: 8 loans			843,080.00	660,013.34	74,604.16	47,552.24	9,237.35		1,830.00	855.00	855.00					
Revolved: 8 loans			843,080.00	660,013.34	74,604.16	47,552.24	9,237.35		1,830.00	855.00	855.00					
Fund: State OEDIT, Subfund: OEDIT-2017																
2018-1011		11/13/2018	25,000.00	18,536.25	6,463.75	2,036.25	500.00	11/23/2020								< 30
2017-0713		07/24/2017	37,337.00	19,017.01	18,319.99	3,845.01		11/03/2020								< 30
2020-0910b		10/15/2020	30,000.00	29,622.88	377.12	195.21	572.33	12/04/2020								< 30
State OEDIT - OEDIT-2017: 3 loans			92,337.00	67,176.14	25,160.86	6,076.47	1,072.33									
State OEDIT: 3 loans			92,337.00	67,176.14	25,160.86	6,076.47	1,072.33									
<b>Report total: 30 loans</b>			2,674,417.00	2,043,382.06	523,619.32	196,502.40	35,712.19		5,621.00	1,921.00	855.00					

## **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%

## Energize CO Gap Fund

The Energize Colorado Gap Fund program was announced in July 2020, as a combined effort between public funding from the CARES Act and private funding from Colorado donors. The intent of the program is to help sole proprietors, businesses, and nonprofits in support of tourism industries, with fewer than 25 full time employees by offering grants up to \$15,000 and loans up to \$20,000. Prioritization was given to minority and women-owned businesses, and those businesses that had not been successful in pursuing and/or receiving funding assistance from other programs. The program was originally awarded \$25MM for disbursement between the grant and loan program, and has been able to raise additional funds with a total of \$32MM currently available to be disbursed in Colorado. There were two rounds of funding, with the first application deadline being September 14, and the second being October 26<sup>th</sup>. The Northwest Loan Fund (NLF), a 501c6 that makes business loans in the NW quarter of the State, was asked to score and verify applications, and administer funds for NW Colorado. Oversight for the NLF is the NWCCOG with the scoring criteria set by the Colorado Legislature.

Anita Cameron – Director of Business Lending and Scott Pugsley – Business Lending Assistant – along with 6 others, scored applications and verified information with Scott leading the project.

### Grants:

- 2 rounds of grant applications
- ~10,000 total applications with 5,600 from round 1, and 4,400 from round 2 applications statewide (initial expectations were for 6,000 total)
  - NLF processed 637 applications (>6% of total)
  - 2<sup>nd</sup> most for any region behind only Denver Metro
- \$25MM in total grant funds were released to 2,060 businesses
  - NLF awarded \$1.674MM to 128 businesses in our territory (20% of applicants in NLF territory received awards)
  - Round 1 checks were distributed 10/28/20 with round 2 checks distributed 12/22/20
  - NLF receives a 3% admin fee based on grant funds distributed, equal to ~\$50M, as well as some additional administrative funding provided through Energize CO of ~\$5M

### Loans:

- \$7MM in loan funds available statewide will be based on NLF's standard policy and approval process. Lenders are encouraged to be more flexible around their default rates, allowing their underwriting to be more liberal, giving more people access to loans. Loan program has not fully been rolled out from Energize, with additional details expected in mid-January.
  - \$20,000 maximum loan amount
    - 15% targeted loss ratio w/ 10% floor
    - Lenders keep interest if they meet loss ratio expectations and 50% of repayment difference for under 15% loss ratio
    - Lender responsible for loss ratio above target, up to collected interest total
    - Lender can recycle funds 1x, so will need to be tracked separately
    - \$500 loan fee
  - NLF Approval Policy: Loans <\$30M can be approved by LC member in subject county + 2 additional members
  - Terms:
    - Principal amount: \$5,000-\$20,000
    - 24-36 month term
    - Rates:
      - 0-4 mos, 0% interest
      - 5-12 mos, 1% interest
      - 12+ mos 1.5% interest
    - No payments the first 4 months
    - No pre-pay penalty
    - Secured Loans: mix possibly including personal guarantees, collateral, and possible prohibition on additional debt without consent of lender.
    - Loans may be spent on items agreed to by the lender.

- Grants or loans cannot be spent on:
  - Expenses that have been or will be reimbursed under any other federal program
  - Losses that have been or will be covered under any other federal program
  - Taxes
  - Lobbying
  - Capital Purchases or Construction
    - Capital purchases are defined as expensed greater than \$25,000 with a usable life of five years or more.

Applicant Industry Data:

<b>Code</b>	<b>Industry Title</b>	<b>NLF Applicants</b>	<b>Percent</b>
<a href="#">11</a>	<a href="#">Agriculture, Forestry, Fishing and Hunting</a>	13	2.03%
<a href="#">21</a>	<a href="#">Mining</a>	1	0.16%
<a href="#">22</a>	<a href="#">Utilities</a>	1	0.16%
<a href="#">23</a>	<a href="#">Construction</a>	20	3.12%
<a href="#">31-33</a>	<a href="#">Manufacturing</a>	46	7.18%
<a href="#">42</a>	<a href="#">Wholesale Trade</a>	9	1.40%
<a href="#">44-45</a>	<a href="#">Retail Trade</a>	65	10.14%
<a href="#">48-49</a>	<a href="#">Transportation and Warehousing</a>	20	3.12%
<a href="#">51</a>	<a href="#">Information</a>	9	1.40%
<a href="#">52</a>	<a href="#">Finance and Insurance</a>	4	0.62%
<a href="#">53</a>	<a href="#">Real Estate Rental and Leasing</a>	33	5.15%
<a href="#">54</a>	<a href="#">Professional, Scientific, and Technical Services</a>	42	6.55%
<a href="#">55</a>	<a href="#">Management of Companies and Enterprises</a>	2	0.31%
<a href="#">56</a>	<a href="#">Administrative and Support and Waste Management and Remediation Services</a>	26	4.06%
<a href="#">61</a>	<a href="#">Educational Services</a>	23	3.59%
<a href="#">62</a>	<a href="#">Health Care and Social Assistance</a>	46	7.18%
<a href="#">71</a>	<a href="#">Arts, Entertainment, and Recreation</a>	73	11.39%
<a href="#">72</a>	<a href="#">Accommodation and Food Services</a>	149	23.24%
<a href="#">81</a>	<a href="#">Other Services (except Public Administration)</a>	54	8.42%
<a href="#">92</a>	<a href="#">Public Administration</a>	5	0.78%

For more details on the Energize CO Gap Fund impact, please visit:

<https://energizecolorado.com/gap-fund-impact/>



# Northwest Colorado Council of Governments

## NWCCOG Council & EDD Board Meeting

December 3, 2020

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

### **Council & EDD Board Members Present:**

Alyssa Shenk, Town of Snowmass Village  
Bill Infante, Town of Basalt  
Bob Sirkus, Town of Snowmass Village  
Brian Waldes, Town of Breckenridge  
Carolyn Skowyra, Town of Dillion  
Chris Romer, Vail Valley Partnership  
Coby Corkle, Jackson County  
Corry Mihm, SIBA/Summit Chamber  
DiAnn Butler, Grand County EDD  
George Brodin, Town of Minturn  
Heather Sloop, Steamboat Springs  
Jeanne McQueeney, Eagle County  
Jessica Valand, CO Department of Labor & Employment  
Jenn Ooton, City of Glenwood Springs  
John Bristol, Steamboat Chamber of Commerce  
John Crone, Town of Grand Lake  
Karn Stiegelmeier, Summit County  
Kristen Manguso, Grand County  
Mark Hoblitzell, CO Department of Labor & Employment  
Matthew Langhorst, City of Glenwood Springs  
Melanie Leaverton, North Park Chamber of Commerce  
Merrit Linke, Grand County  
Mia Vlaar, Town of Vail  
Patti Clapper, Pitkin County  
Patty McKenny, Town of Vail  
Shane Larson, Colorado Mountain College  
Skippy Mesirow, City of Aspen  
Watkins Fulk-Gray, Town of Basalt

### **Others Present:**

Jill Grano, Neguse's Office  
Matthew Kireker, Bennet's Office  
Sally Anderson, Neguse's Office

### **NWCCOG Staff:**

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

### **Call to Order:**

Karn Stiegelmeier, NWCCOG Council Chair at 10:02am. EDD Board Chair, DiAnn Butler, not yet present. Roundtable introductions were completed, and a quorum was present for the groups.

### **Approval of October 2020 Council Board Meeting Minutes**

***M/S: Alyssa Shenk/George Brodin*** to approve the October 2020 Council Meeting Minutes as presented.

***Passed: Yes***

### **Approval of NLF 3<sup>rd</sup> Quarter Financials**

***M/S: Melanie Leaverton/Alyssa Shenk*** to approve the NLF 3<sup>rd</sup> Quarter Financials as presented.

***Passed: Yes***

### **NLF Reports**

Council reviewed. No motion necessary.

### **Approval of 2020 Budget Revisions**

***M/S: Carolyn Skowyra/George Brodin*** to approve the 2020 budget revisions as presented.

### **Approval of 2021 Budget**

**M/S: Carolyn Skowrya/George Brodin** to approve the 2021 Budget and Revised 2020 Budget as presented (with only revisions made at October Meeting).

### **Approval of NWCCOG Council Rules of Conduct**

Alyssa Shenk, Sam Light at CIRSA, and our general counsel, Barbara Green reviewed this document prior to proposing. There was further discussion on language with an agreed upon revision for clarification and punctuation. The last sentence on page 17 of 75, indent “A” under “Conflict of Interest” shall be changed to: “The Member shall leave the room during the time the proposed action is being discussed and the decision is being made, shall recuse themselves, and may not testify before the council on the matter; and.”

**M/S: Alyssa Shenk/George Brodin** to adopt the NWCCOG Council Rules of Conduct with minor revisions.

### **Discussion: Law Enforcement Report is Out**

The report is being distributed to our jurisdiction managers. It is also available online:

<http://nwccog.org/about/meetings/meeting-archives/>.

### **CEDS Update**

The CEDS is a Comprehensive Economic Development Strategy required by the Economic Development Administration (EDA) to operate and receive economic development funding. The EDA requires us to update our CEDS every 5 years. Our CEDS encompasses the 5 NWCCOG Counties: Jackson, Grand, Summit, Pitkin, and Eagle. This Board will serve as the Strategy Committee for the new CEDS October 1, 2021 -September 30, 2026. Rachel and Jeff will start by examining current and future jurisdiction plans in the works. Rachel will continue updates at 2021 EDD Board meetings and post CEDS information on the EDD website.

### **Regional Recovery Coordinator Report-In**

Jeff started meeting with many of our jurisdictions since being hired in October 2020. He is currently working on success stories to share with and hopefully benefit our communities. The “Save Our Season” concept in Steamboat is one example of an idea that has successfully resonated with other communities in our region. Jeff believes that our region as a whole does not have a cohesive outreach plan for our incoming guests, so he has been working with the Colorado Tourism Office and Colorado Hotel Lodging Association to develop a simple tool for property managers and logging to distribute to our tourists. The purpose is for those travelers to have an idea of what to expect before they arrive. Jeff also created a Twitter and Facebook page for NWCCOG with the handle @nwccouncil. The “go-live” date is set for December 14, 2020.

### **Program Updates:**

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

### **Legislation Updates**

**Neguse’s Office, Jill Grano** – Neguse’s Office will be hosting a Wildfire Summit in late January to look at lessons learned and what the federal government can do to support local governments in these efforts. Once the congressional calendar comes out, their team will set a date.

**Bennet’s Office, Matthew Kireker** – If Congress does not secure appropriations the government will see a shut down on December 11, 2020. They are looking at a shorter-term spending bill to extend government funding to avoid a shut down. Wildfire funding is one of Bennet’s priorities, specifically the Emergency Watershed Protection Program. Bennett’s office would like to see a COVID relief package before the end of the year, but if that does not happen in the short-term they would like to see PPP extended, funding allocated for the vaccine, along with support for the Restart Act, individual assistance, public health, and state and local fiscal relief.

### **Member Updates:**

**Pitkin County, Patty Clapper** – Pitkin passed the first reading of their budget and the airport letters of recommendation addressing a variety of issues at the airport. They also passed a conservation easement up Crystal River Valley due for

closing on December 9, 2020. It takes off the market 29 free-market lots and puts a lot of money into sustainable agriculture on the property.

**Summit County, Karn Stiegelmeier** – Summit has 3 COVID-19 testing centers. The County is in Level Red.

**Grand County, Kristen Manguso** – Kristen confessed that the drought may be a blessing for Grand County in the sense that there will be less water in the watershed allowing for more time to fix corrections from the recent wildfire. Grand County is at Level Orange.

**Grand County, Merrit Linke** – Merrit agreed with Kristen regarding the concern about the runoff and that ash may fall into the watershed. The County is working through the recent wildfire devastation and looking into FEMA for recovery. With less snow, crews can continue cleanup efforts. Lastly, they are in the middle of negotiations on a low-income housing project that would greatly benefit the community.

**Eagle County, Jeanne McQueeney** – COVID-19 is taking up most of the County's time. They are currently at Level Orange. Their offices are closed to the public. The County is working on an economic recovery resiliency plan along with reworking their strategic plan.

**Jackson County, Coby Corkle** – COVID-19 brought perspective to Jackson County as there were a few things missing with regards to their public health system. This crisis brought the community together and helped them fix some of those missing components. The County is in Level Yellow. The wildfire closed multiple roads into the County, which brought attention to their need for wildfire mitigation. Sales tax revenue was down 60%. Jackson is making progress with broadband and building improvements.

**City of Aspen, Skippy Mesirow** – Skippy shared his appreciation for the beautiful place we live and how far we have come despite the hurdles of the COVID-19 pandemic.

**Town of Dillon, Carolyn Skowrya** – Dillon recently identified some money that they can share with the local restaurants. Ice Castles due to open the day after Christmas.

**Town of Snowmass Village, Alyssa Shenk** – Snowmass Village has a new Mayor and two new council members following their recent elections. The mountain is open in Snowmass. Testing is now available at the Town Hall. Tourism and Marketing Department planned a variety of fun and cool winter activities that maintain social distancing protocols.

**Town of Basalt, Watkins Fulk-Gray** – Parcel of land in the middle of town is to be developed as a park. Talking about updating one of Basalt's other parks, but construction costs are extremely high right now.

**Town of Grand Lake, John Crone** – Grand Lake has 4 first time board members. The Forest Service said it is safe enough to open 25% of the snowmobile trails where the East Troublesome Fire left devastation. The town is focusing on helping the people of Grand Lake with the loss of their homes.

**Colorado Department of Labor and Employment, Mark Hoblitzell** – In Northwest Colorado, there are just under 6,000 individuals on continuing unemployment claims. Through the week of November 7, there were about 138,000 individuals state-wide on pandemic employment assistance programs that stand to lose benefic eligibility December 26. State wide they've seen 4 weeks of increasing unemployment claims toping off last week with about 17,000 new claims. They want Coloradoans to know that there are jobs out there that may not be what employees are used to, but pay more than unemployment benefits.

**North Park Chamber of Commerce, Melanie Leaverton** – Walden is celebrating their 30<sup>th</sup> commemorative sendoff of the Christmas tree to Washington this upcoming weekend. They are having an outdoor gathering to celebrate with social distancing. There will be a tree lighting, horse and carriage rides, and lots of Christmas fun!

**City of Glenwood Springs, Jenn Ooton & Matthew Langhorst** – Glenwood Springs is moving forward with fire mitigation and water plan upgrades following the Grizzly Creek fire. They will be opening a new recycling center downtown

Monday, December 7. They made it profitable by using a lot of the materials for compost. Glenwood completed about \$7 million worth of projects across the City this past summer.

***Town of Breckenridge, Brian Waldes*** – Breckenridge is finalizing their budget process. They plan to do another round of support for local businesses, particularly restaurants. They are also working on grants to provide residents with financial support for rent (potentially mortgage). Breckenridge had it's most successful summer ever for sales tax revenues with the benefit of the pedestrian walk.

**New Business:**

**Letter about COVID** – Mayors across the front range sent a letter to the Governor about the COVID-19 Dial. Pitkin County spearheaded a draft, regional letter with similar intentions for our region to sign or edit with their own needs. The purpose of the letter is to get more of a response from the Governor with regards to our rural and mountain community needs and a consistent state-wide effort. Counties and municipalities are currently not as successful in their COVID efforts because bordering counties and municipalities have different rules. If there is more cohesion on mandates, then we will all have a better understanding. NWCCOG Council took no action on the "COVID Dial Letter" shared by Pitkin Commissioner Clapper, but it was enclosed so individual jurisdictions might consider doing so. Clapper expressed frustration with varied COVID directions for workers and residents from one end of the Roaring Fork to the other with different communications coming from three different counties and is looking for the state to help. Commissioner McQueeney pointed out that Colorado will not likely move to less local control.

Reminder: In January, the NWCCOG Council will appoint a new Executive Committee and need to appoint a new Chair since Karn is termed out. Jon asked the council to think about who should take over this responsibility.

**Adjournment:**

***M/S: Patti Clapper/Jeanne McQueeney*** adjourned the NWCCOG Council meeting at 12:01 p.m.

***Passed: Yes***

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Karn Stiegelmeier, NWCCOG Council Chair

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Date

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DiAnn Butler, EDD Chair

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Date



**Northwest Colorado Council of Governments**  
**List of Bills by Class**  
**October through December 2020**

11:01 AM

01/19/2021

Accrual Basis

	Type	Date	Name	Amount
<b>* COG PROGRAM FUNDS</b>				
<b>0000 - General</b>				
	Bill	10/26/2020	Charles D Jones Co	-1,920.00
Total 0000 - General				-1,920.00
<b>1100- Regional Business</b>				
	Bill	10/22/2020	True to Course, LLC	15,000.00
	Bill	12/23/2020	Government Performance Solutions, Inc	13,387.50
	Bill	11/10/2020	Government Performance Solutions, Inc	6,862.50
	Bill	10/02/2020	Cornerstone Geospatial Consulting	6,600.00
	Bill	12/07/2020	Grand Enterprise Initiative	2,500.00
	Liability Check	10/01/2020	County Health Pool	1,940.58
	Liability Check	11/01/2020	County Health Pool	1,940.58
	Liability Check	12/01/2020	County Health Pool	1,940.58
	Credit Card Charge	12/28/2020	B&H Photo	1,632.58
	Bill	10/29/2020	North Star Consulting Group	1,140.00
	Bill	11/29/2020	North Star Consulting Group	840.00
	Bill	12/04/2020	True to Course, LLC	800.00
	Bill	10/29/2020	North Star Consulting Group	765.00
	Check	10/03/2020	Enterprise Fleet Management	539.98
	Check	11/04/2020	Enterprise Fleet Management	539.98
	Check	12/03/2020	Enterprise Fleet Management	539.98
	Credit Card Charge	10/12/2020	REI	536.60
	Bill	10/09/2020	CIRSA	500.00
	Credit Card Charge	12/30/2020	Bluehost	497.03
	Bill	12/16/2020	Stavney, Jon (vendor)	480.12
	Bill	11/05/2020	Colorado Municipal League	300.00
	Credit Card Charge	11/03/2020	The Colorado Sun	240.00
	Credit Card Charge	12/08/2020	Amazon.com	217.73
	Credit Card Charge	10/08/2020	Best Western	94.49
	Credit Card Charge	11/10/2020	Best Western	94.49
	Credit Card Charge	10/06/2020	The New Yorker	93.95
	Bill	12/31/2020	Wex Bank	92.13
	Credit Card Charge	11/05/2020	Amazon.com	76.86
	Credit Card Charge	12/04/2020	Mountain Greenery Retail	73.78
	Credit Card Charge	11/10/2020	Arapahoe Cafe	70.63
	Bill	10/31/2020	Wex Bank	67.91
	Credit Card Charge	10/05/2020	The Atlantic	59.99
	Bill	11/30/2020	Wex Bank	57.05
	Bill	12/10/2020	FedEx(vendor)	26.25
	Credit Card Charge	12/28/2020	CCCMA	25.00
	Credit Card Charge	12/09/2020	Azteca Taqueria	23.33
	Credit Card Charge	10/09/2020	Sunshine Cafe	23.25
	Credit Card Charge	11/04/2020	Amazon.com	22.05
	Credit Card Charge	10/25/2020	Dri Trend Micro	18.98
	Credit Card Charge	11/09/2020	Java Lava Cafe	18.96
	Credit Card Charge	12/08/2020	Chipotle	16.26
	Credit Card Charge	11/18/2020	Chipotle	15.55
	Credit Card Charge	10/01/2020	Yetis Grind - Eagle	15.16
	Credit Card Charge	10/18/2020	Washington Post	15.00
	Credit Card Charge	11/15/2020	Washington Post	15.00
	Credit Card Charge	11/22/2020	New York Times Digital	15.00
	Credit Card Charge	12/14/2020	Washington Post	15.00
	Credit Card Charge	12/14/2020	Breeze Thru Car Wash	15.00
	Credit Card Charge	12/20/2020	New York Times Digital	15.00
	Credit Card Charge	11/10/2020	Chipotle	13.06
	Credit Card Charge	11/24/2020	SOS Registration Fee	10.00
	Credit Card Charge	12/09/2020	Safeway, Inc.	8.45
	Credit Card Charge	11/10/2020	Dunkin Donuts	8.08
	Credit Card Charge	12/06/2020	McDonald's	8.03
	Credit Card Charge	10/25/2020	New York Times Digital	4.00
	Credit Card Charge	11/18/2020	Starbucks	3.41
Total 1100- Regional Business				60,871.84
<b>1200- Broadband</b>				
	Liability Check	10/01/2020	County Health Pool	1,940.58
	Liability Check	11/01/2020	County Health Pool	1,940.58
	Liability Check	12/01/2020	County Health Pool	1,940.58
	Bill	10/02/2020	Cornerstone Geospatial Consulting	1,860.00
	Check	10/03/2020	Enterprise Fleet Management	546.34
	Check	11/04/2020	Enterprise Fleet Management	546.34
	Check	12/03/2020	Enterprise Fleet Management	546.34
	Bill	10/20/2020	UNUM Life Insurance CO of America	93.32
	Bill	11/19/2020	UNUM Life Insurance CO of America	93.32

	Type	Date	Name	Amount
	Bill	12/21/2020	UNUM Life Insurance CO of America	93.32
	Bill	10/31/2020	Wex Bank	60.05
	Bill	12/04/2020	Verizon Wireless Services	55.38
	Bill	10/04/2020	Verizon Wireless Services	49.32
	Bill	11/15/2020	Verizon Wireless Services	49.32
	Bill	12/31/2020	Wex Bank	23.17
	Credit Card Charge	10/06/2020	Chipotle	22.16
	Bill	11/30/2020	Wex Bank	0.00
Total 1200- Broadband				9,860.12
1300 - Project THOR				
	Bill	10/01/2020	Mammoth Networks	88,356.74
	Bill	12/01/2020	Mammoth Networks	87,611.27
	Bill	11/01/2020	Mammoth Networks	76,846.51
	Bill	11/01/2020	Mammoth Networks	13,032.64
	Bill	10/01/2020	Mammoth Networks	9,639.22
	Bill	10/21/2020	Southern Cross Network Cabling LLC	5,053.00
Total 1300 - Project THOR				280,539.38
2100- Elevator Inspection				
	Bill	12/22/2020	GoliathTech	8,410.00
	Liability Check	10/01/2020	County Health Pool	1,940.58
	Liability Check	11/01/2020	County Health Pool	1,940.58
	Liability Check	12/01/2020	County Health Pool	1,940.58
	Liability Check	10/01/2020	County Health Pool	1,911.93
	Liability Check	11/01/2020	County Health Pool	1,911.93
	Liability Check	12/01/2020	County Health Pool	1,911.93
	Liability Check	10/01/2020	County Health Pool	1,581.59
	Liability Check	11/01/2020	County Health Pool	1,581.59
	Liability Check	12/01/2020	County Health Pool	1,581.59
	Liability Check	10/01/2020	County Health Pool	1,581.58
	Liability Check	10/01/2020	County Health Pool	1,581.58
	Liability Check	11/01/2020	County Health Pool	1,581.58
	Liability Check	11/01/2020	County Health Pool	1,581.58
	Liability Check	12/01/2020	County Health Pool	1,581.58
	Liability Check	12/01/2020	County Health Pool	1,581.58
	Bill	12/04/2020	Verizon Wireless Services	1,398.11
	Liability Check	10/01/2020	County Health Pool	1,098.78
	Liability Check	11/01/2020	County Health Pool	1,098.78
	Liability Check	12/01/2020	County Health Pool	1,098.78
	Bill	12/31/2020	Wex Bank	638.82
	Check	11/04/2020	Enterprise Fleet Management	629.74
	Bill	10/31/2020	Wex Bank	622.43
	Liability Check	10/01/2020	County Health Pool	595.45
	Liability Check	11/01/2020	County Health Pool	595.45
	Liability Check	12/01/2020	County Health Pool	595.45
	Check	10/03/2020	Enterprise Fleet Management	546.34
	Check	10/03/2020	Enterprise Fleet Management	546.34
	Check	10/03/2020	Enterprise Fleet Management	546.34
	Check	10/03/2020	Enterprise Fleet Management	546.34
	Check	10/03/2020	Enterprise Fleet Management	546.34
	Check	11/04/2020	Enterprise Fleet Management	546.34
	Check	11/04/2020	Enterprise Fleet Management	546.34
	Check	11/04/2020	Enterprise Fleet Management	546.34
	Check	11/04/2020	Enterprise Fleet Management	546.34
	Check	12/03/2020	Enterprise Fleet Management	546.34
	Check	12/03/2020	Enterprise Fleet Management	546.34
	Check	12/03/2020	Enterprise Fleet Management	546.34
	Check	12/03/2020	Enterprise Fleet Management	546.34
	Check	12/03/2020	Enterprise Fleet Management	546.34
	Bill	11/30/2020	Wex Bank	484.44
	Credit Card Charge	11/02/2020	Homewood Suites {v}	431.10
	Credit Card Charge	11/16/2020	Homewood Suites {v}	431.10
	Credit Card Charge	10/10/2020	Southwest Airlines	349.96
	Bill	10/04/2020	Verizon Wireless Services	246.59
	Bill	11/15/2020	Verizon Wireless Services	246.59
	Credit Card Charge	11/24/2020	Overstock.com	190.13
	Credit Card Charge	11/12/2020	NAESAI International	175.00
	Credit Card Charge	11/23/2020	NAESAI International	175.00
	Credit Card Charge	12/31/2020	NAESAI International	175.00
	Credit Card Charge	11/24/2020	Overstock.com	167.32
	Credit Card Charge	10/25/2020	Amazon.com	156.59
	Credit Card Charge	10/07/2020	Hotels.com	155.55
	Credit Card Charge	10/20/2020	Sheraton Hotel	154.86
	Bill	10/10/2020	Alpine PC	150.00
	Credit Card Charge	11/23/2020	SQ	139.96
	Credit Card Charge	12/10/2020	Amazon.com	139.80

Type	Date	Name	Amount
Credit Card Charge	10/30/2020	Columbia Sportswear	129.99
Credit Card Charge	11/15/2020	Homewood Suites {v}	127.00
Credit Card Charge	12/17/2020	Candlewood Suites {v}	123.33
Credit Card Charge	10/01/2020	prAna Living	117.52
Bill	12/24/2020	FedEx{vendor}	116.55
Bill	10/26/2020	Quill Corporation	108.48
Credit Card Charge	11/26/2020	Apple Store	107.17
Bill	12/15/2020	Alpine PC	100.00
Credit Card Charge	11/16/2020	Microsoft	99.99
Credit Card Charge	12/10/2020	Purple Door Coffee	90.55
Bill	12/21/2020	UNUM Life Insurance CO of America	88.49
Credit Card Charge	10/14/2020	Amazon.com	86.30
Credit Card Charge	12/11/2020	Grease Monkey	85.92
Bill	10/20/2020	UNUM Life Insurance CO of America	85.84
Bill	11/19/2020	UNUM Life Insurance CO of America	85.84
Credit Card Charge	10/20/2020	Toyota Connected Services	80.00
Credit Card Charge	10/12/2020	Toyota Connected Services	80.00
Credit Card Charge	11/13/2020	Toyota Connected Services	80.00
Credit Card Charge	12/22/2020	Target	69.32
Bill	12/21/2020	UNUM Life Insurance CO of America	66.54
Credit Card Charge	10/28/2020	Pepi Sports Clothing Clothing All	66.00
Credit Card Charge	11/02/2020	Walmart	65.97
Bill	10/20/2020	UNUM Life Insurance CO of America	64.54
Bill	11/19/2020	UNUM Life Insurance CO of America	64.54
Credit Card Charge	10/13/2020	Target	63.96
Bill	12/21/2020	UNUM Life Insurance CO of America	62.44
Credit Card Charge	12/02/2020	Target	61.76
Bill	12/21/2020	UNUM Life Insurance CO of America	61.21
Bill	10/20/2020	UNUM Life Insurance CO of America	60.58
Bill	11/19/2020	UNUM Life Insurance CO of America	60.58
Bill	10/20/2020	UNUM Life Insurance CO of America	59.37
Bill	11/19/2020	UNUM Life Insurance CO of America	59.37
Bill	12/21/2020	UNUM Life Insurance CO of America	58.09
Bill	10/20/2020	UNUM Life Insurance CO of America	56.34
Bill	11/19/2020	UNUM Life Insurance CO of America	56.34
Credit Card Charge	12/22/2020	EPSON	51.43
Bill	12/21/2020	UNUM Life Insurance CO of America	50.92
Bill	11/20/2020	Alpine PC	50.00
Credit Card Charge	11/06/2020	Almart	49.98
Bill	10/20/2020	UNUM Life Insurance CO of America	49.41
Bill	11/19/2020	UNUM Life Insurance CO of America	49.41
Bill	10/28/2020	Laser Graphics{scorp}	43.00
Credit Card Charge	12/09/2020	Constant Contact	42.75
Bill	12/21/2020	UNUM Life Insurance CO of America	42.46
Bill	10/20/2020	UNUM Life Insurance CO of America	41.17
Bill	11/19/2020	UNUM Life Insurance CO of America	41.17
Credit Card Charge	10/23/2020	Lowe's	39.45
Credit Card Charge	10/29/2020	Pazzo's Pizza	39.00
Credit Card Charge	11/04/2020	ORE HOUSE	38.49
Credit Card Charge	12/11/2020	AutoZone	36.85
Credit Card Charge	11/18/2020	Beau Jos	32.70
Credit Card Charge	11/17/2020	Columbia Industries, Inc.	29.99
Credit Card Charge	11/17/2020	BIG HOUSE BURGERS & BAR	29.28
Credit Card Charge	10/23/2020	Lowe's	27.06
Credit Card Charge	11/03/2020	City Market	26.60
Credit Card Charge	12/22/2020	Target	24.99
Credit Card Charge	12/09/2020	Aspen Parking	22.00
Credit Card Charge	11/11/2020	Kum & Go	21.10
Credit Card Charge	10/01/2020	Sheraton Hotel	20.00
Credit Card Charge	10/24/2020	Sheraton Hotel	20.00
Credit Card Charge	10/15/2020	Qdoba Mexican Grill	19.08
Credit Card Charge	11/02/2020	Thrifty Shop - Edwards	18.97
Credit Card Charge	10/01/2020	19th Street Diner	18.45
Credit Card Charge	10/08/2020	Qdoba Mexican Grill	18.37
Credit Card Charge	11/17/2020	City Market	18.16
Credit Card Charge	10/20/2020	Copy Copy INC	16.68
Credit Card Charge	10/09/2020	McDonald's	16.44
Credit Card Charge	10/16/2020	McDonald's	16.44
Credit Card Charge	11/30/2020	Costco	15.03
Credit Card Charge	11/30/2020	Costco	15.03
Credit Card Charge	10/09/2020	STEAMBOAT GRAND RESORT	15.00
Credit Card Charge	10/16/2020	STEAMBOAT GRAND RESORT	15.00
Credit Card Charge	10/24/2020	Frisco Conoco	15.00
Credit Card Charge	11/02/2020	Frisco Conoco	15.00
Credit Card Charge	11/30/2020	Frisco Conoco	15.00

Type	Date	Name	Amount
Credit Card Charge	12/08/2020	City of Aspen (vendor)	15.00
Credit Card Charge	12/10/2020	Frisco Conoco	15.00
Credit Card Charge	12/22/2020	Frisco Conoco	15.00
Credit Card Charge	12/01/2020	White Water Express Carwash	15.00
Credit Card Charge	12/04/2020	White Water Express Carwash	15.00
Credit Card Charge	12/21/2020	White Water Express Carwash	15.00
Credit Card Charge	12/30/2020	White Water Express Carwash	15.00
Credit Card Charge	10/23/2020	Adobe Acropro Subs	14.99
Credit Card Charge	11/23/2020	Adobe Acropro Subs	14.99
Credit Card Charge	12/23/2020	Adobe Acropro Subs	14.99
Credit Card Charge	12/11/2020	HP *INSTANT INK	14.40
Credit Card Charge	12/01/2020	City Market	13.48
Credit Card Charge	11/03/2020	La Fiesta Mexican Grill	13.40
Credit Card Charge	11/13/2020	HP *INSTANT INK	13.37
Credit Card Charge	10/09/2020	KFC	12.23
Credit Card Charge	11/19/2020	Aspen Parking	12.00
Credit Card Charge	10/04/2020	Aspen Parking	12.00
Credit Card Charge	12/29/2020	Aspen Parking	12.00
Credit Card Charge	10/04/2020	Asian Fusion	11.62
Credit Card Charge	11/03/2020	McDonald's	11.47
Credit Card Charge	10/19/2020	National Velvet	11.25
Credit Card Charge	11/23/2020	Colorado Mountain Cleaners	11.25
Credit Card Charge	11/04/2020	City Market	10.64
Credit Card Charge	10/22/2020	KFC	10.37
Credit Card Charge	11/04/2020	City Market	10.35
Credit Card Charge	10/14/2020	HP *INSTANT INK	10.28
Credit Card Charge	11/17/2020	Starbucks	9.97
Credit Card Charge	10/23/2020	McDonald's	9.75
Credit Card Charge	10/09/2020	City Market	9.00
Credit Card Charge	10/09/2020	AutoZone	8.65
Credit Card Charge	11/02/2020	KFC	8.34
Credit Card Charge	12/30/2020	Aspen Parking	8.00
Credit Card Charge	12/11/2020	Amazon.com	7.99
Credit Card Charge	10/22/2020	Aspen Parking	7.90
Credit Card Charge	11/04/2020	McDonald's	7.90
Credit Card Charge	10/26/2020	City Market	7.80
Credit Card Charge	10/30/2020	National Velvet	7.50
Credit Card Charge	12/16/2020	Colorado Mountain Cleaners	7.50
Credit Card Charge	10/14/2020	Microsoft	7.27
Credit Card Charge	11/14/2020	Microsoft	7.27
Credit Card Charge	12/14/2020	Microsoft	7.27
Credit Card Charge	10/22/2020	Postnet	6.84
Credit Card Charge	10/30/2020	Copy Copy INC	6.36
Credit Card Charge	10/04/2020	Blue River Car Wash	6.25
Credit Card Charge	11/04/2020	City Market	6.24
Credit Card Charge	10/23/2020	Northside Coffee	6.20
Credit Card Charge	10/02/2020	Aspen Parking	6.00
Credit Card Charge	11/17/2020	City Market	5.58
Credit Card Charge	11/19/2020	Qdoba Mexican Grill	5.56
Credit Card Charge	12/24/2020	Blue River Car Wash	4.75
Credit Card Charge	11/05/2020	Copy Copy INC	4.68
Credit Card Charge	11/05/2020	City Market	4.10
Credit Card Charge	12/18/2020	Aspen Parking	4.00
Credit Card Charge	12/31/2020	National Velvet	3.75
Credit Card Charge	11/18/2020	City Market	3.74
Credit Card Charge	10/16/2020	City Market	3.65
Credit Card Charge	11/03/2020	City Market	3.56
Credit Card Charge	10/06/2020	Copy Copy INC	3.48
Credit Card Charge	11/04/2020	KFC	3.45
Credit Card Charge	11/05/2020	City Market	2.66
Credit Card Charge	11/04/2020	City Market	2.59
Credit Card Charge	12/11/2020	Breck Park	2.00
Credit Card Charge	11/10/2020	Copy Copy INC	1.80
Credit Card Charge	11/18/2020	City Market	1.72
Credit Card Charge	12/15/2020	Copy Copy INC	1.72
Credit Card Charge	11/19/2020	Town of Breckenridge (v)	1.50
Credit Card Charge	11/19/2020	City Market	1.50
Credit Card Charge	12/14/2020	Copy Copy INC	1.32
Credit Card Charge	11/30/2020	Copy Copy INC	1.20
Credit Card Charge	12/01/2020	City Market	1.09
Credit Card Charge	11/03/2020	Breck Park	0.50
Credit Card Charge	12/11/2020	Grease Monkey	
Credit Card Credit	12/02/2020	Overstock.com	-0.02
Credit Card Credit	12/02/2020	Overstock.com	-1.07
Credit Card Credit	10/23/2020	Sheraton Hotel	-3.54

	Type	Date	Name	Amount
	Credit Card Credit	11/29/2020	Overstock.com	-9.71
	Credit Card Credit	11/30/2020	Costco	-15.03
	Credit Card Credit	10/21/2020	Patagonia	-43.22
	Credit Card Credit	11/12/2020	Toyota Connected Services	-74.74
	Credit Card Credit	11/16/2020	Homewood Suites {v}	-127.00
	Credit	11/20/2020	Quill Corporation	-229.98
Total 2100- Elevator Inspection				58,273.77
2915 - 94.002 RSVP				
	Credit Card Charge	11/19/2020	OfficeSupply.com	737.86
	Bill	10/31/2020	Colorado Mtn News Media{vendor}	546.00
	Liability Check	11/01/2020	County Health Pool	485.48
	Bill	10/09/2020	LMR Consulting LLC(ind)	450.00
	Bill	12/31/2020	Olive, Irene	434.13
	Liability Check	10/01/2020	County Health Pool	416.50
	Credit Card Charge	10/27/2020	Boneyard	330.00
	Bill	12/11/2020	Volunteer Software	300.00
	Credit Card Charge	12/21/2020	Shirt Stop	269.17
	Bill	10/31/2020	Olive, Irene	267.95
	Bill	11/30/2020	Olive, Irene	238.63
	Bill	10/31/2020	Klahn, Miki{RSVP}	227.70
	Bill	11/30/2020	Delany, Mary{reimburse}	214.48
	Credit Card Charge	10/28/2020	Free Range Kitchen Basalt	210.00
	Bill	12/31/2020	Kaddatz, Mary Ann	207.00
	Credit Card Charge	10/20/2020	N2 Publishing	199.00
	Credit Card Charge	11/20/2020	N2 Publishing	199.00
	Credit Card Charge	12/20/2020	N2 Publishing	199.00
	Bill	10/31/2020	Palmateer, Paula{RSVP}	179.40
	Bill	12/31/2020	Nolan, Patricia	169.63
	Bill	11/30/2020	Palmateer, Paula{RSVP}	165.60
	Bill	11/30/2020	Klahn, Miki{RSVP}	158.13
	Bill	10/31/2020	Delany, Mary{reimburse}	151.80
	Bill	11/30/2020	Eyrich, Karen {volunteer}	149.50
	Bill	10/31/2020	Cheff, Marty{RSVP}	106.38
	Bill	10/31/2020	Christiansan, Elmer{RSVP}	92.58
	Credit Card Charge	11/16/2020	Safeway, Inc.	80.00
	Bill	11/30/2020	Kaddatz, Mary Ann	73.03
	Bill	11/30/2020	Keysor, Susie{reimburse}	69.00
	Bill	12/21/2020	Palmateer, Paula{RSVP}	69.00
	Bill	12/31/2020	Cheff, Marty{RSVP}	66.13
	Bill	11/24/2020	Cheff, Marty{RSVP}	65.55
	Bill	10/29/2020	Kaddatz, Mary Ann	64.40
	Credit Card Charge	11/17/2020	Comcast	58.38
	Bill	12/31/2020	Weber, Donna{RSVP}	51.18
	Bill	12/31/2020	Weber, Donna{RSVP}	51.18
	Bill	12/28/2020	Cleghorn, Jill{RSVP}	50.60
	Bill	12/31/2020	Christiansan, Elmer{RSVP}	50.60
	Credit Card Charge	10/17/2020	Comcast	50.46
	Bill	11/30/2020	Einspahr, Sandra{RSVP}	48.88
	Credit Card Charge	10/08/2020	It takes two cards	48.43
	Credit Card Charge	10/13/2020	It takes two cards	48.43
	Bill	12/21/2020	UNUM Life Insurance CO of America	46.58
	Bill	11/30/2020	Bruington, Valeria {RSVP}	46.00
	Bill	10/20/2020	UNUM Life Insurance CO of America	45.18
	Bill	11/19/2020	UNUM Life Insurance CO of America	45.18
	Credit Card Charge	10/13/2020	VistaPrint.com	44.29
	Credit Card Charge	12/17/2020	Comcast	43.54
	Bill	10/31/2020	Barbour, Marti {RSVP}	41.40
	Credit Card Charge	10/14/2020	Amazon.com	40.79
	Bill	10/31/2020	Bruington, Valeria {RSVP}	37.95
	Bill	12/31/2020	Christiansan, Elmer{RSVP}	36.80
	Credit Card Charge	10/12/2020	Color Coffee	36.59
	Bill	10/31/2020	Einspahr, Sandra{RSVP}	31.05
	Credit Card Charge	11/22/2020	Amazon.com	27.74
	Bill	12/31/2020	Einspahr, Sandra{RSVP}	24.73
	Credit Card Charge	10/25/2020	Dri Trend Micro	17.99
	Credit Card Charge	11/22/2020	Xfinity Mobile	16.36
	Credit Card Charge	12/11/2020	US Postal Service	13.00
	Credit Card Charge	10/22/2020	Xfinity Mobile	11.84
	Credit Card Charge	11/16/2020	Safeway, Inc.	8.71
	Credit Card Charge	11/08/2020	Amazon.com	8.25
	Credit Card Charge	12/22/2020	Xfinity Mobile	6.92
	Credit Card Charge	10/01/2020	CBI Records Ck-Net	5.00
	Credit Card Charge	10/06/2020	CBI Records Ck-Net	5.00
	Credit Card Charge	10/08/2020	CBI Records Ck-Net	5.00
	Credit Card Charge	10/27/2020	CBI Records Ck-Net	5.00

	Type	Date	Name	Amount
	Credit Card Charge	11/12/2020	CBI Records Ck-Net	5.00
	Credit Card Charge	11/12/2020	CBI Records Ck-Net	5.00
	Credit Card Charge	12/03/2020	CBI Records Ck-Net	5.00
	Credit Card Charge	12/29/2020	US Postal Service	3.60
	Credit Card Credit	10/06/2020	www.scheels.com	-30.00
Total 2915 - 94.002 RSVP				8,689.66
<b>2925 - SHIP</b>				
	Bill	10/31/2020	Colorado Mtn News Media(vendor)	7,371.00
	Credit Card Charge	10/25/2020	Dri Trend Micro	17.00
Total 2925 - SHIP				7,388.00
<b>30120 - VINTAGE 20/21</b>				
<b>31120 - Part B</b>				
	Bill	10/31/2020	Colorado Legal Services (vj)501(c)3	1,050.50
	Liability Check	12/01/2020	County Health Pool	853.00
	Liability Check	12/01/2020	County Health Pool	852.52
	Bill	11/30/2020	Colorado Legal Services (vj)501(c)3	529.50
Total 31120 - Part B				3,285.52
<b>31320 - Part C-1</b>				
	Bill	10/31/2020	Eagle County Public Health	7,543.99
	Bill	10/31/2020	Pitkin County Senior Services	7,488.99
	Bill	11/30/2020	Eagle County Public Health	7,327.65
	Bill	11/30/2020	Pitkin County Senior Services	6,703.67
	Bill	10/31/2020	Grand County Senior Nutrition	6,675.28
	Bill	11/30/2020	Grand County Senior Nutrition	5,130.51
	Bill	10/31/2020	Eagle County Public Health	1,167.31
Total 31320 - Part C-1				42,037.40
<b>31420 - Part C-2</b>				
	Bill	11/30/2020	Eagle County Public Health	3,018.97
	Bill	10/31/2020	Eagle County Public Health	2,085.83
	Bill	10/20/2020	Mansker Station	591.99
	Bill	10/31/2020	Jackson County Council on Aging	417.00
	Bill	11/30/2020	Jackson County Council on Aging	417.00
	Bill	10/31/2020	Hester, Lindsey	385.00
	Bill	11/30/2020	Hester, Lindsey	385.00
	Bill	10/31/2020	Pitkin County Senior Services	374.05
	Bill	11/30/2020	Pitkin County Senior Services	271.77
Total 31420 - Part C-2				7,946.61
<b>31620 - Part E</b>				
	Bill	10/31/2020	Caring4You HomeHealth Care	680.00
	Bill	12/31/2020	Vintage Client	680.00
	Bill	10/31/2020	Vintage Client	599.15
	Bill	12/31/2020	Vintage Client	562.50
	Bill	10/31/2020	Summit County Community & Senior Center	525.00
	Bill	11/30/2020	Vintage Client	520.00
	Bill	10/31/2020	Vintage Client	513.71
	Bill	10/30/2020	Vintage Client	500.00
	Bill	10/31/2020	Vintage Client	475.00
	Bill	11/30/2020	Summit County Community & Senior Center	390.00
	Bill	11/27/2020	Vintage Client	380.00
	Bill	10/31/2020	Vintage Client	300.00
	Bill	11/30/2020	Vintage Client	300.00
	Bill	11/30/2020	Vintage Client	300.00
	Bill	12/31/2020	Vintage Client	300.00
	Bill	10/31/2020	Jackson County Council on Aging	296.08
	Credit Card Charge	11/20/2020	Five Wellbeing Studio	273.00
	Bill	10/31/2020	Vintage Client	260.00
	Bill	10/31/2020	Vintage Client	247.71
	Bill	10/31/2020	Vintage Client	225.18
	Bill	11/30/2020	Vintage Client	225.00
	Bill	10/29/2020	Vintage Client	210.00
	Bill	11/30/2020	Vintage Client	210.00
	Bill	10/31/2020	Vintage Client	200.00
	Bill	10/06/2020	Lenka's Loving Care (scorp)	163.32
	Bill	10/12/2020	Lenka's Loving Care (scorp)	160.00
	Bill	12/31/2020	Vintage Client	158.70
	Bill	10/19/2020	Lenka's Loving Care (scorp)	146.68
	Bill	10/16/2020	Lenka's Loving Care (scorp)	135.00
	Bill	10/20/2020	Lenka's Loving Care (scorp)	135.00
	Bill	12/15/2020	Lenka's Loving Care (scorp)	135.00
	Bill	11/30/2020	Jackson County Council on Aging	129.43
	Bill	11/09/2020	Lenka's Loving Care (scorp)	123.32
	Bill	11/30/2020	Caring4You HomeHealth Care	120.00
	Bill	12/30/2020	Lenka's Loving Care (scorp)	101.25
	Bill	10/05/2020	Lenka's Loving Care (scorp)	90.00
	Bill	10/12/2020	Lenka's Loving Care (scorp)	90.00

Type	Date	Name	Amount
Bill	10/14/2020	Lenka's Loving Care (scorp)	90.00
Bill	10/30/2020	Lenka's Loving Care (scorp)	90.00
Bill	10/29/2020	Lenka's Loving Care (scorp)	90.00
Bill	11/13/2020	Lenka's Loving Care (scorp)	90.00
Bill	11/19/2020	Lenka's Loving Care (scorp)	90.00
Bill	12/04/2020	Lenka's Loving Care (scorp)	90.00
Bill	12/16/2020	Lenka's Loving Care (scorp)	90.00
Bill	10/05/2020	Peak Home Care, LLC	75.00
Credit Card Charge	11/20/2020	Five Wellbeing Studio	54.60
Bill	10/29/2020	Vintage Client	51.19
Bill	10/22/2020	Lenka's Loving Care (scorp)	45.00
Bill	12/31/2020	Vintage Client	32.20
Credit Card Charge	11/18/2020	Amazon.com	21.14
Credit Card Charge	11/18/2020	Amazon.com	21.14
Credit Card Charge	11/18/2020	Amazon.com	21.14
Credit Card Charge	11/18/2020	Amazon.com	21.14
Credit Card Charge	11/18/2020	Amazon.com	21.14
Credit Card Charge	11/19/2020	Amazon.com	21.14
Credit Card Charge	11/19/2020	Amazon.com	21.14
Credit Card Charge	11/18/2020	Amazon.com	18.88
Credit Card Charge	11/18/2020	Amazon.com	18.88
Credit Card Charge	11/18/2020	Amazon.com	18.88
Credit Card Credit	12/31/2020	Amazon.com	-18.88

Total 31620 - Part E

11,952.64

**32520 - Homestead Exemption**

Bill	12/15/2020	Vintage Client	920.00
Bill	10/31/2020	Vintage Client	564.00
Bill	10/31/2020	Vintage Client	552.00
Bill	11/30/2020	Vintage Client	542.80
Bill	11/30/2020	Vintage Client	500.00
Bill	11/30/2020	Vintage Client	417.16
Bill	10/31/2020	Vintage Client	412.85
Bill	10/26/2020	Vintage Client	412.50
Bill	10/28/2020	Vintage Client	387.55
Bill	11/30/2020	Vintage Client	324.30
Bill	10/31/2020	Vintage Client	323.73
Bill	11/30/2020	Vintage Client	323.15
Bill	10/31/2020	Vintage Client	320.00
Bill	10/31/2020	Vintage Client	292.10
Bill	10/31/2020	Vintage Client	287.50
Bill	10/31/2020	Vintage Client	280.00
Bill	11/30/2020	Vintage Client	250.00
Bill	12/31/2020	Vintage Client	250.00
Bill	10/31/2020	Grand County Home Care	247.50
Bill	10/31/2020	Vintage Client	243.80
Bill	10/31/2020	Vintage Client	243.80
Bill	10/31/2020	Vintage Client	239.20
Bill	10/08/2020	Vintage Client	231.72
Bill	10/23/2020	Vintage Client	230.00
Bill	10/31/2020	Vintage Client	225.00
Bill	12/31/2020	Vintage Client	224.82
Bill	11/30/2020	Vintage Client	224.25
Bill	10/31/2020	Vintage Client	224.00
Bill	11/19/2020	Vintage Client	223.50
Bill	11/24/2020	Vintage Client	220.80
Bill	11/30/2020	Vintage Client	216.20
Bill	11/30/2020	Vintage Client	210.00
Bill	10/31/2020	Vintage Client	204.00
Bill	12/31/2020	Vintage Client	197.80
Bill	12/22/2020	Vintage Client	180.00
Bill	12/31/2020	Lenka's Loving Care (scorp)	180.00
Bill	11/30/2020	Vintage Client	164.45
Bill	11/12/2020	Lenka's Loving Care (scorp)	160.00
Bill	10/12/2020	Lenka's Loving Care (scorp)	157.50
Bill	10/20/2020	Vintage Client	150.65
Bill	10/31/2020	Vintage Client	150.00
Bill	10/31/2020	Vintage Client	149.50
Bill	10/30/2020	Lenka's Loving Care (scorp)	146.25
Bill	10/31/2020	Grand County Home Care	135.00
Bill	10/31/2020	Grand County Home Care	135.00
Bill	11/30/2020	Vintage Client	135.00
Bill	11/30/2020	Grand County Home Care	135.00
Bill	12/31/2020	Vintage Client	135.00
Bill	10/12/2020	Lenka's Loving Care (scorp)	120.00

Type	Date	Name	Amount
Bill	10/19/2020	Lenka's Loving Care (scorp)	120.00
Bill	10/31/2020	Lenka's Loving Care (scorp)	120.00
Bill	10/27/2020	Lenka's Loving Care (scorp)	120.00
Bill	11/09/2020	Lenka's Loving Care (scorp)	120.00
Bill	10/31/2020	Vintage Client	120.00
Bill	10/31/2020	Grand County Home Care	120.00
Bill	11/30/2020	Grand County Home Care	120.00
Bill	12/05/2020	Vintage Client	110.97
Bill	10/31/2020	Vintage Client	105.22
Bill	10/31/2020	Vintage Client	104.65
Bill	11/30/2020	Vintage Client	104.65
Bill	12/17/2020	Peak Home Care, LLC	100.00
Bill	12/31/2020	Peak Home Care, LLC	100.00
Bill	10/12/2020	Peak Home Care, LLC	87.50
Bill	11/30/2020	Grand County Home Care	82.50
Bill	11/05/2020	Vintage Client	81.65
Bill	10/19/2020	Vintage Client	80.50
Bill	10/31/2020	Vintage Client	80.00
Bill	11/30/2020	Vintage Client	80.00
Bill	12/29/2020	Vintage Client	77.63
Bill	10/12/2020	Peak Home Care, LLC	75.00
Bill	10/19/2020	Peak Home Care, LLC	75.00
Bill	10/29/2020	Peak Home Care, LLC	75.00
Bill	10/31/2020	Grand County Home Care	75.00
Bill	12/14/2020	Peak Home Care, LLC	75.00
Bill	12/21/2020	Peak Home Care, LLC	75.00
Bill	10/31/2020	Vintage Client	74.25
Bill	10/20/2020	Vintage Client	71.30
Bill	11/30/2020	Vintage Client	69.00
Bill	11/17/2020	Lenka's Loving Care (scorp)	60.00
Bill	11/30/2020	Grand County Home Care	60.00
Bill	11/16/2020	Vintage Client	57.04
Bill	11/30/2020	Vintage Client	56.35
Bill	12/31/2020	Vintage Client	55.20
Bill	10/05/2020	Peak Home Care, LLC	50.00
Bill	10/19/2020	Peak Home Care, LLC	50.00
Bill	10/28/2020	Vintage Client	50.00
Bill	10/29/2020	Peak Home Care, LLC	50.00
Bill	11/24/2020	Peak Home Care, LLC	50.00
Bill	12/07/2020	Peak Home Care, LLC	50.00
Bill	11/30/2020	Peak Home Care, LLC	50.00
Bill	10/22/2020	Vintage Client	46.57
Bill	11/30/2020	Grand County Home Care	45.00
Bill	10/31/2020	Vintage Client	41.97
Bill	11/30/2020	Vintage Client	39.67
Bill	12/31/2020	Vintage Client	39.67
Bill	11/30/2020	Vintage Client	37.37
Bill	12/08/2020	Vintage Client	35.65
Bill	11/24/2020	Vintage Client	28.25
Bill	11/30/2020	Peak Home Care, LLC	25.00
Bill	10/31/2020	Vintage Client	23.00
Total 32520 - Homestead Exemption			16,899.94
33120 - State Admin			
Bill	12/03/2020	Chocolate Software, LLC(scorp)	1,650.00
Credit Card Charge	10/16/2020	Amazon.com	965.00
Credit Card Charge	10/22/2020	FiveRR	301.35
Bill	10/10/2020	Alpine PC	100.00
Credit Card Charge	11/01/2020	Amazon.com	73.29
Credit Card Charge	10/11/2020	ZOOM.US	56.58
Credit Card Charge	11/11/2020	ZOOM.US	56.58
Credit Card Charge	12/11/2020	ZOOM.US	56.58
Credit Card Charge	10/21/2020	Amazon.com	55.99
Credit Card Charge	11/05/2020	US Postal Service	55.00
Bill	12/01/2020	Peterson, Maria Cecilia	42.47
Bill	12/31/2020	Peterson, Maria Cecilia	42.47
Credit Card Charge	12/19/2020	Xfinity Mobile	40.72
Credit Card Charge	11/18/2020	Xfinity Mobile	40.71
Credit Card Charge	11/27/2020	Amazon.com	34.99
Credit Card Charge	12/05/2020	Amazon.com	27.99
Credit Card Charge	10/02/2020	Office Depot	26.54
Credit Card Charge	10/21/2020	Amazon.com	24.07
Credit Card Charge	10/29/2020	Amazon.com	12.14
Credit Card Charge	12/18/2020	Amazon.com	10.25
Credit Card Charge	12/26/2020	Amazon.com	9.99
Credit Card Credit	10/06/2020	ZOOM.US	-101.87



Total 33120 - State Admin

**33220 - State Services**

Type	Date	Name	Amount
			3,580.84
Bill	10/31/2020	Mountain Family Center	4,561.00
Bill	11/30/2020	Mountain Family Center	4,349.00
Bill	11/30/2020	Alan Kokish, Inc.	4,106.44
Bill	11/30/2020	Jackson County Council on Aging	3,954.67
Bill	10/31/2020	Jackson County Council on Aging	3,768.67
Bill	10/31/2020	Grand County Rural Health Network	3,333.33
Bill	11/30/2020	Grand County Rural Health Network	3,333.33
Bill	10/31/2020	Colorado Mtn News Media{vendor}	2,184.00
Bill	10/31/2020	Colorado Mtn News Media{vendor}	2,184.00
Bill	10/31/2020	Alan Kokish, Inc.	2,123.68
Bill	10/19/2020	Alan Kokish, Inc.	2,120.00
Liability Check	12/01/2020	County Health Pool	1,940.58
Liability Check	11/01/2020	County Health Pool	1,929.10
Bill	10/31/2020	Eagle County Public Health	1,901.72
Liability Check	10/01/2020	County Health Pool	1,839.48
Bill	10/31/2020	Summit County Community & Senior Center	1,583.00
Liability Check	10/01/2020	County Health Pool	1,580.62
Liability Check	11/01/2020	County Health Pool	1,580.62
Liability Check	12/01/2020	County Health Pool	1,580.62
Bill	11/30/2020	Summit County Community & Senior Center	1,450.00
Bill	10/31/2020	Jackson County Council on Aging	1,447.05
Bill	11/30/2020	Jackson County Council on Aging	1,447.05
Bill	11/30/2020	Pitkin County Adult & Family Services	1,318.34
Bill	11/04/2020	Chocolate Software, LLC{scorp}	1,080.00
Bill	12/31/2020	The Coffee Pot	940.00
Bill	10/31/2020	Jackson County Council on Aging	916.68
Bill	11/30/2020	Jackson County Council on Aging	916.68
Liability Check	10/01/2020	County Health Pool	853.00
Liability Check	11/01/2020	County Health Pool	853.00
Liability Check	10/01/2020	County Health Pool	852.52
Liability Check	11/01/2020	County Health Pool	852.52
Bill	10/31/2020	Mountain Family Center	833.00
Bill	11/30/2020	Mountain Family Center	833.00
Liability Check	12/01/2020	County Health Pool	821.30
Bill	10/31/2020	Mountain Family Center	790.00
Bill	10/31/2020	Pitkin County Adult & Family Services	731.29
Bill	11/25/2020	Soto, Javiera	720.00
Bill	12/21/2020	The 10th Frame	718.28
Bill	12/18/2020	Soto, Javiera	686.85
Bill	10/17/2020	LMR Consulting LLC(ind)	650.00
Bill	11/01/2020	LMR Consulting LLC(ind)	650.00
Bill	12/14/2020	LMR Consulting LLC(ind)	650.00
Bill	11/25/2020	Lively, Corrine {client}	584.68
Bill	10/31/2020	Holy Grounds Coffee	567.80
Bill	10/31/2020	Summit County Community & Senior Center	562.50
Bill	10/31/2020	Summit County Community & Senior Center	562.50
Bill	11/30/2020	Summit County Community & Senior Center	562.50
Bill	11/30/2020	Summit County Community & Senior Center	562.50
Bill	10/19/2020	Soto, Javiera	536.24
Bill	11/30/2020	Eagle County Public Health	521.42
Bill	12/14/2020	Soto, Javiera	510.00
Bill	10/31/2020	Grand County Rural Health Network	500.00
Credit Card Charge	11/16/2020	Peak Dental Care	500.00
Bill	12/08/2020	Soto, Javiera	500.00
Bill	11/30/2020	Grand County Rural Health Network	500.00
Bill	10/25/2020	Soto, Javiera	480.00
Bill	10/31/2020	Soto, Javiera	480.00
Bill	11/10/2020	Soto, Javiera	480.00
Bill	11/30/2020	The Mad Moose	405.00
Liability Check	10/01/2020	County Health Pool	404.80
Bill	11/20/2020	Alpine PC	400.00
Bill	11/30/2020	Four Winds Pizza	375.00
Bill	11/17/2020	Soto, Javiera	360.00
Bill	12/28/2020	Soto, Javiera	360.00
Bill	12/31/2020	Soto, Javiera	360.00
Bill	11/02/2020	Altitude Family Dental PLLC{partner}	345.00
Liability Check	11/01/2020	County Health Pool	335.82
Bill	10/31/2020	Grand County Home Care	335.00
Bill	11/30/2020	Mountain Family Health Center	330.00
Bill	10/29/2020	Granby Family Dental	325.19
Bill	11/01/2020	Blue Linen Creative Inc.{scorp}	270.00
Bill	11/17/2020	Comfort Dental Silverthorne	260.00
Bill	11/30/2020	Altitude Family Dental PLLC{partner}	259.00

Type	Date	Name	Amount
Bill	11/30/2020	Comfort Dental - GWS(partners)	230.00
Bill	11/03/2020	Crystal Valley Dental Associates(c-corp)	200.00
Credit Card Charge	10/23/2020	Hyatt House	190.00
Bill	11/30/2020	Grand County Home Care	180.00
Bill	11/30/2020	Summit County Community & Senior Center	174.83
Bill	10/31/2020	Summit County Community & Senior Center	174.66
Bill	10/02/2020	Mom's Meals	169.70
Credit Card Charge	12/17/2020	American Society on Aging	143.00
Bill	11/06/2020	Glassman, Jonnah (v)	142.60
Credit Card Charge	10/22/2020	Renascent Arvada	139.64
Credit Card Charge	10/10/2020	Calendly	135.00
Credit Card Charge	11/11/2020	Calendly	135.00
Credit Card Charge	12/01/2020	Venngage.com	129.00
Bill	10/31/2020	A Little Help	126.99
Bill	10/31/2020	Comfort Dental - GWS(partners)	125.00
Credit Card Charge	10/20/2020	PayPal	120.00
Bill	11/17/2020	Elevate Dental Wellness(scorp)	118.00
Bill	12/04/2020	Verizon Wireless Services	100.50
Credit Card Charge	11/24/2020	FiveRR	94.50
Bill	10/04/2020	Verizon Wireless Services	92.42
Bill	11/15/2020	Verizon Wireless Services	92.42
Bill	12/21/2020	UNUM Life Insurance CO of America	77.08
Credit Card Charge	11/19/2020	OfficeSupply.com	75.99
Bill	11/30/2020	Grand County Senior Nutrition	75.00
Bill	10/20/2020	UNUM Life Insurance CO of America	74.78
Bill	11/19/2020	UNUM Life Insurance CO of America	74.78
Credit Card Charge	10/12/2020	City Market	72.61
Bill	10/31/2020	A Little Help	60.00
Credit Card Charge	12/17/2020	Comcast	55.41
Bill	12/04/2020	Verizon Wireless Services	50.25
Credit Card Charge	10/06/2020	PayPal	50.00
Bill	12/21/2020	UNUM Life Insurance CO of America	49.09
Credit Card Charge	10/17/2020	Comcast	48.49
Bill	10/20/2020	UNUM Life Insurance CO of America	47.64
Bill	11/19/2020	UNUM Life Insurance CO of America	47.64
Bill	10/04/2020	Verizon Wireless Services	46.21
Bill	11/15/2020	Verizon Wireless Services	46.21
Credit Card Charge	10/02/2020	The Argentos Empanadas	45.01
Bill	12/31/2020	Blue Linen Creative Inc.(scorp)	45.00
Bill	10/07/2020	Peterson, Maria Cecilia	42.47
Bill	11/02/2020	Peterson, Maria Cecilia	42.47
Bill	12/21/2020	UNUM Life Insurance CO of America	40.98
Credit Card Charge	10/19/2020	Xfinity Mobile	40.71
Bill	12/21/2020	UNUM Life Insurance CO of America	40.61
Credit Card Charge	11/17/2020	Comcast	40.57
Bill	12/31/2020	A Little Help	40.00
Bill	10/20/2020	UNUM Life Insurance CO of America	39.76
Bill	11/19/2020	UNUM Life Insurance CO of America	39.76
Bill	10/20/2020	UNUM Life Insurance CO of America	39.36
Bill	11/19/2020	UNUM Life Insurance CO of America	39.36
Credit Card Charge	10/14/2020	Amazon.com	39.20
Credit Card Charge	10/02/2020	Wholefoods	35.93
Bill	12/31/2020	A Little Help	29.88
Bill	11/30/2020	Pitkin County Adult & Family Services	29.05
Bill	10/31/2020	Vintage Client	28.47
Credit Card Charge	11/12/2020	Eye Center of the Rockies	26.08
Credit Card Charge	10/22/2020	Waterloo Icehouse	21.92
Credit Card Charge	10/21/2020	Kokoro - Arvada	21.57
Credit Card Charge	11/22/2020	Amazon.com	19.28
Credit Card Charge	11/10/2020	ZOOM.US	16.24
Credit Card Charge	12/09/2020	ZOOM.US	16.24
Credit Card Charge	12/03/2020	FiveRR	16.18
Credit Card Charge	10/03/2020	MailChimp	14.99
Credit Card Charge	11/03/2020	MailChimp	14.99
Credit Card Charge	12/03/2020	MailChimp	14.99
Credit Card Charge	10/22/2020	Renascent Arvada	13.34
Credit Card Charge	10/19/2020	CANVA	12.95
Credit Card Charge	11/19/2020	CANVA	12.95
Credit Card Charge	12/19/2020	CANVA	12.95
Credit Card Charge	10/22/2020	Xfinity Mobile	11.37
Credit Card Charge	11/22/2020	Xfinity Mobile	11.37
Credit Card Charge	12/22/2020	Amazon.com	10.99
Credit Card Charge	12/22/2020	Xfinity Mobile	8.81
Credit Card Charge	11/08/2020	Amazon.com	5.73
Credit Card Charge	12/01/2020	International Transaction Fee	3.87

	Type	Date	Name	Amount
	Credit Card Charge	10/06/2020	Calendly	2.15
	Credit Card Credit	10/14/2020	Amazon.com	-20.00
	Credit Card Credit	10/06/2020	www.scheels.com	-29.99
	Credit Card Credit	10/13/2020	Calendly	-120.00
Total 33220 - State Services				89,281.37
<b>34520 - HCPF Dental</b>				
	Bill	10/01/2020	Kremmling Family Dental	730.00
	Bill	10/17/2020	Altitude Family Dental PLLC(partner)	351.71
	Liability Check	10/01/2020	County Health Pool	101.10
	Liability Check	11/01/2020	County Health Pool	11.48
Total 34520 - HCPF Dental				1,194.29
<b>35120 - NSIP - C-1</b>				
	Bill	11/30/2020	Eagle County Public Health	1,910.00
	Bill	11/30/2020	Pitkin County Senior Services	1,413.40
	Bill	11/30/2020	Grand County Senior Nutrition	496.60
Total 35120 - NSIP - C-1				3,820.00
<b>36020 - NWCCOG matching</b>				
	Bill	10/13/2020	Glassman, Jonnah (v)	979.00
	Bill	12/21/2020	Liberty Rides, Inc.	92.00
Total 36020 - NWCCOG matching				1,071.00
Total 30120 - VINTAGE 20/21				181,069.61
<b>3700 - WaterShed Services</b>				
<b>3710 - 208 Planning</b>				
	Bill	10/04/2020	Alpine Environmental Consultants LLC(s-co	1,430.00
	Bill	11/06/2020	Alpine Environmental Consultants LLC(s-co	682.50
	Bill	10/07/2020	Dynamic Planning + Science(scorp)	375.00
Total 3710 - 208 Planning				2,487.50
Total 3700 - WaterShed Services				2,487.50
<b>3800- Econ Develop District</b>				
<b>3830 - EDA CARES Act</b>				
	Bill	10/08/2020	Summit County Govt (v)	10,000.00
	Bill	10/08/2020	Jackson County (vendor)	10,000.00
	Bill	10/08/2020	Eagle County Government	10,000.00
	Bill	10/08/2020	Pitkin County (v)	10,000.00
	Bill	11/02/2020	Andrews Business Consulting	5,416.67
	Bill	11/02/2020	Andrews Business Consulting	225.98
	Bill	10/28/2020	Laser Graphics(scorp)	43.00
Total 3830 - EDA CARES Act				45,685.65
<b>3840 - Rural Business Developme</b>				
	Bill	11/29/2020	North Star Consulting Group	3,528.30
	Bill	11/30/2020	Mountaintop Media	2,793.95
Total 3840 - Rural Business Developme				6,322.25
<b>3800- Econ Develop District - Other</b>				
	Bill	10/07/2020	Grand County (vendor)	10,000.00
	Liability Check	10/01/2020	County Health Pool	1,940.58
	Liability Check	11/01/2020	County Health Pool	1,940.58
	Liability Check	12/01/2020	County Health Pool	1,940.58
	Bill	10/27/2020	Steamboat Springs Chamber Resort Assoc.	1,000.00
	Credit Card Charge	10/13/2020	Summit Chamber of Commerce	199.00
	Bill	12/21/2020	UNUM Life Insurance CO of America	63.21
	Bill	10/20/2020	UNUM Life Insurance CO of America	61.30
	Bill	11/19/2020	UNUM Life Insurance CO of America	61.30
Total 3800- Econ Develop District - Other				17,206.55
Total 3800- Econ Develop District				69,214.45
<b>4001-WX-Non Grant</b>				
<b>4015 - BEECH</b>				
	Bill	12/10/2020	Diamond H Enterprises Inc.	5,431.09
	Bill	12/10/2020	Diamond H Enterprises Inc.	5,431.09
	Bill	12/10/2020	Diamond H Enterprises Inc.	5,431.09
	Bill	12/04/2020	Djensen Electric, Inc.	4,374.91
	Bill	12/02/2020	Djensen Electric, Inc.	2,994.85
	Credit Card Charge	12/04/2020	Home Depot	2,871.76
	Bill	12/01/2020	Djensen Electric, Inc.	2,234.30
	Bill	11/30/2020	Djensen Electric, Inc.	1,617.35
	Bill	11/02/2020	Diamond H Enterprises Inc.	1,467.75
	Bill	11/02/2020	Diamond H Enterprises Inc.	1,467.75
	Bill	11/02/2020	Diamond H Enterprises Inc.	1,467.75
	Bill	12/10/2020	Diamond H Enterprises Inc.	1,467.75
	Bill	12/10/2020	Diamond H Enterprises Inc.	1,467.75
	Bill	12/10/2020	Diamond H Enterprises Inc.	1,467.75
	Credit Card Charge	12/05/2020	Home Depot	1,435.88
	Credit Card Charge	12/21/2020	Costco	599.97
	Credit Card Charge	12/15/2020	MOBILE HOME PARTS STORE	231.58
	Credit Card Charge	12/15/2020	MOBILE HOME PARTS STORE	231.58
	Credit Card Charge	11/23/2020	Home Depot	109.41

Type	Date	Name	Amount
Credit Card Charge	11/23/2020	Lowe's	77.80
Credit Card Charge	12/21/2020	Costco	60.00
Credit Card Charge	12/02/2020	Lowe's	48.06
Credit Card Charge	12/14/2020	Home Depot	43.58
Credit Card Charge	12/07/2020	Home Depot	38.34
Credit Card Charge	12/07/2020	Home Depot	38.34
Credit Card Charge	12/07/2020	Home Depot	25.52
Credit Card Charge	11/24/2020	Home Depot	17.94
Credit Card Charge	12/02/2020	George T Sanders	6.94
Credit Card Charge	12/02/2020	George T Sanders	6.94
Total 4015 - BEECH			42,164.82

#### 4005 - CARE

Bill	10/20/2020	Prolific Water Filtration, Plumbing, Heat	4,000.00
Credit Card Charge	10/30/2020	ABRA CADABRA SERVICES	2,750.00
Credit Card Charge	11/18/2020	Breckenridge plumbing	1,850.00
Bill	10/16/2020	Westland Distributing Inc	1,750.38
Bill	10/16/2020	Westland Distributing Inc	1,750.38
Bill	10/30/2020	Westland Distributing Inc	1,731.36
Bill	10/13/2020	Grand Junction Winair Co	1,695.98
Bill	10/29/2020	Masterwork Plumbing and Heating, Inc.	1,500.00
Bill	10/02/2020	Westland Distributing Inc	1,372.87
Bill	10/08/2020	Grand Junction Winair Co	1,267.10
Bill	10/01/2020	BHW Associates	1,265.24
Bill	11/01/2020	BHW Associates	1,265.24
Bill	11/11/2020	Sundance Plumbing & Heating, LLC(s-corp)	1,023.46
Bill	10/30/2020	Westland Distributing Inc	1,008.45
Bill	10/31/2020	Wex Bank	970.87
Credit Card Charge	10/21/2020	Supplyhouse.com	823.30
Bill	12/31/2020	Wex Bank	785.50
Bill	12/04/2020	Whirlpool Contract/Retail	784.00
Bill	11/30/2020	Wex Bank	690.43
Liability Check	10/01/2020	County Health Pool	620.99
Liability Check	11/01/2020	County Health Pool	620.99
Liability Check	12/01/2020	County Health Pool	620.99
Credit Card Charge	12/18/2020	Amazon.com	590.21
Credit Card Charge	12/04/2020	Austin Air Healthmate Air Purifier	553.35
Credit Card Charge	12/02/2020	Mandala Scrubs	508.00
Liability Check	10/01/2020	County Health Pool	506.11
Liability Check	10/01/2020	County Health Pool	506.11
Liability Check	10/01/2020	County Health Pool	506.11
Liability Check	11/01/2020	County Health Pool	506.11
Liability Check	11/01/2020	County Health Pool	506.11
Liability Check	11/01/2020	County Health Pool	506.11
Liability Check	12/01/2020	County Health Pool	506.11
Liability Check	12/01/2020	County Health Pool	506.11
Liability Check	12/01/2020	County Health Pool	506.11
Liability Check	10/01/2020	County Health Pool	504.11
Liability Check	11/01/2020	County Health Pool	504.11
Liability Check	12/01/2020	County Health Pool	504.11
Liability Check	10/01/2020	County Health Pool	503.96
Liability Check	11/01/2020	County Health Pool	503.96
Liability Check	12/01/2020	County Health Pool	503.96
Bill	12/11/2020	Westland Distributing Inc	398.10
Credit Card Charge	11/11/2020	Supply house	367.65
Credit Card Charge	12/02/2020	Lowe's	358.16
Credit Card Charge	11/10/2020	Lowe's	350.00
Credit Card Charge	10/07/2020	Supplyhouse.com	338.03
Bill	11/24/2020	Masterworks Mechanical Inc	330.43
Bill	10/16/2020	Westland Distributing Inc	295.32
Bill	10/21/2020	Four Sprys Investments, LLC(s-corp)	293.52
Bill	11/21/2020	Four Sprys Investments, LLC(s-corp)	293.52
Bill	12/21/2020	Four Sprys Investments, LLC(s-corp)	293.52
Bill	12/04/2020	Verizon Wireless Services	283.71
Liability Check	10/01/2020	County Health Pool	272.96
Liability Check	10/01/2020	County Health Pool	272.96
Liability Check	11/01/2020	County Health Pool	272.96
Liability Check	11/01/2020	County Health Pool	272.96
Liability Check	12/01/2020	County Health Pool	272.96
Liability Check	12/01/2020	County Health Pool	272.96
Credit Card Charge	11/06/2020	SP	272.86
Liability Check	11/01/2020	County Health Pool	272.65
Liability Check	12/01/2020	County Health Pool	272.65
Liability Check	10/01/2020	County Health Pool	272.35
Liability Check	10/01/2020	County Health Pool	272.35
Liability Check	11/01/2020	County Health Pool	272.04

Type	Date	Name	Amount
Liability Check	12/01/2020	County Health Pool	272.04
Bill	10/04/2020	Verizon Wireless Services	271.70
Liability Check	10/01/2020	County Health Pool	271.58
Liability Check	11/01/2020	County Health Pool	271.58
Liability Check	12/01/2020	County Health Pool	271.58
Liability Check	10/01/2020	County Health Pool	271.42
Liability Check	10/01/2020	County Health Pool	271.42
Liability Check	11/01/2020	County Health Pool	271.42
Liability Check	11/01/2020	County Health Pool	271.42
Liability Check	12/01/2020	County Health Pool	271.42
Liability Check	12/01/2020	County Health Pool	271.42
Bill	11/20/2020	Westland Distributing Inc	261.50
Bill	12/11/2020	Westland Distributing Inc	261.24
Bill	11/15/2020	Verizon Wireless Services	252.51
Credit Card Charge	12/15/2020	Charles D Jones Co	245.10
Bill	10/15/2020	Summit Bookkeeping & Payroll, Inc	243.84
Bill	11/15/2020	Summit Bookkeeping & Payroll, Inc	243.84
Bill	10/30/2020	Westland Distributing Inc	213.51
Credit Card Charge	10/30/2020	Residence Inn Glenwood	208.00
Credit Card Charge	12/15/2020	Lowes	207.34
Bill	11/18/2020	Eagle Rock Supply Co	204.61
Check	11/04/2020	Enterprise Fleet Management	198.39
Check	12/03/2020	Enterprise Fleet Management	191.99
Credit Card Charge	11/18/2020	Lowes	187.94
Credit Card Charge	10/27/2020	Lowes	183.59
Check	10/03/2020	Enterprise Fleet Management	172.79
Credit Card Charge	10/13/2020	Lowes	163.98
Credit Card Charge	11/04/2020	Home Depot	149.82
Credit Card Charge	12/14/2020	Earth sense energy systems	139.00
Credit Card Charge	11/10/2020	Lowes	131.96
Credit Card Charge	12/16/2020	Lowes	129.19
Credit Card Charge	10/15/2020	Lowes	126.21
Credit Card Charge	10/01/2020	Lowes	124.42
Credit Card Charge	11/10/2020	Ferguson Enterprises Inc #109	123.80
Credit Card Charge	12/09/2020	Lowes	115.00
Credit Card Charge	11/11/2020	Lowes	111.86
Credit Card Charge	10/19/2020	Lowes	109.00
Credit Card Charge	12/14/2020	Charles D Jones Co	107.36
Credit Card Charge	10/28/2020	Lowes	106.76
Credit Card Charge	12/09/2020	Lowes	105.87
Credit Card Charge	11/16/2020	Lowes	104.76
Credit Card Charge	12/09/2020	Lowes	97.30
Credit Card Charge	10/07/2020	Lowes	96.76
Credit Card Charge	12/01/2020	Town of Eagle (vendor)	95.00
Credit Card Charge	10/06/2020	Lowes	92.96
Credit Card Charge	12/17/2020	Conoco	91.39
Credit Card Charge	10/26/2020	Charles D Jones Co	88.20
Bill	10/21/2020	Westland Distributing Inc	78.88
Credit Card Charge	10/13/2020	Lowes	74.30
Credit Card Charge	12/14/2020	Charles D Jones Co	71.60
Credit Card Charge	12/04/2020	Lowes	69.61
Credit Card Charge	12/15/2020	Lowes	65.36
Credit Card Charge	12/11/2020	Lowes	64.98
Credit Card Charge	12/02/2020	Lowes	64.50
Credit Card Charge	11/16/2020	Lowes	62.94
Credit Card Charge	12/04/2020	Kum & Go	60.53
Credit Card Charge	10/28/2020	Town of Gypsum(vendor)	60.00
Credit Card Charge	10/29/2020	Lowes	59.98
Credit Card Charge	11/20/2020	Home Depot	59.94
Credit Card Charge	11/10/2020	Lowes	59.00
Credit Card Charge	11/18/2020	Lowes	58.78
Bill	11/06/2020	Westland Distributing Inc	57.06
Credit Card Charge	10/28/2020	SQ	56.01
Credit Card Charge	11/05/2020	Lowes	55.78
Credit Card Charge	12/17/2020	Hogback Pizza	53.56
Credit Card Charge	12/08/2020	Kum & Go	51.73
Bill	11/20/2020	Westland Distributing Inc	50.82
Credit Card Charge	10/26/2020	Eagle County Building Dept.	50.00
Credit Card Charge	10/29/2020	Eagle County Building Dept.	50.00
Credit Card Charge	12/08/2020	Lowes	49.69
Credit Card Charge	10/27/2020	Lowes	47.60
Credit Card Charge	12/16/2020	Charles D Jones Co	45.97
Credit Card Charge	12/16/2020	Kum & Go	45.45
Credit Card Charge	10/12/2020	Lowes	45.25
Credit Card Charge	12/04/2020	Lowes	43.07

Type	Date	Name	Amount
Credit Card Charge	11/05/2020	Ferguson Enterprises Inc #109	43.04
Credit Card Charge	10/21/2020	Town of Carbondale (vendor)	41.00
Credit Card Charge	10/21/2020	Town of Carbondale (vendor)	41.00
Credit Card Charge	10/06/2020	Bighorn Toyota(v)	39.99
Credit Card Charge	12/23/2020	Valley Lumber Co	39.99
Credit Card Charge	11/18/2020	Lowes	38.00
Credit Card Charge	10/07/2020	Home Depot	37.90
Credit Card Charge	10/29/2020	Lowes	36.40
Credit Card Charge	12/09/2020	Lowes	35.72
Credit Card Charge	12/02/2020	True Value Leadville	34.98
Credit Card Charge	12/17/2020	Lowes	34.65
Credit Card Charge	12/09/2020	Lowes	34.43
Credit Card Charge	10/15/2020	Lowes	33.72
Credit Card Charge	11/02/2020	Ace Hardware	31.96
Credit Card Charge	11/04/2020	Home Depot	31.11
Credit Card Charge	12/28/2020	Home Depot	29.36
Credit Card Charge	10/06/2020	True Value Leadville	28.13
Credit Card Charge	11/11/2020	Ace Hardware	27.47
Bill	12/04/2020	Westland Distributing Inc	27.32
Bill	10/04/2020	Century Link	27.20
Bill	12/21/2020	UNUM Life Insurance CO of America	25.04
Credit Card Charge	11/19/2020	Town of Eagle (vendor)	25.00
Bill	10/20/2020	UNUM Life Insurance CO of America	24.29
Bill	11/19/2020	UNUM Life Insurance CO of America	24.29
Credit Card Charge	11/30/2020	Valley Lumber Co	23.37
Credit Card Charge	11/10/2020	Lowes	20.43
Bill	12/21/2020	UNUM Life Insurance CO of America	20.28
Bill	12/11/2020	Xcel Energy (vendor)	20.24
Bill	10/20/2020	Whirlpool Contract/Retail	20.00
Credit Card Charge	11/04/2020	Home Depot	19.82
Bill	10/20/2020	UNUM Life Insurance CO of America	19.66
Bill	11/19/2020	UNUM Life Insurance CO of America	19.66
Credit Card Charge	12/01/2020	Ace Hardware	17.98
Credit Card Charge	10/30/2020	Lowes	17.94
Credit Card Charge	12/15/2020	Home Depot	17.92
Credit Card Charge	11/04/2020	Lowes	17.61
Credit Card Charge	11/09/2020	Lowes	16.46
Bill	12/21/2020	UNUM Life Insurance CO of America	15.85
Credit Card Charge	11/19/2020	Home Depot	15.55
Bill	10/20/2020	UNUM Life Insurance CO of America	15.38
Bill	11/19/2020	UNUM Life Insurance CO of America	15.38
Bill	12/29/2020	Rocky Mountain Water	14.93
Bill	12/31/2020	Rocky Mountain Water	14.93
Bill	12/21/2020	UNUM Life Insurance CO of America	14.75
Bill	12/21/2020	UNUM Life Insurance CO of America	14.73
Bill	10/20/2020	UNUM Life Insurance CO of America	14.30
Bill	11/19/2020	UNUM Life Insurance CO of America	14.30
Bill	12/21/2020	UNUM Life Insurance CO of America	14.18
Credit Card Charge	10/01/2020	Lowes	13.93
Bill	10/20/2020	UNUM Life Insurance CO of America	13.77
Bill	11/19/2020	UNUM Life Insurance CO of America	13.77
Bill	10/20/2020	UNUM Life Insurance CO of America	13.72
Bill	11/19/2020	UNUM Life Insurance CO of America	13.72
Bill	12/21/2020	UNUM Life Insurance CO of America	13.52
Credit Card Charge	10/14/2020	Valley Lumber Co	13.34
Bill	12/21/2020	UNUM Life Insurance CO of America	13.21
Bill	10/20/2020	UNUM Life Insurance CO of America	13.12
Bill	11/19/2020	UNUM Life Insurance CO of America	13.12
Bill	10/20/2020	UNUM Life Insurance CO of America	12.55
Bill	11/19/2020	UNUM Life Insurance CO of America	12.55
Bill	12/21/2020	UNUM Life Insurance CO of America	12.39
Bill	10/20/2020	UNUM Life Insurance CO of America	12.02
Bill	11/19/2020	UNUM Life Insurance CO of America	12.02
Credit Card Charge	12/28/2020	Home Depot	11.96
Credit Card Charge	10/08/2020	Lowes	11.94
Bill	12/21/2020	UNUM Life Insurance CO of America	11.81
Credit Card Charge	12/02/2020	True Value Gunnison	11.49
Bill	10/20/2020	UNUM Life Insurance CO of America	11.46
Bill	11/19/2020	UNUM Life Insurance CO of America	11.46
Bill	12/21/2020	UNUM Life Insurance CO of America	11.25
Bill	12/21/2020	UNUM Life Insurance CO of America	11.19
Bill	12/21/2020	UNUM Life Insurance CO of America	10.96
Bill	11/19/2020	UNUM Life Insurance CO of America	10.91
Bill	10/20/2020	UNUM Life Insurance CO of America	10.86
Bill	11/19/2020	UNUM Life Insurance CO of America	10.86

	Type	Date	Name	Amount
	Bill	12/21/2020	UNUM Life Insurance CO of America	10.81
	Bill	10/20/2020	UNUM Life Insurance CO of America	10.48
	Bill	11/19/2020	UNUM Life Insurance CO of America	10.48
	Bill	10/29/2020	Rocky Mountain Water	10.45
	Bill	12/21/2020	UNUM Life Insurance CO of America	10.41
	Bill	10/20/2020	UNUM Life Insurance CO of America	10.36
	Bill	11/19/2020	UNUM Life Insurance CO of America	10.36
	Credit Card Charge	11/18/2020	Lowes	10.28
	Bill	12/21/2020	UNUM Life Insurance CO of America	10.12
	Bill	10/20/2020	UNUM Life Insurance CO of America	10.09
	Bill	11/19/2020	UNUM Life Insurance CO of America	10.09
	Bill	10/20/2020	UNUM Life Insurance CO of America	9.82
	Bill	11/19/2020	UNUM Life Insurance CO of America	9.82
	Credit Card Charge	10/01/2020	NAPA Auto	8.48
	Liability Check	11/01/2020	County Health Pool	7.68
	Liability Check	12/01/2020	County Health Pool	7.68
	Liability Check	10/01/2020	County Health Pool	7.37
	Credit Card Charge	12/15/2020	Home Depot	6.94
	Check	10/07/2020	Xcel Energy (vendor)	6.07
	Check	10/09/2020	Xcel Energy (vendor)	6.07
	Liability Check	12/01/2020	County Health Pool	5.84
	Bill	10/01/2020	CTS LanguageLink	4.94
	Credit Card Charge	12/04/2020	US Postal Service	4.82
	Credit Card Charge	10/05/2020	Office Max	4.64
	Credit Card Charge	11/12/2020	Kum & Go	3.99
	Credit Card Charge	11/02/2020	George T Sanders	2.84
	Credit Card Charge	11/09/2020	Apple Store	0.99
	Credit Card Charge	11/18/2020	Lowes	0.96
	Check	11/05/2020	Xcel Energy (vendor)	0.32
	Liability Check	11/01/2020	County Health Pool	-319.16
Total 4005 - CARE				57,973.67
4010 - CIP				
	Bill	10/16/2020	Westland Distributing Inc	1,731.36
	Bill	10/21/2020	Hadley, Tammy	200.00
	Credit Card Charge	11/11/2020	RC Repairclinic.com	187.53
	Credit Card Charge	11/18/2020	RC Repairclinic.com	149.55
	Credit Card Charge	12/10/2020	RC Repairclinic.com	124.20
	Bill	10/30/2020	Westland Distributing Inc	106.53
	Credit Card Charge	10/21/2020	Clear Creek County Building Dept	103.02
	Credit Card Charge	12/02/2020	RC Repairclinic.com	98.04
	Credit Card Charge	10/27/2020	Lowes	72.28
	Credit Card Charge	12/10/2020	Lowes	59.60
Total 4010 - CIP				2,832.11
Total 4001-WX-Non Grant				102,970.60
4020 - WX 20/21				
4830 - STX CAP EQ				
	Bill	11/16/2020	Phil Long Ford	100,082.74
	Bill	11/18/2020	J&R Products, Inc.	10,660.22
	Bill	11/24/2020	J&R Products, Inc.	6,261.35
Total 4830 - STX CAP EQ				117,004.31
4330 - LEAP H&S				
	Bill	11/25/2020	Barrett, Jon	2,000.00
	Credit Card Charge	11/06/2020	Reservoirs Environmental, Inc.	180.00
	Credit Card Charge	12/17/2020	Lowes	101.59
	Credit Card Charge	12/15/2020	Valley Lumber Co	48.56
	Credit Card Charge	11/19/2020	Bighorn Hardware	37.90
Total 4330 - LEAP H&S				2,368.05
4340 - LEAP OP				
	Bill	10/01/2020	BHW Associates	2,688.62
	Bill	11/01/2020	BHW Associates	2,688.62
	Bill	10/31/2020	Wex Bank	2,063.11
	Bill	11/06/2020	Westland Distributing Inc	1,731.36
	Bill	10/19/2020	Piedmont Plastics	1,683.33
	Bill	10/19/2020	Piedmont Plastics	1,683.33
	Liability Check	10/01/2020	County Health Pool	1,319.59
	Liability Check	11/01/2020	County Health Pool	1,319.59
	Liability Check	12/01/2020	County Health Pool	1,319.59
	Bill	12/03/2020	Grand Junction Winair Co	1,190.94
	Liability Check	10/01/2020	County Health Pool	1,075.48
	Liability Check	10/01/2020	County Health Pool	1,075.48
	Liability Check	11/01/2020	County Health Pool	1,075.48
	Liability Check	11/01/2020	County Health Pool	1,075.48
	Liability Check	12/01/2020	County Health Pool	1,075.48
	Liability Check	12/01/2020	County Health Pool	1,075.48
	Liability Check	10/01/2020	County Health Pool	1,075.47

Type	Date	Name	Amount
Liability Check	11/01/2020	County Health Pool	1,075.47
Liability Check	12/01/2020	County Health Pool	1,075.47
Liability Check	10/01/2020	County Health Pool	1,071.23
Liability Check	11/01/2020	County Health Pool	1,071.23
Liability Check	12/01/2020	County Health Pool	1,071.23
Liability Check	10/01/2020	County Health Pool	1,070.90
Liability Check	11/01/2020	County Health Pool	1,070.90
Liability Check	12/01/2020	County Health Pool	1,070.90
Bill	11/12/2020	Mountain Paradise LLC	1,044.08
Bill	11/12/2020	Mountain Paradise LLC	1,044.08
Bill	11/12/2020	Mountain Paradise LLC	1,044.08
Bill	11/12/2020	Mountain Paradise LLC	1,044.08
Bill	11/12/2020	Mountain Paradise LLC	1,044.08
Bill	11/12/2020	Mountain Paradise LLC	1,044.08
Bill	11/12/2020	Mountain Paradise LLC	1,044.08
Bill	11/12/2020	Mountain Paradise LLC	1,044.08
Bill	11/17/2020	Poncha Insulation, LLC	1,044.08
Bill	11/17/2020	Poncha Insulation, LLC	1,044.08
Bill	11/17/2020	Poncha Insulation, LLC	1,044.08
Bill	11/17/2020	Poncha Insulation, LLC	1,044.08
Bill	11/12/2020	Mountain Paradise LLC	1,000.00
Bill	11/12/2020	Mountain Paradise LLC	1,000.00
Bill	11/12/2020	Mountain Paradise LLC	1,000.00
Bill	11/12/2020	Mountain Paradise LLC	1,000.00
Bill	11/12/2020	Mountain Paradise LLC	1,000.00
Bill	11/12/2020	Mountain Paradise LLC	1,000.00
Bill	11/12/2020	Mountain Paradise LLC	1,000.00
Bill	11/12/2020	Mountain Paradise LLC	1,000.00
Bill	11/17/2020	Poncha Insulation, LLC	1,000.00
Bill	11/17/2020	Poncha Insulation, LLC	1,000.00
Bill	11/17/2020	Poncha Insulation, LLC	1,000.00
Bill	11/17/2020	Poncha Insulation, LLC	1,000.00
Bill	12/15/2020	Summit Bookkeeping & Payroll, Inc	762.00
Bill	10/12/2020	Whirlpool Contract/Retail	698.00
Bill	10/12/2020	Whirlpool Contract/Retail	698.00
Bill	10/12/2020	Whirlpool Contract/Retail	698.00
Bill	12/14/2020	Whirlpool Contract/Retail	698.00
Bill	12/14/2020	Whirlpool Contract/Retail	698.00
Bill	12/14/2020	Whirlpool Contract/Retail	698.00
Bill	12/14/2020	Whirlpool Contract/Retail	698.00
Bill	12/24/2020	Whirlpool Contract/Retail	698.00
Bill	10/12/2020	Whirlpool Contract/Retail	678.00
Bill	10/12/2020	Whirlpool Contract/Retail	678.00
Bill	11/16/2020	Whirlpool Contract/Retail	678.00
Bill	12/14/2020	Whirlpool Contract/Retail	678.00
Bill	10/12/2020	Whirlpool Contract/Retail	628.00
Bill	10/21/2020	Four Sprys Investments, LLC(s-corp)	623.73
Bill	11/21/2020	Four Sprys Investments, LLC(s-corp)	623.73
Bill	12/21/2020	Four Sprys Investments, LLC(s-corp)	623.73
Bill	12/04/2020	Verizon Wireless Services	602.88
Liability Check	10/01/2020	County Health Pool	580.04
Liability Check	10/01/2020	County Health Pool	580.04
Liability Check	11/01/2020	County Health Pool	580.04
Liability Check	11/01/2020	County Health Pool	580.04
Liability Check	12/01/2020	County Health Pool	580.04
Liability Check	12/01/2020	County Health Pool	580.04
Liability Check	11/01/2020	County Health Pool	579.39
Liability Check	12/01/2020	County Health Pool	579.39
Liability Check	10/01/2020	County Health Pool	578.73
Liability Check	10/01/2020	County Health Pool	578.73
Liability Check	11/01/2020	County Health Pool	578.08
Liability Check	12/01/2020	County Health Pool	578.08
Bill	10/04/2020	Verizon Wireless Services	577.35
Liability Check	10/01/2020	County Health Pool	577.10
Liability Check	11/01/2020	County Health Pool	577.10
Liability Check	12/01/2020	County Health Pool	577.10
Liability Check	10/01/2020	County Health Pool	576.78
Liability Check	10/01/2020	County Health Pool	576.78
Liability Check	11/01/2020	County Health Pool	576.78
Liability Check	11/01/2020	County Health Pool	576.78
Liability Check	12/01/2020	County Health Pool	576.78
Liability Check	12/01/2020	County Health Pool	576.78
Bill	11/15/2020	Verizon Wireless Services	536.56
Bill	12/15/2020	Positive Energy	505.55
Check	11/04/2020	Enterprise Fleet Management	421.59



Type	Date	Name	Amount
Check	12/03/2020	Enterprise Fleet Management	407.99
Check	10/03/2020	Enterprise Fleet Management	367.19
Credit Card Charge	11/09/2020	Lowe's	323.40
Credit Card Charge	10/12/2020	Lowe's	312.10
Bill	10/19/2020	Piedmont Plastics	183.33
Bill	10/19/2020	Piedmont Plastics	183.33
Bill	10/30/2020	Westland Distributing Inc	114.81
Bill	11/20/2020	Westland Distributing Inc	108.00
Credit Card Charge	11/17/2020	Bighorn Hardware	104.51
Credit Card Charge	10/13/2020	Charles D Jones Co	100.54
Bill	10/29/2020	Behrman Electric LLC	75.00
Credit Card Charge	10/21/2020	Home Depot	66.33
Bill	12/04/2020	Westland Distributing Inc	58.06
Bill	12/21/2020	UNUM Life Insurance CO of America	53.21
Bill	10/20/2020	UNUM Life Insurance CO of America	51.62
Bill	11/19/2020	UNUM Life Insurance CO of America	51.62
Credit Card Charge	12/06/2020	Home Depot	43.32
Bill	12/21/2020	UNUM Life Insurance CO of America	43.09
Bill	10/20/2020	UNUM Life Insurance CO of America	41.79
Bill	11/19/2020	UNUM Life Insurance CO of America	41.79
Credit Card Charge	10/20/2020	Home Depot	41.47
Credit Card Charge	10/13/2020	Home Depot	40.22
Credit Card Charge	10/14/2020	MOORE LUMBER HARDWARE	37.99
Credit Card Charge	11/16/2020	Lowe's	35.92
Bill	12/21/2020	UNUM Life Insurance CO of America	33.67
Bill	10/20/2020	UNUM Life Insurance CO of America	32.68
Bill	11/19/2020	UNUM Life Insurance CO of America	32.68
Bill	12/29/2020	Rocky Mountain Water	31.72
Bill	12/31/2020	Rocky Mountain Water	31.72
Bill	12/21/2020	UNUM Life Insurance CO of America	31.33
Bill	12/21/2020	UNUM Life Insurance CO of America	31.29
Credit Card Charge	10/15/2020	Lowe's	31.28
Credit Card Charge	10/14/2020	Home Depot	30.92
Bill	10/20/2020	UNUM Life Insurance CO of America	30.39
Bill	11/19/2020	UNUM Life Insurance CO of America	30.39
Bill	12/21/2020	UNUM Life Insurance CO of America	30.14
Bill	10/20/2020	UNUM Life Insurance CO of America	29.25
Bill	11/19/2020	UNUM Life Insurance CO of America	29.25
Bill	10/20/2020	UNUM Life Insurance CO of America	29.16
Bill	11/19/2020	UNUM Life Insurance CO of America	29.16
Bill	12/21/2020	UNUM Life Insurance CO of America	28.74
Bill	12/21/2020	UNUM Life Insurance CO of America	28.06
Bill	10/20/2020	UNUM Life Insurance CO of America	27.87
Bill	11/19/2020	UNUM Life Insurance CO of America	27.87
Bill	10/20/2020	UNUM Life Insurance CO of America	26.66
Bill	11/19/2020	UNUM Life Insurance CO of America	26.66
Bill	12/21/2020	UNUM Life Insurance CO of America	26.33
Bill	10/20/2020	UNUM Life Insurance CO of America	25.55
Bill	11/19/2020	UNUM Life Insurance CO of America	25.55
Bill	12/21/2020	UNUM Life Insurance CO of America	25.11
Bill	10/20/2020	UNUM Life Insurance CO of America	24.34
Bill	11/19/2020	UNUM Life Insurance CO of America	24.34
Credit Card Charge	12/24/2020	Lowe's	24.04
Bill	12/21/2020	UNUM Life Insurance CO of America	23.90
Bill	12/21/2020	UNUM Life Insurance CO of America	23.77
Bill	12/21/2020	UNUM Life Insurance CO of America	23.28
Bill	11/19/2020	UNUM Life Insurance CO of America	23.18
Bill	10/20/2020	UNUM Life Insurance CO of America	23.07
Bill	11/19/2020	UNUM Life Insurance CO of America	23.07
Bill	12/21/2020	UNUM Life Insurance CO of America	22.98
Bill	10/20/2020	UNUM Life Insurance CO of America	22.27
Bill	11/19/2020	UNUM Life Insurance CO of America	22.27
Bill	10/29/2020	Rocky Mountain Water	22.20
Bill	10/20/2020	UNUM Life Insurance CO of America	22.02
Bill	11/19/2020	UNUM Life Insurance CO of America	22.02
Credit Card Charge	10/27/2020	Sanders True Value	21.98
Bill	12/21/2020	UNUM Life Insurance CO of America	21.50
Bill	10/20/2020	UNUM Life Insurance CO of America	20.86
Bill	11/19/2020	UNUM Life Insurance CO of America	20.86
Liability Check	11/01/2020	County Health Pool	16.32
Liability Check	12/01/2020	County Health Pool	16.32
Credit Card Charge	12/15/2020	Ferguson Enterprises Inc #109	16.06
Liability Check	10/01/2020	County Health Pool	15.67
Check	10/07/2020	Xcel Energy (vendor)	12.90
Check	10/09/2020	Xcel Energy (vendor)	12.90

	Type	Date	Name	Amount
	Liability Check	12/01/2020	County Health Pool	12.40
	Bill	10/01/2020	CTS LanguageLink	10.51
	Credit Card Charge	12/04/2020	US Postal Service	10.23
	Credit Card Charge	10/19/2020	Lowes	7.34
	Credit Card Charge	12/18/2020	Craigslist	5.00
	Credit Card Charge	10/14/2020	MOORE LUMBER HARDWARE	4.59
	Credit Card Charge	10/21/2020	MOORE LUMBER HARDWARE	3.98
	Credit Card Charge	10/20/2020	Home Depot	3.60
	Liability Check	12/01/2020	County Health Pool	2.88
	Liability Check	12/01/2020	County Health Pool	2.88
	Check	11/05/2020	Xcel Energy (vendor)	0.68
	Liability Check	11/01/2020	County Health Pool	-1.92
	Bill	10/04/2020	Verizon Wireless Services	-50.00
	Liability Check	11/01/2020	County Health Pool	-678.22
Total 4340 - LEAP OP				88,174.59
4630 - DOE H&S				
	Bill	11/18/2020	Positive Energy	298.00
	Credit Card Charge	12/15/2020	Lowes	116.23
	Credit Card Charge	11/04/2020	Steamboat Ace Hardware	89.98
	Credit Card Charge	10/22/2020	Reservoirs Environmental, Inc.	72.00
	Credit Card Charge	12/08/2020	Home Depot	28.80
	Credit Card Charge	12/08/2020	Home Depot	28.80
	Credit Card Charge	12/09/2020	Lowes	26.14
	Credit Card Charge	12/09/2020	Home Depot	25.02
	Credit Card Charge	12/08/2020	Geary Pacific Supply	14.13
Total 4630 - DOE H&S				699.10
4640 - DOE OP				
	Bill	11/18/2020	Eagle Rock Supply Co	10,807.03
	Credit Card Charge	11/23/2020	Denver Winair Co	3,537.82
	Bill	12/14/2020	Positive Energy	2,746.00
	Bill	11/10/2020	Goodway Auto Repair LLC(partner)	2,267.83
	Bill	10/30/2020	Westland Distributing Inc	1,872.00
	Bill	10/28/2020	Westland Distributing Inc	1,731.36
	Bill	12/31/2020	Wex Bank	1,669.18
	Bill	10/13/2020	The Artworks Unlimited LLC	1,581.02
	Bill	11/30/2020	Wex Bank	1,467.16
	Bill	12/03/2020	Positive Energy	1,131.92
	Bill	11/18/2020	Eagle Rock Supply Co	1,020.00
	Bill	11/10/2020	Goodway Auto Repair LLC(partner)	966.96
	Credit Card Charge	11/17/2020	Amazon.com	847.05
	Bill	12/18/2020	Goodway Auto Repair LLC(partner)	810.88
	Bill	12/21/2020	Goodway Auto Repair LLC(partner)	810.88
	Bill	12/14/2020	Whirlpool Contract/Retail	783.00
	Credit Card Charge	11/30/2020	Advanced Automotive & Truck Repair	782.21
	Bill	12/14/2020	Whirlpool Contract/Retail	768.00
	Bill	10/15/2020	Summit Bookkeeping & Payroll, Inc	518.16
	Bill	11/15/2020	Summit Bookkeeping & Payroll, Inc	518.16
	Bill	11/18/2020	Eagle Rock Supply Co	516.83
	Bill	11/25/2020	Westland Distributing Inc	463.58
	Bill	12/28/2020	Goodway Auto Repair LLC(partner)	430.56
	Credit Card Charge	10/01/2020	Indeed	429.65
	Bill	11/06/2020	Westland Distributing Inc	343.24
	Bill	12/15/2020	Alpine PC	300.00
	Credit Card Charge	11/02/2020	Indeed	275.85
	Credit Card Charge	11/16/2020	Advanced Automotive & Truck Repair	252.00
	Credit Card Charge	12/14/2020	Ferguson Enterprises Inc #109	250.23
	Credit Card Charge	12/07/2020	Lowes	243.18
	Bill	12/17/2020	Quill Corporation	219.96
	Bill	12/15/2020	Goodway Auto Repair LLC(partner)	217.00
	Bill	10/24/2020	IQ Plumbing(ind)	208.00
	Bill	12/04/2020	Four Sprys Investments, LLC(s-corp)	205.93
	Bill	11/11/2020	Goodway Auto Repair LLC(partner)	194.61
	Credit Card Charge	12/25/2020	Home Depot	188.11
	Credit Card Charge	11/23/2020	Town of Georgetown (v)	182.77
	Credit Card Charge	11/02/2020	Lowes	157.06
	Credit Card Charge	10/29/2020	Lowes	155.15
	Bill	10/10/2020	Alpine PC	150.00
	Credit Card Charge	11/24/2020	Walmart	143.46
	Credit Card Charge	10/06/2020	Home Depot	143.17
	Credit Card Charge	12/06/2020	Advanced Automotive & Truck Repair	142.45
	Bill	11/10/2020	Goodway Auto Repair LLC(partner)	140.00
	Credit Card Charge	12/24/2020	Lowes	122.90
	Bill	10/08/2020	Laser Graphics(scorp)	108.00
	Credit Card Charge	10/04/2020	Dickies	103.60
	Bill	11/20/2020	Alpine PC	100.00

	Type	Date	Name	Amount
	Credit Card Charge	10/30/2020	Verizon Wireless Services	99.95
	Bill	11/02/2020	CTS LanguageLink	92.69
	Bill	11/04/2020	Century Link	85.00
	Bill	12/04/2020	Century Link	85.00
	Credit Card Charge	11/23/2020	Town of Georgetown {v}	77.45
	Credit Card Charge	12/09/2020	Advanced Automotive & Truck Repair	73.83
	Credit Card Charge	10/21/2020	Samuelson Hardware -9 Craig	68.99
	Credit Card Charge	11/05/2020	Lowes	68.12
	Credit Card Charge	12/10/2020	Kum & Go	62.72
	Bill	10/28/2020	Laser Graphics(scorp)	60.00
	Credit Card Charge	11/12/2020	True Value Leadville	59.35
	Credit Card Charge	11/30/2020	Kum & Go	57.92
	Bill	10/04/2020	Century Link	57.80
	Credit Card Charge	12/11/2020	Lowes	52.94
	Credit Card Charge	12/23/2020	Walmart	51.84
	Credit Card Charge	12/04/2020	Lowes	50.42
	Bill	10/12/2020	Samuelson Hardware -9 Craig	46.62
	Credit Card Charge	10/15/2020	Samuelson Hardware -9 Craig	43.97
	Bill	12/11/2020	Xcel Energy (vendor)	43.01
	Credit Card Charge	10/16/2020	Lowes	42.72
	Credit Card Charge	10/29/2020	Clear Creek Supply Company	39.98
	Credit Card Charge	12/15/2020	Lowes	39.96
	Credit Card Charge	10/30/2020	Lowes	37.79
	Credit Card Charge	12/18/2020	Lowes	36.96
	Credit Card Charge	10/29/2020	Clear Creek Supply Company	32.95
	Credit Card Charge	11/25/2020	Lowes	29.98
	Credit Card Charge	10/21/2020	Samuelson Hardware - Hayden	29.62
	Credit Card Charge	11/24/2020	Samuelson Hardware - Hayden	28.32
	Bill	12/17/2020	Quill Corporation	27.99
	Credit Card Charge	12/16/2020	Walmart	26.99
	Bill	12/01/2020	CTS LanguageLink	26.52
	Credit Card Charge	10/09/2020	Breckenridge Building Center	24.28
	Credit Card Charge	10/06/2020	Ace Hardware	24.27
	Bill	12/21/2020	UNUM Life Insurance CO of America	22.11
	Bill	10/20/2020	UNUM Life Insurance CO of America	21.45
	Bill	11/19/2020	UNUM Life Insurance CO of America	21.45
	Credit Card Charge	12/15/2020	Lowes	21.06
	Credit Card Charge	12/17/2020	Lowes	19.98
	Credit Card Charge	12/23/2020	MinuteKey Boulder	17.44
	Credit Card Charge	12/18/2020	RC Repairclinic.com	17.42
	Credit Card Charge	12/18/2020	Lowes	16.91
	Bill	10/12/2020	Samuelson Hardware -9 Craig	15.86
	Bill	10/26/2020	Charles D Jones Co	15.73
	Credit Card Charge	12/07/2020	Home Depot	13.97
	Credit Card Charge	10/21/2020	City Market	12.97
	Credit Card Charge	12/02/2020	Lowes	12.56
	Credit Card Charge	11/19/2020	Valley Lumber Co	12.25
	Credit Card Charge	12/30/2020	Lowes	11.94
	Credit Card Charge	12/02/2020	Lowes	11.48
	Credit Card Charge	12/02/2020	Lowes	11.48
	Credit Card Charge	10/29/2020	Office Depot	11.02
	Credit Card Charge	12/18/2020	Lowes	9.98
	Credit Card Charge	12/08/2020	Home Depot	8.92
	Credit Card Charge	12/08/2020	Home Depot	8.92
	Credit Card Charge	12/24/2020	MinuteKey Boulder	8.72
	Credit Card Charge	12/30/2020	Parachute Auto Parts	6.65
	Credit Card Charge	12/31/2020	Blue River Car Wash	5.25
	Credit Card Charge	11/04/2020	CBI Records Ck-Net	5.00
	Credit Card Charge	11/23/2020	Shell Oil	4.99
	Credit Card Charge	11/26/2020	Lowes	4.98
	Credit Card Charge	12/07/2020	Lowes	3.70
	Bill	10/20/2020	UNUM Life Insurance CO of America	1.71
	Bill	10/20/2020	UNUM Life Insurance CO of America	1.71
	Credit Card Charge	12/09/2020	Apple Store	0.99
	Bill	10/13/2020	Xcel Energy (vendor)	0.54
	Bill	10/20/2020	UNUM Life Insurance CO of America	-37.37
	Credit Card Credit	10/21/2020	Samuelson Hardware - Hayden	-68.99
				<hr/>
Total 4640 - DOE OP				44,962.64
4660 - DOE T&TA				
	Bill	10/13/2020	CHC Training	3,719.00
	Credit Card Charge	11/17/2020	Amazon.com	50.95
				<hr/>
Total 4660 - DOE T&TA				3,769.95
Total 4020 - WX 20/21				<hr/>
6100- Homeland Security				256,978.64
6118 - SHSG 2018				

	Type	Date	Name	Amount
	Bill	12/05/2020	CNC Technical Services, LLC	18,245.00
	Bill	10/02/2020	FarrWest Environmental Supply, Inc.	13,460.20
	Bill	11/15/2020	Cancelosi Consulting, LLC	2,954.40
	Bill	10/15/2020	Cancelosi Consulting, LLC	2,257.80
	Bill	11/30/2020	Cancelosi Consulting, LLC	1,870.20
	Bill	10/31/2020	Cancelosi Consulting, LLC	1,834.80
	Bill	10/15/2020	Summit Bookkeeping & Payroll, Inc	350.00
	Bill	11/15/2020	Summit Bookkeeping & Payroll, Inc	350.00
	Bill	12/15/2020	Summit Bookkeeping & Payroll, Inc	350.00
	Credit Card Charge	10/28/2020	ZOOM.US	162.46
Total 6118 - SHSG 2018				41,834.86
<b>6119 - SHSG 2019</b>				
	Bill	12/15/2020	Cancelosi Consulting, LLC	1,462.80
	Bill	12/31/2020	Cancelosi Consulting, LLC	414.60
Total 6119 - SHSG 2019				1,877.40
<b>6120 - SHSG 2020</b>				
	Bill	10/19/2020	EMS Innovations	52,000.00
	Bill	11/16/2020	Midwest Card and ID	28,000.00
Total 6120 - SHSG 2020				80,000.00
Total 6100- Homeland Security				123,712.26
<b>6600-HCC Health Care Coalition</b>				
<b>6620 - HCC 2020-2021</b>				
	Bill	11/20/2020	Marantino, Adalyn(ind)	5,300.00
	Bill	12/23/2020	Marantino, Adalyn(ind)	5,300.00
	Bill	11/16/2020	Zangari, Julie	2,880.00
	Bill	12/10/2020	Zangari, Julie	2,880.00
Total 6620 - HCC 2020-2021				16,360.00
Total 6600-HCC Health Care Coalition				16,360.00
<b>8100- Foundation</b>				
	Credit Card Charge	11/13/2020	SOS Registration Fee	10.00
Total 8100- Foundation				10.00
<b>RTCC Group</b>				
<b>5410 - Mobility Manager</b>				
	Liability Check	10/01/2020	County Health Pool	848.16
	Liability Check	11/01/2020	County Health Pool	848.16
	Liability Check	12/01/2020	County Health Pool	848.16
	Credit Card Charge	10/25/2020	Dri Trend Micro	35.98
	Credit Card Charge	10/05/2020	Amazon.com	24.20
	Bill	10/01/2020	CTS LanguageLink	15.45
Total 5410 - Mobility Manager				2,620.11
<b>5420-NEMT</b>				
	Bill	12/21/2020	UNUM Life Insurance CO of America	42.17
	Bill	10/20/2020	UNUM Life Insurance CO of America	40.91
	Bill	11/19/2020	UNUM Life Insurance CO of America	40.91
Total 5420-NEMT				123.99
Total RTCC Group				2,744.10
Total * COG PROGRAM FUNDS				1,179,249.93
<b>5000- EXTERNAL PROGRAMS</b>				
<b>5100- QQ</b>				
	Bill	12/09/2020	Rocky Mountain Climate Organization	10,000.00
	Bill	11/06/2020	Dynamic Planning + Science(scorp)	5,771.25
	Bill	10/07/2020	Dynamic Planning + Science(scorp)	5,715.25
	Bill	12/08/2020	Dynamic Planning + Science(scorp)	5,715.25
	Bill	10/28/2020	Del Corazon Consulting (ind)	5,000.00
	Bill	10/05/2020	Sullivan Green Seavy, LLC	4,200.00
	Bill	11/02/2020	Sullivan Green Seavy, LLC	4,200.00
	Bill	12/04/2020	Sullivan Green Seavy, LLC	4,200.00
	Bill	12/16/2020	Northern Water	500.00
	Bill	12/04/2020	Sullivan Green Seavy, LLC	402.50
	Bill	11/06/2020	Alpine Environmental Consultants LLC(s-co	308.75
	Bill	10/01/2020	Lane Wyatt, Inc	300.00
	Bill	12/07/2020	Lane Wyatt, Inc	300.00
	Bill	11/02/2020	Lane Wyatt, Inc	168.75
	Bill	10/04/2020	Alpine Environmental Consultants LLC(s-co	146.25
	Bill	11/02/2020	Sullivan Green Seavy, LLC	97.50
Total 5100- QQ				47,025.50
<b>5110- Q/Q-CWCB</b>				
	Bill	10/01/2020	Fountainhead Consulting LLC(ind)	2,920.00
	Bill	10/31/2020	Fountainhead Consulting LLC(ind)	2,500.00
	Bill	12/31/2020	Fountainhead Consulting LLC(ind)	2,310.00
	Bill	11/01/2020	Fountainhead Consulting LLC(ind)	1,940.00
	Bill	12/31/2020	Fountainhead Consulting LLC(ind)	156.00
	Bill	10/31/2020	Fountainhead Consulting LLC(ind)	12.00
	Bill	10/01/2020	Fountainhead Consulting LLC(ind)	12.00
	Bill	11/01/2020	Fountainhead Consulting LLC(ind)	12.00





Type	Date	Name	Amount
Liability Check	12/01/2020	County Health Pool	844.60
Credit Card Charge	11/24/2020	MARMOT.COM	456.88
Bill	11/23/2020	Bellantoni, Marc (NLF)	375.00
Credit Card Charge	10/27/2020	King Soopers (City Market)	327.70
Credit Card Charge	12/16/2020	Amazon.com	288.99
Credit Card Charge	12/04/2020	Wilderness Sports	270.00
Credit Card Charge	10/14/2020	Nordic Lodge	165.00
Credit Card Charge	10/16/2020	Nordic Lodge	165.00
Bill	10/15/2020	Summit Bookkeeping & Payroll, Inc	155.00
Bill	11/15/2020	Summit Bookkeeping & Payroll, Inc	155.00
Bill	12/15/2020	Summit Bookkeeping & Payroll, Inc	155.00
Bill	10/10/2020	Alpine PC	150.00
Credit Card Charge	10/28/2020	Nordic Lodge	129.00
Credit Card Charge	10/28/2020	Nordic Lodge	129.00
Credit Card Charge	12/30/2020	SQ	125.00
Credit Card Charge	10/14/2020	Nordic Lodge	119.00
Bill	12/04/2020	Verizon Wireless Services	110.76
Credit Card Charge	10/23/2020	LaQuinta	109.00
Bill	10/04/2020	Verizon Wireless Services	98.64
Bill	11/15/2020	Verizon Wireless Services	98.64
Bill	12/21/2020	UNUM Life Insurance CO of America	70.32
Credit Card Charge	10/28/2020	SQ	70.00
Credit Card Charge	10/27/2020	THE CHOCOLATE THERAPIST -	69.01
Bill	10/20/2020	UNUM Life Insurance CO of America	68.20
Bill	11/19/2020	UNUM Life Insurance CO of America	68.20
Credit Card Charge	10/14/2020	Mazzola's Italian Restaurant	65.20
Credit Card Charge	12/08/2020	Indulge	57.15
Credit Card Charge	10/29/2020	Snow Bowl Lanes	56.61
Credit Card Charge	10/26/2020	Experian	55.96
Credit Card Charge	11/25/2020	Experian	52.00
Credit Card Charge	12/22/2020	Experian	52.00
Credit Card Charge	11/06/2020	Bad Daddy?s Burger Bar	50.21
Liability Check	10/01/2020	County Health Pool	49.50
Liability Check	11/01/2020	County Health Pool	49.50
Liability Check	12/01/2020	County Health Pool	49.50
Bill	12/21/2020	UNUM Life Insurance CO of America	45.09
Credit Card Charge	10/15/2020	SQ	42.93
Bill	10/20/2020	UNUM Life Insurance CO of America	40.98
Bill	11/19/2020	UNUM Life Insurance CO of America	40.98
Credit Card Charge	10/15/2020	The Laundry	36.35
Bill	11/12/2020	FedEx(vendor)	35.74
Credit Card Charge	11/18/2020	Office Depot	30.48
Credit Card Charge	11/05/2020	US Postal Service	28.15
Credit Card Charge	10/15/2020	Creekside Cafe	27.30
Credit Card Charge	11/08/2020	Michael's	26.88
Credit Card Charge	10/29/2020	Pug Ryans	25.78
Credit Card Charge	10/22/2020	Pug Ryans	24.69
Credit Card Charge	10/02/2020	Google SVCSAPPS	24.00
Credit Card Charge	11/02/2020	Google SVCSAPPS	24.00
Credit Card Charge	12/02/2020	Google SVCSAPPS	24.00
Credit Card Charge	10/16/2020	Wynonas	18.18
Credit Card Charge	10/28/2020	Natural Grocers	14.52
Credit Card Charge	10/25/2020	SOS Registration Fee	10.00
Credit Card Charge	10/31/2020	AUTOWASHGOLDENRIDGE	10.00
Credit Card Charge	10/15/2020	Jimmy Johns	9.32
Credit Card Charge	10/20/2020	SOS Registration Fee	8.00
Credit Card Charge	10/20/2020	SOS Registration Fee	8.00
Bill	11/15/2020	Anita Cameron - vendor	7.00
Credit Card Charge	10/23/2020	Red Buffalo Coffee & Tea	6.39
Credit Card Charge	10/15/2020	Smell That Bread	5.96
Credit Card Charge	10/29/2020	Smell That Bread	2.44
Credit Card Charge	10/03/2020	Apple Store	0.99
Credit Card Charge	11/03/2020	Apple Store	0.99
Credit Card Charge	12/04/2020	Apple Store	0.99
			<hr/>
Total 8800- Northwest Loan Fund			1,700,859.15
<b>9000- Internal Service Funds</b>			
<b>9100 - Indirect</b>			
Bill	11/27/2020	Axiom Group	29,655.00
Bill	11/10/2020	GoliathTech	24,293.00
Bill	10/23/2020	Axiom Group	14,718.05
Bill	11/18/2020	NEOGOV	6,684.76
Bill	12/06/2020	Axiom Group	4,985.00
Bill	12/06/2020	Axiom Group	2,950.00
Bill	10/15/2020	Summit Bookkeeping & Payroll, Inc	2,810.00
Bill	11/15/2020	Summit Bookkeeping & Payroll, Inc	2,810.00

Type	Date	Name	Amount
Bill	12/15/2020	Summit Bookkeeping & Payroll, Inc	2,810.00
Bill	12/23/2020	US Bancorp Equipment Finance, Inc.	2,798.13
Bill	12/17/2020	GoliathTech	2,496.00
Liability Check	10/01/2020	County Health Pool	1,581.58
Liability Check	11/01/2020	County Health Pool	1,581.58
Liability Check	12/01/2020	County Health Pool	1,581.58
Bill	11/28/2020	Clifton Larson Allen LLP (partner)	1,450.00
Credit Card Charge	10/06/2020	Dell Service Sales	1,398.20
Bill	10/23/2020	US Bancorp Equipment Finance, Inc.	1,332.70
Bill	11/20/2020	US Bancorp Equipment Finance, Inc.	1,332.70
Bill	10/01/2020	8x8	920.76
Bill	11/01/2020	8x8	920.76
Bill	12/01/2020	8x8	920.76
Bill	10/10/2020	Alpine PC	900.00
Liability Check	10/01/2020	County Health Pool	853.00
Liability Check	11/01/2020	County Health Pool	853.00
Liability Check	12/01/2020	County Health Pool	853.00
Bill	11/28/2020	Clifton Larson Allen LLP (partner)	800.00
Bill	12/15/2020	GoliathTech	780.00
Bill	10/02/2020	Cornerstone Geospatial Consulting	720.00
Bill	10/23/2020	Lewan & Associates Inc	541.61
Bill	11/25/2020	Pitney Bowes	465.84
Check	10/05/2020	Employee Benefits Corporation	414.16
Check	10/21/2020	Employee Benefits Corporation	414.16
Check	12/18/2020	Employee Benefits Corporation	414.16
Bill	11/20/2020	Alpine PC	400.00
Bill	11/24/2020	Summit County Govt (v)	394.33
Bill	12/15/2020	Quill Corporation	371.75
Bill	11/10/2020	Certify	306.00
Bill	12/01/2020	Certify	297.00
Bill	10/01/2020	Certify	288.00
Bill	11/19/2020	Quill Corporation	269.41
Credit Card Charge	11/19/2020	TECHSOUP	255.00
Bill	11/18/2020	Quill Corporation	229.98
Bill	11/20/2020	Quill Corporation	229.98
Credit Card Charge	10/01/2020	Google SVCSAPPS	226.00
Credit Card Charge	11/02/2020	Google SVCSAPPS	226.00
Credit Card Charge	12/01/2020	Google SVCSAPPS	226.00
Credit Card Charge	11/24/2020	Dropbox	199.00
Bill	10/19/2020	Comcast	194.90
Bill	11/19/2020	Comcast	194.90
Bill	12/19/2020	Comcast	194.90
Bill	12/03/2020	Xcel Energy (vendor)	158.68
Bill	12/15/2020	Alpine PC	150.00
Check	10/07/2020	Xcel Energy (vendor)	138.76
Bill	12/11/2020	Quill Corporation	137.51
Credit Card Charge	10/09/2020	Labor Law Center	133.93
Bill	12/15/2020	Quill Corporation	114.21
Bill	12/16/2020	Lewan & Associates Inc	109.95
Check	11/05/2020	Xcel Energy (vendor)	107.56
Credit Card Charge	11/13/2020	Hostgator.com	107.40
Bill	12/07/2020	Quill Corporation	93.59
Bill	10/20/2020	UNUM Life Insurance CO of America	93.32
Bill	11/19/2020	UNUM Life Insurance CO of America	93.32
Bill	12/21/2020	UNUM Life Insurance CO of America	93.32
Bill	12/02/2020	Quill Corporation	84.99
Credit Card Charge	12/14/2020	Dri Trend Micro	71.95
Credit Card Charge	12/14/2020	Dri Trend Micro	71.95
Credit Card Charge	12/06/2020	IBACKUP.COM	71.85
Credit Card Charge	10/18/2020	Constant Contact	65.00
Credit Card Charge	11/18/2020	Constant Contact	65.00
Check	10/21/2020	Employee Benefits Corporation	54.50
Check	12/31/2020	Employee Benefits Corporation	54.50
Bill	12/21/2020	UNUM Life Insurance CO of America	47.99
Bill	12/29/2020	Rocky Mountain Water	46.65
Bill	12/31/2020	Rocky Mountain Water	46.65
Bill	10/20/2020	UNUM Life Insurance CO of America	46.53
Bill	11/19/2020	UNUM Life Insurance CO of America	46.53
Bill	12/21/2020	UNUM Life Insurance CO of America	46.25
Bill	10/20/2020	UNUM Life Insurance CO of America	44.83
Bill	11/19/2020	UNUM Life Insurance CO of America	44.83
Bill	11/06/2020	Quill Corporation	41.98
Credit Card Charge	11/06/2020	IBACKUP.COM	40.38
Bill	10/29/2020	Rocky Mountain Water	32.65
Credit Card Charge	12/19/2020	Amazon.com	29.90



	Type	Date	Name	Amount
	Bill	12/01/2020	Summit Bookkeeping & Payroll, Inc	25.20
	Credit Card Charge	11/11/2020	Target	21.55
	Bill	12/11/2020	Quill Corporation	17.43
	Bill	11/19/2020	Quill Corporation	15.43
	Credit Card Charge	10/27/2020	ZOOM.US	15.42
	Credit Card Charge	11/27/2020	ZOOM.US	15.42
	Credit Card Charge	12/27/2020	ZOOM.US	15.42
	Credit Card Charge	10/05/2020	Hostgator.com	11.95
	Credit Card Charge	11/06/2020	Hostgator.com	11.95
	Credit Card Charge	12/05/2020	Hostgator.com	11.95
	Credit Card Charge	10/01/2020	IBACKUP.COM	9.95
	Credit Card Charge	11/01/2020	IBACKUP.COM	9.95
	Credit Card Charge	12/01/2020	IBACKUP.COM	9.95
	Credit Card Charge	10/26/2020	Hostgator.com	7.95
	Check	10/20/2020	Employee Benefits Corporation	0.00
	Check	10/15/2020	Employee Benefits Corporation	0.00
	Credit Card Credit	10/27/2020	Hostgator.com	-7.95
	Credit Card Credit	10/03/2020	ZOOM.US	-41.16
	Credit Card Credit	10/03/2020	ZOOM.US	-41.16
	Credit Card Credit	12/16/2020	Dri Trend Micro	-71.95
	Credit Card Credit	12/18/2020	Dri Trend Micro	-71.95
Total 9100 - Indirect				125,094.45
<b>9200 - Office Condo</b>				
	Bill	10/01/2020	Enterprise Commercial Center Condo Assoc	1,390.57
	Bill	11/01/2020	Enterprise Commercial Center Condo Assoc	1,390.57
	Bill	12/01/2020	Enterprise Commercial Center Condo Assoc	1,390.57
	Bill	12/16/2020	Quality Choice Electric LLC	950.00
	Bill	10/31/2020	Team Clean(S-corp)	325.00
	Bill	11/30/2020	Team Clean(S-corp)	325.00
	Bill	12/31/2020	Team Clean(S-corp)	325.00
	Credit Card Charge	11/12/2020	THE PAINT BUCKET	312.32
	Credit Card Charge	10/08/2020	Lowes	123.43
	Credit Card Charge	10/08/2020	Lowes	50.72
Total 9200 - Office Condo				6,583.18
<b>9400 - Motor Pool</b>				
	Check	12/03/2020	Enterprise Fleet Management	812.18
	Check	10/03/2020	Enterprise Fleet Management	732.18
	Check	11/04/2020	Enterprise Fleet Management	732.18
	Bill	10/09/2020	CIRSA	500.00
	Bill	10/15/2020	Summit Bookkeeping & Payroll, Inc	192.00
	Bill	11/15/2020	Summit Bookkeeping & Payroll, Inc	192.00
	Bill	12/15/2020	Summit Bookkeeping & Payroll, Inc	192.00
	Credit Card Charge	11/23/2020	Amazon.com	55.98
	Bill	10/31/2020	Wex Bank	46.03
	Credit Card Charge	11/22/2020	Amazon.com	24.00
	Credit Card Charge	12/08/2020	Summit County Govt	23.79
	Bill	11/30/2020	Wex Bank	0.00
	Bill	12/31/2020	Wex Bank	0.00
Total 9400 - Motor Pool				3,502.34
Total 9000- Internal Service Funds				135,179.97
<b>TOTAL</b>				<b>3,079,499.75</b>

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

10:59 AM

01/19/2021

Accrual Basis

**Dec 31, 20**

**ASSETS**

**Current Assets**

Checking/Savings 3,036,098.56

Accounts Receivable 651,358.74

Other Current Assets 789,284.68

**Total Current Assets 4,476,741.98**

**Fixed Assets 846,936.96**

**Other Assets 2,035,324.21**

**TOTAL ASSETS 7,359,003.15**

**LIABILITIES & EQUITY**

**Liabilities**

**Current Liabilities**

Accounts Payable 46,956.78

Credit Cards 17,170.41

Other Current Liabilities 1,106,656.97

**Total Current Liabilities 1,170,784.16**

**Long Term Liabilities 634,346.21**

**Total Liabilities 1,805,130.37**

**Equity 5,553,872.78**

**TOTAL LIABILITIES & EQUITY 7,359,003.15**

# 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
<b>COG PROGRAM FUNDS</b>										
<b>Core Programs</b>										
REGIONAL BUSINESS	398,947	377,650	95%	411,718	418,249	102%	(12,771)	(40,599)		
BroadBand	1,515,000	167,548	11%	1,564,251	227,874	15%	(49,251)	(60,326)		
Project Thor		1,961,193			2,207,343			(246,151)		
ELEVATOR INSPECTION	1,030,000	1,387,365	135%	863,615	896,907	104%	166,385	490,458	22,500	22,500
ADRC- CO HLTH FOUND		49,432			1			49,432		
RSVP-VOLUNTEERS		61,108			57,404		0	3,704		
SHIP- Insurance Consulting		47,364			29,812		0	17,551		
SMP		9,282			0		0	9,282		
AGE/NUTRITION (non-Grant)							0	0	13,221	13,221
AGE/NUTRITION (State FY 19/20)	720,473	685,618	95%	720,473	588,580	82%	0	97,038		
AGE/NUTRITION (State FY 20/21)	720,473	874,309	121%	720,473	965,325	134%	0	(91,016)		
AGE/NUTRITION TOTAL	1,440,946	1,727,113	108%	1,440,946	1,641,122	114%	0	85,991	13,221	13,221
WATERSHED SERVICES	19,800	18,694	94%	19,800	9,913	50%	0	8,781		
ECONOMIC DEVELOPMENT DIST	145,000	260,053	179%	145,000	213,878	148%	0	46,175		
WEATHER (Other)		25,000			24,069		0	931	-	931
WESTHER -BEECH					57,662		0	(57,662)		
WEATHER (NCARE)					50,215		0	(50,215)	44,446	(5,769)
WEATHER (Machebeuf)							0	0	(143)	(143)
WEATHER CARE		566,240			559,004		0	7,236	170,116	177,352
WEATHER NEAP							0	0	8,476	8,476
WEATHER CIP		54,130			49,965		0	4,165	(3,054)	1,111
WEATHER (State FY19-20)	901,701	602,958	67%	901,701	593,360	66%	0	9,598		
WEATHER (State FY20-21)	901,701	625,629	69%	901,701	751,081	83%	0	(125,451)		
ENERGY MANAGEMENT TOTAL	1,803,402	1,873,957	68%	1,803,402	2,085,355	116%	0	(211,398)	219,841	181,959
<b>Other COG Programs</b>										
HOMELAND SECURITY	247,269	227,241	92%	247,269	227,241	92%	0	0		
CO HEALTH CARE COALITION	211,511	200,074		211,511	216,434		0	(16,360)		
CO BARK BEETLE COOPERATIVE					20		0	(20)	0	(20)
NWCCoG FOUNDATION							0	0		
SBDC							0	0		
REGIONAL TRANSPORTATION CC	655,190	522,935	80%	634,299	312,270	49%	20,891	210,665		
<b>Total COG Program Funds</b>	<b>7,467,065</b>	<b>8,723,823</b>	<b>117%</b>	<b>7,341,811</b>	<b>8,456,606</b>	<b>115%</b>	<b>125,254</b>	<b>267,216</b>	<b>255,562</b>	<b>217,660</b>
<b>EXTERNAL PROGRAM FUNDS</b>										
WATER QUALITY/QUANTITY	159,155	229,021	144%	159,155	222,726	140%	0	6,294	117,272	123,566
SWQC	33,000	30,250	92%	34,915	32,524	93%	(1,915)	(2,274)	30,166	27,892
<b>Total External Program Funds</b>	<b>192,155</b>	<b>259,271</b>	<b>135%</b>	<b>194,070</b>	<b>255,250</b>	<b>132%</b>	<b>(1,915)</b>	<b>4,021</b>	<b>147,438</b>	<b>151,459</b>
<b>Total Program Funds</b>	<b>7,659,220</b>	<b>8,983,093</b>	<b>117%</b>	<b>7,535,881</b>	<b>8,711,856</b>	<b>116%</b>	<b>123,339</b>	<b>271,237</b>	<b>403,000</b>	<b>369,118</b>
<b>REGIONAL LOAN FUND</b>	<b>650,000</b>	<b>2,255,722</b>	<b>347%</b>	<b>643,263</b>	<b>2,084,203</b>	<b>321%</b>	<b>6,737</b>	<b>171,519</b>	<b>3,065,208</b>	<b>3,236,727</b>
<b>INTERNAL SERVICE FUNDS</b>										
INDIRECT	353,011	381,591	108%	335,456	445,149	126%	17,555	(63,558)	(30,074)	(93,632)
COG BUILDING FUND	83,786	83,786	100%	74,960	73,164	87%	8,826	10,622	61,559	72,181
MOTOR POOL	15,000	6,933	46%	34,832	15,209	101%	(19,832)	(8,276)	80,473	72,197
<b>Total Service Funds</b>	<b>451,797</b>	<b>472,310</b>	<b>105%</b>	<b>445,248</b>	<b>533,522</b>	<b>120%</b>	<b>6,549</b>	<b>(61,212)</b>	<b>111,958</b>	<b>50,746</b>
<b>COG FUNDS Subtotal</b>	<b>8,761,017</b>	<b>11,711,125</b>	<b>134%</b>	<b>8,624,392</b>	<b>11,329,581</b>	<b>129%</b>	<b>136,625</b>	<b>381,544</b>	<b>3,580,166</b>	<b>3,656,591</b>

**Northwest Colorado Council of Governments**  
**Budget vs Actual - 1300 Project THOR - Broadband**  
January 2019 through December 2020

	Jan '19 - Dec 20
<b>Ordinary Income/Expense</b>	
<b>Income</b>	
4000 · Grant Income	
4200 · State Grant Income	1,257,185.84
<b>Total 4000 · Grant Income</b>	<b>1,257,185.84</b>
4300 · Membership Income	
4320 · Municipal Pledges	53,956.40
<b>Total 4300 · Membership Income</b>	<b>53,956.40</b>
4510 · Local Funding	
4360 · Local Jurisdictions	1,558,292.92
4660 · Matching Funds	788,333.55
<b>Total 4510 · Local Funding</b>	<b>2,346,626.47</b>
<b>Total Income</b>	<b>3,657,768.71</b>
<b>Gross Profit</b>	<b>3,657,768.71</b>
<b>Expense</b>	
6100 · Payroll Expenses	4,744.23
6430 · Legal Expense	22,813.50
6840 · Tools & Equipment	27,724.86
7500 · Broadband	
7510 · Monthly Recurring Cost	1,472,854.63
7520 · Non-recurring Cost	214,080.94
7550 · Network Operations Equipment	1,371,642.20
7560 · Network Operations Licenses	345,672.00
<b>Total 7500 · Broadband</b>	<b>3,404,249.77</b>
7910 · Indirect Cost Allocation	668.88
<b>Total Expense</b>	<b>3,460,201.24</b>
<b>Net Ordinary Income</b>	<b>197,567.47</b>
<b>Net Income</b>	<b>197,567.47</b>

**Northwest Colorado Council of Governments**  
**Budget vs Actual - 1300 Project THOR - Broadband**  
January 2019 through December 2020

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**Ordinary Income/Expense**

**Income**

4000 · Grant Income

4200 · State Grant Income

Total 4000 · Grant Income

4300 · Membership Income

4320 · Municipal Pledges

Total 4300 · Membership Income

4510 · Local Funding

4360 · Local Jurisdictions

4660 · Matching Funds

Total 4510 · Local Funding

Total Income

**Gross Profit**

**Expense**

6100 · Payroll Expenses

6430 · Legal Expense

6840 · Tools & Equipment

7500 · Broadband

7510 · Monthly Recurring Cost

7520 · Non-recurring Cost

7550 · Network Operations Equipment

7560 · Network Operations Licenses

Total 7500 · Broadband

7910 · Indirect Cost Allocation

Total Expense

Net Ordinary Income

Net Income

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

8:38 AM  
01/22/2021  
Accrual Basis  
Dec 31, 20

**ASSETS**

**Current Assets**

**Checking/Savings**

1006 · 1st Bank - Checking 31,096.73

**Total Checking/Savings** 31,096.73

**Total Current Assets** 31,096.73

**TOTAL ASSETS** 31,096.73

**LIABILITIES & EQUITY**

**Equity**

3900 · Retained Earnings 30,937.64

**Net Income** 159.09

**Total Equity** 31,096.73

**TOTAL LIABILITIES & EQUITY** 31,096.73

**NWCCOG Foundation Inc.**  
**Profit & Loss**  
**December 2020**

8:39 AM  
01/22/2021  
Accrual Basis

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

# DESIGNATION OF REPRESENTATIVE TO COUNTY HEALTH POOL

WHEREAS, the governing body of \_\_\_\_\_ (“Public Entity”) is advised that the business to be conducted at Members’ Meetings of the County Health Pool must be transacted by the Official Representative of each Member; NOW, THEREFORE, BE IT RESOLVED, that the governing body of \_\_\_\_\_ (“Public Entity”), hereby and herewith: designates the following individual as its Official Representative to all County Health Pool Members’ meetings;

NAME: \_\_\_\_\_

TITLE: \_\_\_\_\_

ADDRESS: \_\_\_\_\_

PHONE: \_\_\_\_\_ EMAIL: \_\_\_\_\_

If applicable, the Designated Alternate Representative is;

NAME: \_\_\_\_\_

**PUBLIC ENTITY DESIGNATED CORRESPONDENT** (individual(s) that will receive monthly billing invoices, provide enrollment terms/add/changes and other general correspondences intended for distribution to employees)

NAME: \_\_\_\_\_ NAME: \_\_\_\_\_

TITLE: \_\_\_\_\_ TITLE: \_\_\_\_\_

ADDRESS: \_\_\_\_\_ ADDRESS: \_\_\_\_\_

PHONE: \_\_\_\_\_ PHONE: \_\_\_\_\_

EMAIL: \_\_\_\_\_ EMAIL: \_\_\_\_\_

COMPLETED BY: \_\_\_\_\_

**(MUST be completed and signed by governing body)**

DATE: \_\_\_\_\_







CliftonLarsonAllen LLP  
370 Interlocken Boulevard, Suite 500  
Broomfield, CO 80021  
303-466-8822 | fax 303-466-9797  
CLAconnect.com

January 11, 2021

Board of Directors and Management  
Northwest Colorado Council of Governments  
249 Warren Avenue  
Silverthorne, CO 80498

Dear Board of Directors and Management:

We are pleased to confirm our understanding of the terms and objectives of our engagement and the nature and limitations of the audit and nonaudit services CliftonLarsonAllen LLP ("CLA," "we," "us," and "our") will provide for the Northwest Colorado Council of Governments ("you," "your," or "the entity") for the year ended December 31, 2020.

Paul Niedermuller is responsible for the performance of the audit engagement.

#### **Audit services**

We will audit the financial statements of the governmental activities and each major fund, which collectively comprise the basic financial statements of the Northwest Colorado Council of Governments, as of and for the year ended December 31, 2020, and the related notes to the financial statements.

The Governmental Accounting Standards Board (GASB) provides for certain required supplementary information (RSI) to accompany the entity's basic financial statements. The following RSI will be subjected to certain limited procedures, but will not be audited.

1. Management's discussion and analysis.
2. Budgetary comparison schedules.

We will also evaluate and report on the presentation of the following supplementary information other than RSI accompanying the financial statements in relation to the financial statements as a whole:

1. Schedule of expenditures of federal awards.
2. Individual General Fund Program Schedules.

#### **Nonaudit services**

We will also provide the following nonaudit services:

- Preparation of your financial statements, schedule of expenditures of federal awards, and related notes.
- Indirect cost allocation plan.

### **Audit objectives**

The objective of our audit is the expression of opinions about whether your basic financial statements are fairly presented, in all material respects, in conformity with accounting principles generally accepted in the United States of America (U.S. GAAP). Our audit will be conducted in accordance with auditing standards generally accepted in the United States of America (U.S. GAAS); the standards for financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States; and the audit requirements of Title 2 U.S. *Code of Federal Regulations* Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards* (Uniform Guidance). Our audit will include tests of your accounting records, a determination of major program(s) in accordance with the Uniform Guidance, and other procedures we consider necessary to enable us to express opinions and render the required reports. We will apply certain limited procedures to the RSI in accordance with U.S. GAAS. However, we will not express an opinion or provide any assurance on the RSI because the limited procedures do not provide us with sufficient evidence to express an opinion or provide any assurance. We will also perform procedures to enable us to express an opinion on whether the supplementary information other than RSI accompanying the financial statements is fairly stated, in all material respects, in relation to the financial statements as a whole.

The objectives of our audit also include:

- Reporting on internal control over financial reporting and compliance with the provisions of laws, regulations, contracts, and award agreements, noncompliance with which could have a material effect on the financial statements in accordance with *Government Auditing Standards*.
- Reporting on internal control over compliance related to major programs and expressing an opinion (or disclaimer of opinion) on compliance with federal statutes, regulations, and the terms and conditions of federal awards that could have a direct and material effect on each major program in accordance with the Uniform Guidance.

The *Government Auditing Standards* report on internal control over financial reporting and on compliance and other matters will include a paragraph that states (1) that the purpose of the report is solely to describe the scope of our testing of internal control and compliance and the result of that testing, and not to provide an opinion on the effectiveness of the entity's internal control or on compliance, and (2) that the report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the entity's internal control and compliance. The Uniform Guidance report on internal control over compliance will include a paragraph that states that the purpose of the report on internal control over compliance is solely to describe the scope of our testing of internal control over compliance and the result of that testing based on the requirements of the Uniform Guidance. Both reports will state that the report is not suitable for any other purpose.

We will issue written reports upon completion of our audit of your financial statements and compliance with requirements applicable to major programs. We cannot provide assurance that unmodified opinions will be expressed. Circumstances may arise in which it is necessary for us to modify our opinions, add an emphasis-of-matter or other-matter paragraph(s), or withdraw from the engagement. If our opinions on the financial statements or the single audit compliance opinion are other than unmodified, we will discuss the reasons with you in advance. If circumstances occur related to the condition of your records, the availability of sufficient, appropriate audit evidence, or the existence of a significant risk of material misstatement of the financial statements or material noncompliance caused by error, fraudulent financial reporting, or misappropriation of

assets, which in our professional judgment prevent us from completing the audit or forming opinions on the financial statements or an opinion on compliance, we retain the right to take any course of action permitted by professional standards, including declining to express opinions or issue reports, or withdrawing from the engagement.

#### **Auditor responsibilities, procedures, and limitations**

We will conduct our audit in accordance with U.S. GAAS and the standards for financial audits contained in *Government Auditing Standards*. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the basic financial statements as a whole are free from material misstatement, whether due to fraud or error. An audit involves performing procedures to obtain sufficient appropriate audit evidence about the amounts and disclosures in the basic financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the basic financial statements.

There is an unavoidable risk, because of the inherent limitations of an audit, together with the inherent limitations of internal control, that some material misstatements or noncompliance may not be detected, even though the audit is properly planned and performed in accordance with U.S. GAAS, *Government Auditing Standards*, and the Uniform Guidance. Because we will not perform a detailed examination of all transactions, material misstatements, whether from (1) errors, (2) fraudulent financial reporting, (3) misappropriation of assets, or (4) violations of laws or governmental regulations that are attributable to the entity or to acts by management or employees acting on behalf of the entity, may not be detected. Because the determination of abuse is subjective, *Government Auditing Standards* do not expect auditors to provide reasonable assurance of detecting abuse.

In addition, an audit is not designed to detect immaterial misstatements or violations of laws or governmental regulations that do not have a direct and material effect on the financial statements or on major programs. However, we will inform the appropriate level of management and those charged with governance of any material errors, fraudulent financial reporting, or misappropriation of assets that come to our attention. We will also inform the appropriate level of management and those charged with governance of any violations of laws or governmental regulations that come to our attention, unless clearly inconsequential, and of any material abuse that comes to our attention. We will include such matters in the reports required for a single audit.

In making our risk assessments, we consider internal control relevant to the entity's preparation and fair presentation of the basic financial statements and compliance in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Tests of controls may be performed to test the effectiveness of certain controls that we consider relevant to preventing and detecting fraud or errors that are material to the financial statements and to preventing and detecting misstatements resulting from noncompliance with provisions of laws, regulations, contracts, and grant agreements that have a material effect on the financial statements. Our tests, if performed, will be less in scope than would be necessary to render an opinion on internal control and, accordingly, no opinion will be expressed in our report on internal control issued pursuant to *Government Auditing Standards*.

As required by the Uniform Guidance, we will perform tests of controls over compliance to evaluate the effectiveness of the design and operation of controls that we consider relevant to preventing or detecting material

noncompliance with the direct and material compliance requirements applicable to each major federal award program. However, our tests will be less in scope than would be necessary to render an opinion on those controls and, accordingly, no opinion will be expressed in our report on internal control issued pursuant to the Uniform Guidance.

An audit is not designed to provide assurance on internal control or to identify deficiencies, significant deficiencies, or material weaknesses in internal control. However, we will communicate to you in writing significant deficiencies or material weaknesses in internal control relevant to the audit of the basic financial statements that we identify during the audit that are required to be communicated under AICPA professional standards, *Government Auditing Standards*, and the Uniform Guidance.

As part of obtaining reasonable assurance about whether the financial statements are free of material misstatement, we will perform tests of the entity's compliance with the provisions of laws, regulations, contracts, and grant agreements that have a material effect on the financial statements. However, the objective of our audit will not be to provide an opinion on overall compliance and we will not express such an opinion in our report on compliance issued pursuant to *Government Auditing Standards*.

We will include in our report on internal control over financial reporting and on compliance relevant information about any fraud; noncompliance with provisions of laws, regulations, contracts, or grant agreements; or abuse that may have occurred that are required to be communicated under *Government Auditing Standards*.

The Uniform Guidance requires that we also plan and perform the audit to obtain reasonable assurance about whether the auditee has complied with federal statutes, regulations, and the terms and conditions of federal awards that may have a direct and material effect on each of the entity's major programs. Our procedures will consist of tests of transactions and other applicable procedures described in the "OMB Compliance Supplement" for the types of compliance requirements that could have a direct and material effect on each of the entity's major programs. The purpose of these procedures will be to express an opinion on the entity's compliance with requirements applicable to each of its major programs in our report on compliance issued pursuant to the Uniform Guidance.

We will evaluate the presentation of the schedule of expenditures of federal awards accompanying the financial statements in relation to the financial statements as a whole. We will make certain inquiries of management and evaluate the form, content, and methods of preparing the schedule to determine whether the information complies with U.S. GAAP and the Uniform Guidance, the method of preparing it has not changed from the prior period, and the information is appropriate and complete in relation to our audit of the financial statements. We will compare and reconcile the schedule to the underlying accounting records and other records used to prepare the financial statements or to the financial statements themselves.

Our responsibility as auditors is limited to the period covered by our audit and does not extend to any later periods for which we are not engaged as auditors.

### **Management responsibilities**

Our audit will be conducted on the basis that you (management and, when appropriate, those charged with governance) acknowledge and understand that you have certain responsibilities that are fundamental to the conduct of an audit.

You are responsible for the preparation and fair presentation of the financial statements, RSI, and the schedule of expenditures of federal awards in accordance with U.S. GAAP. Management is also responsible for identifying all federal awards received, understanding and complying with the compliance requirements, and for the preparation of the schedule of expenditures of federal awards (including notes and noncash assistance received) in accordance with the requirements of the Uniform Guidance.

Management's responsibilities include the selection and application of accounting principles; recording and reflecting all transactions in the financial statements; determining the reasonableness of significant accounting estimates included in the financial statements; adjusting the financial statements to correct material misstatements; and confirming to us in the management representation letter that the effects of any uncorrected misstatements aggregated by us during the current engagement and pertaining to the latest period presented are immaterial, both individually and in the aggregate, to the financial statements taken as a whole. Management is responsible for compliance with applicable laws and regulations and the provisions of contracts and grant agreements, including compliance with federal statutes, regulations, and the terms and conditions of federal awards applicable to the entity's federal programs. Your responsibilities also include identifying significant contractor relationships in which the contractor has responsibility for program compliance and for the accuracy and completeness of that information.

You are responsible for the design, implementation, and maintenance of effective internal control, including internal control over compliance, and for evaluating and monitoring ongoing activities to help ensure that appropriate goals and objectives are met relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error; and that there is reasonable assurance that government programs are administered in compliance with compliance requirements.

You are responsible for the design, implementation, and maintenance of internal controls to prevent and detect fraud; assessing the risk that the financial statements may be materially misstated as a result of fraud; and for informing us about all known or suspected fraud affecting the entity involving (1) management, (2) employees who have significant roles in internal control, and (3) others where the fraud could have a material effect on the financial statements. Your responsibilities include informing us of your knowledge of any allegations of fraud or suspected fraud affecting the entity received in communications from employees, former employees, grantors, regulators, or others. In addition, you are responsible for implementing systems designed to achieve compliance with applicable laws and regulations and the provisions of contracts and grant agreements, including compliance with federal statutes, regulations, and the terms and conditions of federal awards applicable to the entity's federal programs; identifying and ensuring that the entity complies with applicable laws, regulations, contracts, and grant agreements, including compliance with federal statutes, regulations, and the terms and conditions of federal awards applicable to the entity's federal programs; and informing us of all instances of identified or suspected noncompliance whose effects on the financial statements should be considered.

You are responsible for taking timely and appropriate steps to remedy any fraud; noncompliance with provisions of laws, regulations, contracts, or grant agreements; or abuse that we may report. Additionally, as required by the Uniform Guidance, it is management's responsibility to evaluate and monitor noncompliance with federal statutes, regulations, and the terms and conditions of federal awards; take prompt action when instances of noncompliance are identified, including noncompliance identified in audit findings; and to follow up and take prompt corrective action on reported audit findings and to prepare a summary schedule of prior audit findings and a corrective action plan.

You are responsible for ensuring that management is reliable and for providing us with (1) access to all information of which you are aware that is relevant to the preparation and fair presentation of the financial statements, such as records, documentation, and other matters, and for the accuracy and completeness of that information, and for ensuring the information is reliable and properly reported; (2) access to personnel, accounts, books, records, supporting documentation, and other information as needed to perform an audit under the Uniform Guidance; (3) additional information that we may request for the purpose of the audit; and (4) unrestricted access to persons within the entity from whom we determine it necessary to obtain audit evidence. You agree to inform us of events occurring or facts discovered subsequent to the date of the financial statements that may affect the financial statements.

You agree to include our report on the schedule of expenditures of federal awards in any document that contains and indicates that we have reported on the schedule of expenditures of federal awards. You also agree to include the audited financial statements with any presentation of the schedule of expenditures of federal awards that includes our report thereon or make the audited financial statements readily available to intended users of the schedule of expenditures of federal awards no later than the date the schedule of expenditures of federal awards is issued with our report thereon. Your responsibilities include acknowledging to us in the representation letter that (1) you are responsible for presentation of the schedule of expenditures of federal awards in accordance with the Uniform Guidance; (2) you believe the schedule of expenditures of federal awards, including its form and content, is fairly presented in accordance with the Uniform Guidance; (3) the methods of measurement or presentation have not changed from those used in the prior period (or, if they have changed, the reasons for such changes); and (4) you have disclosed to us any significant assumptions or interpretations underlying the measurement or presentation of the schedule of expenditures of federal awards.

Management is responsible for the preparation and fair presentation of other supplementary information in accordance with U.S. GAAP. You agree to include our report on the supplementary information in any document that contains, and indicates that we have reported on, the supplementary information. You also agree to include the audited financial statements with any presentation of the supplementary information that includes our report thereon or make the audited financial statements readily available to users of the supplementary information no later than the date the supplementary information is issued with our report thereon. You agree to provide us written representations related to the presentation of the supplementary information.

Management is responsible for providing us with a written confirmation concerning representations made by you and your staff to us in connection with the audit and the presentation of the basic financial statements and RSI. During our engagement, we will request information and explanations from you regarding, among other matters, the entity's activities, internal control, future plans, specific transactions, and accounting systems and procedures. The procedures we will perform during our engagement and the conclusions we reach as a basis for our report will be heavily influenced by the representations that we receive in the representation letter and otherwise from you. Accordingly, inaccurate, incomplete, or false representations could cause us to expend unnecessary effort or could cause a material fraud or error to go undetected by our procedures. In view of the foregoing, you agree that we shall not be responsible for any misstatements in the entity's financial statements that we may fail to detect as a result of misrepresentations made to us by you.

Management is responsible for establishing and maintaining a process for tracking the status of audit findings and recommendations. Management is also responsible for identifying and providing report copies to us of previous financial audits, attestation engagements, performance audits, or other studies related to the objectives discussed

in the “Audit objectives” section of this letter. This responsibility includes relaying to us corrective actions taken to address significant findings and recommendations resulting from those audits, attestation engagements, performance audits, or other engagements or studies. You are also responsible for providing management’s views on our current findings, conclusions, and recommendations, as well as your planned corrective actions for the report, and for the timing and format for providing that information.

#### **Responsibilities and limitations related to nonaudit services**

For all nonaudit services we may provide to you, management agrees to assume all management responsibilities; oversee the services by designating an individual, preferably within senior management, who possesses suitable skill, knowledge, and/or experience to understand and oversee the services; evaluate the adequacy and results of the services; and accept responsibility for the results of the services. Management is also responsible for ensuring that your data and records are complete and that you have received sufficient information to oversee the services.

The responsibilities and limitations related to the nonaudit services performed as part of this engagement are as follows:

- We will prepare a draft of your financial statements, schedule of expenditures of federal awards, and related notes in conformity with U.S. GAAP and the Uniform Guidance based on information provided by you. Since the preparation and fair presentation of the financial statements and schedule of expenditures of federal awards is your responsibility, you will be required to acknowledge in the representation letter our assistance with preparation of the financial statements and schedule of expenditures of federal awards and that you have reviewed and approved the financial statements, schedule of expenditures of federal awards, and related notes prior to their issuance and have accepted responsibility for them. You have a responsibility to be in a position in fact and appearance to make an informed judgment on those financial statements and schedule of expenditures of federal awards.
- We will prepare the indirect cost allocation plan based on total expenditures and indirect costs recorded in your general fund.

These nonaudit services do not constitute an audit under *Government Auditing Standards* and such services will not be conducted in accordance with *Government Auditing Standards*.

#### **Use of financial statements**

The financial statements and our report thereon are for management’s use. If you intend to reproduce and publish the financial statements and our report thereon, they must be reproduced in their entirety. Inclusion of the audited financial statements in a document, such as an annual report or an offering document, should be done only with our prior approval of the document. You are responsible to provide us the opportunity to review such documents before issuance.

If the parties (i.e., you and CLA) agree that CLA will not be involved with your official statements related to municipal securities filings or other offering documents, we will require that any official statements or other offering documents issued by you with which we are not involved clearly indicate that CLA is not involved with the contents of such documents. Such disclosure should read as follows:

CliftonLarsonAllen LLP, our independent auditor, has not been engaged to perform and has not performed, since the date of its report included herein, any procedures on the financial statements addressed in that report. CliftonLarsonAllen LLP also has not performed any procedures relating to this offering document.

With regard to the electronic dissemination of audited financial statements, including financial statements published electronically on your website or submitted on a regulator website, you understand that electronic sites are a means to distribute information and, therefore, we are not required to read the information contained in those sites or to consider the consistency of other information in the electronic site with the original document.

We may issue preliminary draft financial statements to you for your review. Any preliminary draft financial statements should not be relied on or distributed.

#### **Engagement administration and other matters**

We expect to begin our audit in March 2021.

We understand that your employees will prepare all confirmations, account analyses, and audit schedules we request and will locate any documents or invoices selected by us for testing. A list of information we expect to need for our audit and the dates required will be provided in a separate communication.

At the conclusion of the engagement, we will complete the auditor sections of the electronic Data Collection Form SF-SAC and perform the steps to certify the Form SF-SAC and single audit reporting package. It is management's responsibility to complete the auditee sections of the Data Collection Form. We will create the single audit reporting package PDF file for submission; however, it is management's responsibility to review for completeness and accuracy and electronically submit the reporting package (including financial statements, schedule of expenditures of federal awards, summary schedule of prior audit findings, auditors' reports, and corrective action plan) along with the Data Collection Form to the federal audit clearinghouse and, if appropriate, to pass-through entities. The Data Collection Form and the reporting package must be electronically submitted within the earlier of 30 calendar days after receipt of the auditors' reports or nine months after the end of the audit period.

We will provide copies of our reports to the entity; however, management is responsible for distribution of the reports and the financial statements. Unless restricted by law or regulation, or containing privileged and confidential information, copies of our reports are to be made available for public inspection.

The audit documentation for this engagement is the sole and exclusive property of CLA and constitutes confidential and proprietary information. However, subject to applicable laws and regulations, audit documentation and appropriate individuals will be made available upon request and in a timely manner to an Oversight Agency, or its designee, a federal agency providing direct or indirect funding, or the U.S. Government Accountability Office for purposes of a quality review of the audit, to resolve audit findings, or to carry out oversight responsibilities. We will notify you of any such request. If requested, access to such audit documentation will be provided under the supervision of CLA personnel. Furthermore, upon request, we may provide copies of selected audit documentation to the aforementioned parties. These parties may intend, or decide, to distribute the copies or information contained therein to others, including other governmental agencies.



The audit documentation for this engagement will be retained for a minimum of seven years after the report release date or for any additional period requested by the Oversight Agency. If we are aware that a federal awarding agency, pass-through entity, or auditee is contesting an audit finding, we will contact the party(ies) contesting the audit finding for guidance prior to destroying the audit documentation.

CLA will not disclose any confidential, proprietary, or privileged information of the entity to any persons without the authorization of entity management or unless required by law. This confidentiality provision does not prohibit us from disclosing your information to one or more of our affiliated companies in order to provide services that you have requested from us or from any such affiliated company. Any such affiliated company shall be subject to the same restrictions on the use and disclosure of your information as apply to us.

Our relationship with you is limited to that described in this letter. As such, you understand and agree that we are acting solely as independent accountants. We are not acting in any way as a fiduciary or assuming any fiduciary responsibilities for you. We are not responsible for the preparation of any report to any governmental agency, or any other form, return, or report or for providing advice or any other service not specifically recited in this letter.

Our engagement and responsibility end on delivery of our signed report. Any additional services that might be requested will be a separate, new engagement. The terms and conditions of that new engagement will be governed by a new, specific engagement letter for that service.

*Government Auditing Standards* require that we make our most recent external peer review report publicly available. The report is posted on our website at [www.CLAconnect.com/Aboutus/](http://www.CLAconnect.com/Aboutus/).

### **Mediation**

Any disagreement, controversy, or claim ("Dispute") that may arise out of any aspect of our services or relationship with you, including this engagement, shall be submitted to non-binding mediation by written notice ("Mediation Notice") to the other party. In mediation, we will work with you to resolve any differences voluntarily with the aid of an impartial mediator.

The mediation will be conducted as specified by the mediator and agreed upon by the parties. The parties agree to discuss their differences in good faith and to attempt, with the assistance of the mediator, to reach an amicable resolution of the Dispute.

Each party will bear its own costs in the mediation. The fees and expenses of the mediator will be shared equally by the parties.

### **Time limitation**

The nature of our services makes it difficult, with the passage of time, to gather and present evidence that fully and fairly establishes the facts underlying any Dispute that may arise between the parties. The parties agree that, notwithstanding any statute or law of limitations that might otherwise apply to a Dispute, including one arising out of this agreement or the services performed under this agreement, for breach of contract or fiduciary duty, tort, fraud, misrepresentation or any other cause of action or remedy, any action or legal proceeding by you against us must be commenced within twenty-four (24) months ("Limitation Period") after the date when we deliver our final audit report under this agreement to you, regardless of whether we do other services for you

relating to the audit report, or you shall be forever barred from commencing a lawsuit or obtaining any legal or equitable relief or recovery.

The Limitation Period applies and begins to run even if you have not suffered any damage or loss, or have not become aware of the existence or possible existence of a Dispute.

### **Fees**

Our fees for these services will be based on the time involved and the degree of responsibility and skills required. The fee for the engagement will be \$19,475 for the financial audit (which includes a technology and client support fee of five percent (5%)), \$5,000 for the audit of each major program under the Uniform Grant Guidance, and \$1,200 for the preparation of the indirect cost allocation plan. These fee estimates are based on anticipated cooperation from your personnel and their assistance with preparing confirmations and requested schedules. If the requested items are not available on the dates required or are not accurate, the estimated fee for services will likely be higher. If unexpected circumstances require significant additional time, we will advise you before undertaking work that would require a substantial increase in the fee estimate. Our invoices for these fees will be rendered each month as work progresses and are payable on presentation. In accordance with our firm policies, work may be suspended in your account becomes 30 days or more overdue and will not be resumed until your account is paid in full. If we elect to terminate our services for nonpayment, our engagement will be deemed to have been completed even if we have not issued our reports. You will be obligated to compensate us for all time expended and to reimburse us for all out-of-pocket expenditures through the date of termination.

### ***Unanticipated services***

We do not anticipate encountering the need to perform additional services beyond those described in this letter. Below are listings of services considered to be outside the scope of our engagement. If any such service needs to be completed before the audit can proceed in an efficient manner, we will determine whether we can provide the service and maintain our independence. If appropriate, we will notify you and provide a fair and reasonable price for providing the service. We will bill you for the service at periodic dates after the additional service has been performed.

#### **Bookkeeping services**

Bookkeeping services are not audit services. Bookkeeping services include the following activities:

- Preparation of a trial balance
- Account reconciliations
- Bank statement reconciliations
- Capital asset accounting (e.g., calculating depreciation, identify capital assets for additions and deletions)
- Calculating accruals
- Analyzing transactions for proper recording

- Converting cash basis accounting records to accrual basis
- Preparation of financial statements and the related notes to the financial statements
- Processing immaterial adjustments through the financial statements
- Adjusting the financial statements for new activities and new disclosures

**Additional work resulting from unanticipated changes in your organization or accounting records**

If your organization undergoes significant changes in key personnel, accounting systems, and/or internal control, we are required to update our audit documentation and audit plan. The following are examples of situations that will require additional audit work:

- Revising documentation of your internal control for changes resulting from your implementation of new information systems
- Deterioration in the quality of the entity's accounting records during the current-year engagement in comparison to the prior-year engagement
- Significant new accounting issues
- Significant changes in your volume of business
- Mergers, acquisitions, or other business combinations
- New or unusual transactions
- Changes in audit scope or requirements resulting from changes in your activities
- Erroneous or incomplete accounting records
- Evidence of material weaknesses or significant deficiencies in internal control
- Substantial increases in the number or significance of problem loans
- Regulatory examination matters
- Implementation or adoption of new or existing accounting, reporting, regulatory, or tax requirements
- New financial statement disclosures

**Changes in engagement timing and assistance by your personnel**

The fee estimate is based on anticipated cooperation from your personnel and their assistance with timely preparation of confirmations and requested schedules. If the requested items are not available on the

dates required or are not accurate, we will advise management. Additional time and costs may be necessary because of such unanticipated delays. Examples of situations that may cause our estimated fee to increase include:

- Significant delays in responding to our requests for information such as reconciling variances or providing requested supporting documentation (e.g., invoices, contracts, and other documents)
- Rescheduling our fieldwork
- Schedule disruption caused by litigation, financial challenges (going concern), loan covenants (waivers), etc.
- Identifying a significant number of proposed audit adjustments
- Schedules prepared by your personnel that do not reconcile to the general ledger
- Numerous revisions to information and schedules provided by your personnel
- Restating financial statements for accounting errors in the prior year
- Lack of availability of entity personnel during audit fieldwork

***Changes in accounting and audit standards***

Standard setters and regulators continue to evaluate and modify standards. Such changes may result in new or revised financial reporting and disclosure requirements or expand the nature, timing, and scope of the activities we are required to perform. To the extent that the amount of time required to provide the services described in the letter increases due to such changes, our fee may need to be adjusted. We will discuss such circumstances with you prior to performing the additional work.

***Other fees***

You also agree to compensate us for any time and expenses, including time and expenses of legal counsel, we may incur in responding to discovery requests or participating as a witness or otherwise in any legal, regulatory, or other proceedings that we are asked to respond to on your behalf.

***Finance charges and collection expenses***

You agree that if any statement is not paid within 30 days from its billing date, the unpaid balance shall accrue interest at the monthly rate of one and one-quarter percent (1.25%), which is an annual percentage rate of 15%. In the event that any collection action is required to collect unpaid balances due us, reasonable attorney fees and expenses shall be recoverable.

***Subcontractors***

CLA may, at times, use subcontractors to perform services under this agreement, and they may have access to your information and records. Any such subcontractors will be subject to the same restrictions on the use of such information and records as apply to CLA under this agreement.

### Agreement

We appreciate the opportunity to be of service to you and believe this letter accurately summarizes the significant terms of our engagement. This letter constitutes the entire agreement regarding these services and supersedes all prior agreements (whether oral or written), understandings, negotiations, and discussions between you and CLA. If you have any questions, please let us know. Please sign, date, and return a copy of this letter to us to indicate your acknowledgment and understanding of, and agreement with, the arrangements for our audit of your financial statements including the terms of our engagement and the parties' respective responsibilities.

Sincerely,

**CliftonLarsonAllen LLP**



Paul Niedermuller, CPA  
Principal  
303-466-8822  
Paul.Niedermuller@CLAconnect.com

### Response:

This letter correctly sets forth the understanding of the Northwest Colorado Council of Governments.

Authorized governance signature: \_\_\_\_\_

Title: \_\_\_\_\_

Date: \_\_\_\_\_

Authorized management signature: \_\_\_\_\_

Title: \_\_\_\_\_

Date: \_\_\_\_\_

## ***Mountain Migration – Are COVID Impacts on Housing and Services Here to Stay?***

### **Work Group – Project Commitment Form**

#### **Purpose of project**

This project conducted on behalf of Northwest Colorado Council of Governments (NWCCOG) and the Colorado Association of Ski Towns (CAST) seeks to answer the 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 from households relocating from primary homes elsewhere and part-time residents staying longer and whether impacts may be lasting or if the trend is temporary. Impacts on the ownership market and rental inventory and prices will be included. The outcomes of this research will help communities understand the potential impact of COVID-driven changes and shifting service and infrastructure needs.

To be successful, we need assistance from a representative within each of the counties that will be covered in the study to help provide research contacts, access to available information, survey instrument review, survey outreach support and assistance, and draft report review. The below task sheet targets some of the key information sought. We look forward to working with a representative within your county.

#### **Work Group Commitments**

Name: \_\_\_\_\_

Are you able to commit to the following tasks?

<input type="checkbox"/> Participate in kick-off meeting	Week of Jan. 18
<input type="checkbox"/> Provide data research contacts and info outlined below	January
<input type="checkbox"/> Review survey draft	3 <sup>rd</sup> wk Feb
<input type="checkbox"/> Edit an op ed column we draft and submit to the newspaper(s) in the county.	4 <sup>th</sup> wk Feb
<input type="checkbox"/> Review press releases we draft for customizing to your county as needed	4 <sup>th</sup> wk Feb
<input type="checkbox"/> Reach out to Board/Association of Realtors asking them to include project info/survey link in their client mailings	1 <sup>st</sup> wk Mar
<input type="checkbox"/> Review draft report	1 <sup>st</sup> wk May

Please provide the following information for service providers for which we can use your name as a referral. If multiple ones in the county, please add rows or select the largest serving the most impacted communities.

	Entity Name*	Suggested Contact
Water District/ Water Provider		
School District		
Chamber of Commerce/ED Grp		
Board/Association of Realtors		
Long-Term (resident) Rental property managers (2 or 3 helpful/larger managers)		

Which 3 to 5 non-profit organizations in your county might 1) share insights as to how COVID has impacted them and 2) be willing to and well situated to distribute the survey link to their members/supporters? Organizations with significant part-time resident (e.g., second homeowner) participation can help reach this group of respondents.

Organization	Suggested Contact*

Access to research data/reports?

If you are aware of any research done by the towns, county, employers or community group on COVID-related impacts, please provide reports if you have them and/or contact info.



# MEMORANDUM

To: NWCCOG Council  
From: Jon Stavney, Executive Director  
Date: 1/20/2021  
Re: Inclusion of Routt County as NWCCOG Member

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**Question:** Does NWCCOG Council wish 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?

**Background:** NWCCOG has been approached by Routt County about joining NWCCOG as a member. They have decided to terminate their membership to AGNC. From NWCCOG's establishment, starting with the Governor's order of 1968 (attached) through the founding of NWCCOG in 1972 until January of 1999, Routt was a member of NWCCOG and included in Region 12. A governor's order changed their status in 1998 (attached), and NWCCOG amended Bylaws in 1999 to reflect this change.

Many NWCCOG programs already include Routt County (and much of AGNC territory). These include, Energy, NLF, Broadband, NWHCC, NWAHEMR, Elevator Inspection Programs. The key exceptions are Vintage and EDD. Each of these require an administrative adjustment to modify the service area which can be initiated through request of the County wishing to make the change through the prospective state agencies that manage them. Both Erin and Rachel have contacted their peers at the state and passed the information down for how to do this. I have passed that information on to Routt County. These require consent and cooperation from AGNC.

At one level, we could just accept them as a member as we have others. More formally, it appears that the move back to NWCCOG Membership, or most certainly modifying Region 12 to re-include Routt would require another Governor's Order. According to our DOLA representative, "it appears that all affected local and regional governments would need to support the move, and then the Governor can implement through executive order." It would require a formal request from Routt County to DOLA to initiate the process. It appears that this Executive Order would preclude the need for modifications through each of the two state agencies listed above.

**Details:** NWCCOG Articles of Incorporation:

Article 2, 204 addresses "initial members" and addresses Additional Members, referring to municipal corporations within the region. It also addresses Termination of Membership. It does not specifically address additional members from "outside" the region. These were last amended in 2011 to include the Economic Development District, and it did not list some of the current municipal members, three of which are from outside



the region. Presumably it should be amended to include these, and if the Council thinks it appropriate, include Routt County. Termination of Membership is defined in the Articles as well as the Bylaws.

NWCCOG Bylaws:

A similar lack of direction exists in the Bylaws leading to the following questions

- Shall the Bylaws be amended to include Routt into the Executive Committee as a sixth county?
- Shall the Bylaws be amended to clarify status of Routt County with regard to calculation of Member Dues?
- Bylaws address required withdrawal from NWCCOG but process for additional members.



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# Routt County explores leaving regional association

News [FOLLOW NEWS](#) | 2d ago



**Dylan Anderson** [FOLLOW](#)  
danderson@SteamboatPilot.com

STEAMBOAT SPRINGS — Routt County Board of Commissioners are considering leaving the Associated Governments of Northwest Colorado, because they believe the lobbying efforts of the group often do not represent the county’s interests.

The group of five counties and several cities in Northwest Colorado is one of 14 councils of government in the state. The primary goal of these groups is to allow various levels of government to coordinate and work together on regional issues.

But commissioners said Tuesday the group does not seem to represent Routt County’s interests and potentially is even lobbying against issues the county lobbies in support of through other channels. Routt County could instead join the Northwest Colorado Council of Governments, which does not have a lobbying arm. The city of Steamboat Springs is already a member of that group.

The move would have Routt County leaving a group dominated by counties on the western border of Colorado in favor of one that includes several resort communities.

“I’ve spent three years trying to work within that organization and sort of felt like an outsider looking in most of the time,” said Commissioner Tim Redmond, who represented Hayden among the associated governments while mayor of the town. “They are not necessarily, as you would say, in step with Routt County and the direction we may be thinking we may like to go.”

Redmond went so far as to say he has not felt welcome as part of the organization in the past. And while he said he was able to push the group back toward the center at times, he didn’t feel like trying to correct course and expose the group to another view was worth the effort.

In a good organization, Redmond said, multiple points of view should be considered and an issue should be studied from all sides. In his time with the group, he often felt the “books were cooked” before a meeting would begin.

“I found myself taking votes against positions so that the town of Hayden’s name would not be thrown into that pool,” Redmond said. “I was worried about our reputation, and the perception that it might cast.”



Routt County commissioners are considering leaving the Associated Governments of Northwest Colorado, number 11 on the map, and could potentially join the Northwest Colorado Council of Governments, represented by number 12 on the map.

The lobbying efforts of the group are what most concern Commissioner Beth Melton.

“We have plenty of other organizations representing us without pretending that AGNC represents us, which I think they do not,” Melton said.

Melton admitted she was less familiar with some of the other things the group does but said she was inclined to believe there was not much happening that benefits the Routt County community. She said she would like more information from the group about what they do for the county at a meeting next week.

Membership in the group costs the county \$17,000 plus an additional \$1,201 to support the group’s Area Agency on Aging. That agency supports the Routt County Council on Aging, but Commissioner Tim Corrigan said the funding the group gets is pass-through dollars from the federal government and shifting to an Area Agency on Aging run by a different group is possible.

Corrigan said he has discussed the process of entering Northwest Colorado Council of Governments with John Stavney, the group’s executive director. While there are some complications to moving, Corrigan said he was not aware of anything stopping the county from switching groups.

He also emphasized NCCOG is not a lobbying organization, but instead, is focused on service and education. Routt County lobbies at the State Capitol in Denver through groups like Counties and Commissioners Acting Together and Colorado Counties Incorporated.

“It is difficult to justify paying yet a third organization for lobbying efforts, especially when those lobbying efforts may be counter to lobbying efforts that are being pursued on our behalf by these other two organizations,” Corrigan said.

To reach Dylan Anderson, call 970-871-4247 or email [danderson@SteamboatPilot.com](mailto:danderson@SteamboatPilot.com).

STEAMBOAT PILOT & TODAY'S

## Support Local Journalism

Readers around Steamboat and Routt County make the Steamboat Pilot & Today’s work possible. Your financial contribution supports our efforts to deliver quality, locally relevant journalism.

**EXECUTIVE ORDER**

DESIGNATING THE REALIGNMENT OF ROUTT COUNTY FROM PLANNING AND  
MANAGEMENT REGION XII TO PLANNING AND MANAGEMENT REGION XI

WHEREAS, the federal government has encouraged Colorado to form planning and management districts or regions; and

WHEREAS, on November 12, 1972, Governor John A. Love delineated twelve planning and management districts for the State of Colorado effective as of January 1, 1973, (subsequently increased to thirteen by Executive Order of November 30, 1973 and to fourteen by Executive Order of April 1, 1986); and

WHEREAS, said November 17, 1972 Executive Order recognized that: "The Governor may, after consultation with the Department of Local Affairs and local units of government involved, revise the designation of the districts to reflect changing conditions or to otherwise fulfill the purpose of this order"; and

WHEREAS, Routt County has requested that it be realigned from Planning and Management Region XII to Planning and Management Region XI; and

WHEREAS, the Department of Local Affairs has determined that this request is supported by the local governments and regional agencies affected by the request; and

WHEREAS, the Department of Local Affairs has determined that there is no opposition to the request among state agencies.

NOW THEREFORE, I Roy Romer, Governor of the State of Colorado, under the authority vested in me by the laws and Constitution of the State of Colorado, do hereby designate the regions delineated on the map attached hereto (and hereby made a part of this order) as the fourteen Planning and Management Regions for the State of Colorado, effective October 1, 1998.

State agencies are directed to work with the two regions and affected jurisdictions to resolve any contractual and/ or operational issues in a mutually satisfactory manner.

GIVEN under my hand and the  
Executive Seal of the State of  
Colorado  
this 6th day of Day of April, 1998.

Roy Romer

Governor



# State of Colorado

EXECUTIVE CHAMBERS

DENVER

## EXECUTIVE ORDER

### THE ESTABLISHMENT OF PLANNING AND MANAGEMENT DISTRICTS WITHIN THE STATE OF COLORADO

WHEREAS, the Intergovernmental Cooperation Act of 1968, Public Law 90-577, places certain responsibilities upon the states for coordination of Federal, State and local plans and projects; and

WHEREAS, the Bureau of the Budget, charged by Congress for implementation of said Act, has issued a series of Circulars, A-80, A-82, A-95 and A-96, pertaining thereto; and

WHEREAS, Circular A-80 said in part, "the multiplicity of unrelated planning jurisdictions and activities now existing under various Federal programs inhibits their most effective operation." To help correct this situation, the President called for procedures which would encourage:

"State and local planning agencies to work together in using common or consistent planning bases and in sharing planning facilities and resources, and utilization of common boundaries for planning and development districts or regions assisted by the Federal Government and consistency of such districts with established state planning and development districts and regions."

WHEREAS, the philosophy of planning from the local level upward through the structure of government thus preserving the goals and objectives of local government would be enhanced by a system of planning and management districts; and

WHEREAS, it is the responsibility of the State to encourage local initiative in developing organizational and procedural arrangements for coordinating comprehensive and functional activities and to avoid overlap, duplication, and competition between local planning activities; and

WHEREAS, the State must exercise its leadership in delineating and establishing a system of planning and management districts which provide a consistent geographic base for the coordination of Federal, State and local programs; and

WHEREAS, Bureau of the Budget Circulars A-95 and A-96, which supersede in part Circulars A-80 and A-82, and which require, as of October 1, 1969, the establishment of a Project Notification and Review System based upon compatible planning jurisdictions in order to facilitate the development of coordinated districts or regions and statewide planning and review activities with regard to many Federal programs, demand immediate action on the part of the State of Colorado, and the


Executive branch of government to establish a statewide clearinghouse to effectuate the Project Notification System required by Bureau of the Budget Circulars A-95 and A-96; and

WHEREAS, the Governor may, after consultation with the Department of Local Affairs and local units of government involved, revise the designation of the districts to reflect changing conditions or to otherwise fulfill the purposes of this order.

NOW, THEREFORE, I, John A. Love, Governor of the State of Colorado, do hereby designate the regions delineated on the map attached to and hereby made part of this order, as the official planning and management districts for the State of Colorado, effective as of January 1, 1973.

Copies of this order shall be provided to the Executive Office of the President of the United States and to the Office of Management and Budget for the appropriate guidance of Federal agencies operating in Colorado, and shall be available to all local governmental entities in Colorado in the Office of the Division of Planning.

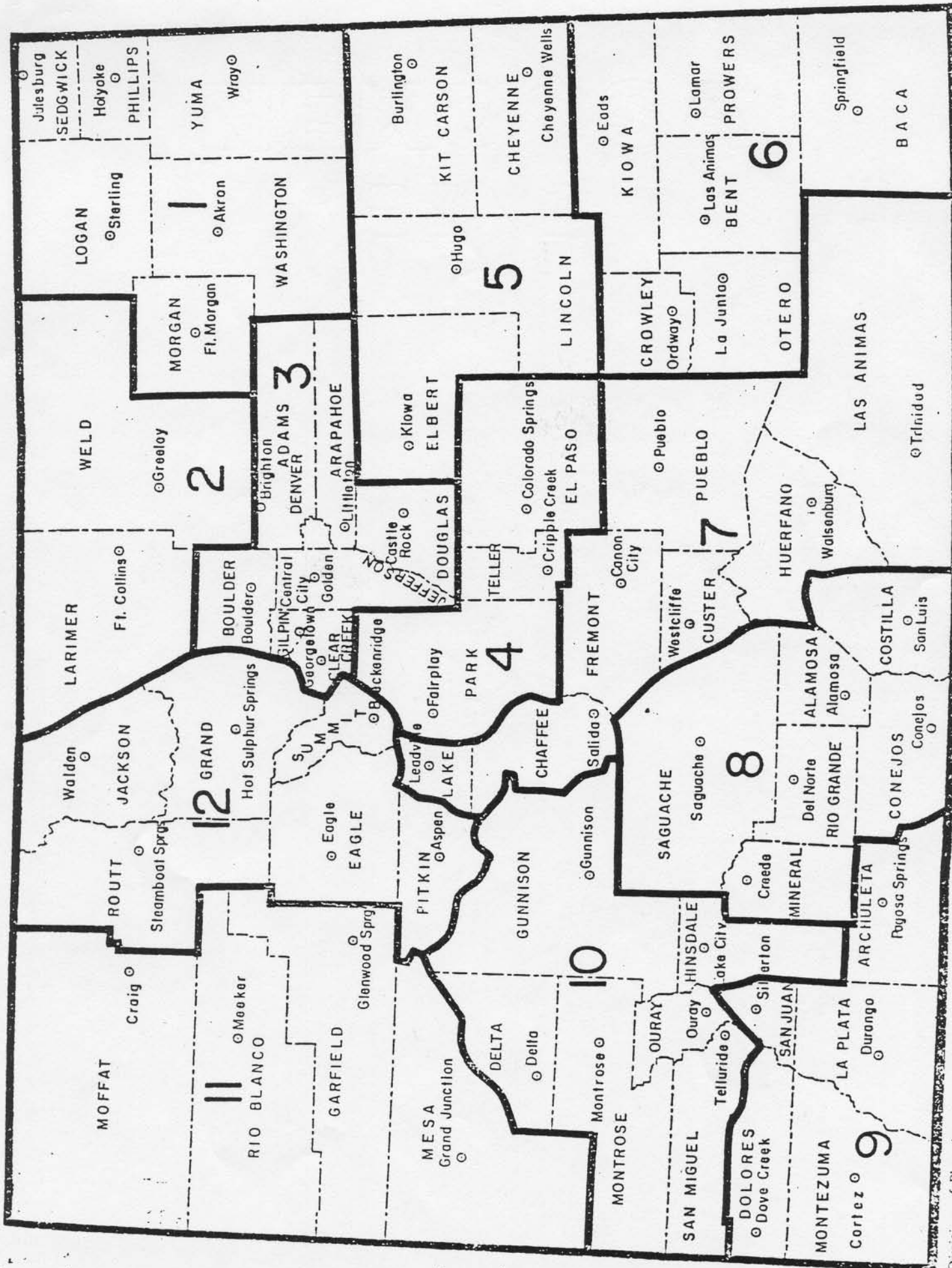
GIVEN under my hand and the Executive Seal of the State of Colorado, this seventeenth day of November, A.D., 1972.

  
John A. Love  
Governor





# LEARNING AND MANAGING DISKIS





# Eagle County 2021 Comprehensive Plan

Northwest Council of Governments  
January 28, 2020



# ISSUE STATEMENT

## Why Now?

- The Comprehensive Plan was last updated in 2006
- To refine a long-term vision for Eagle County
- To set expectations for staff, elected and appointed officials and the public
- The Comp Plan update paused due to COVID-19 response
- All work is now being done inhouse with support from Community Builders on community engagement

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## Why is it Important?

- Counties over 10,000 are required by CRS 30-28-106 to develop Comprehensive Plans
- The Plan is an advisory document, however, substantial conformance is a standard for some planning files making it a regulatory document.

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## What Does it Do?

- Provides a general framework for evaluating land use files
- Creates a road map for the revisions of the ECLUR and the Official Zoning Map.



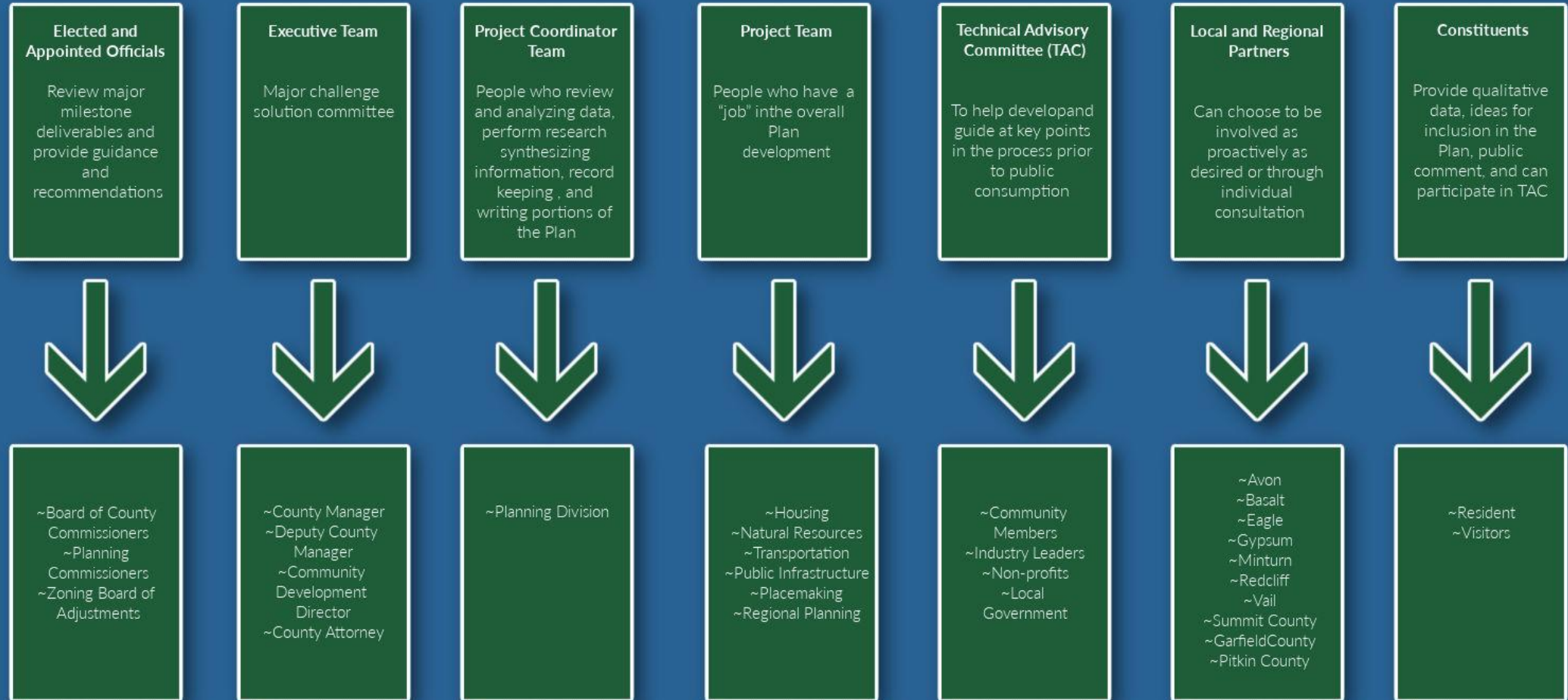
# PROJECT MANAGEMENT STRATEGY OVERVIEW

- **Phase 1** (September 2020 - April 2021)
  - Background Development
    - Analysis and Gap Identification
    - Communication Framework
    - Community Engagement Framework (Supplemental to CB work)
- **Phase 2** (April 2021 – August 2021)
  - Plan Development
    - Draft Plan Elements
    - Administrative Draft Plan
- **Phase 3** (September 2021 – December 2021)
  - Adoption Process
    - Public Draft Plan
    - Final Plan
    - Staff Report
    - Resolution

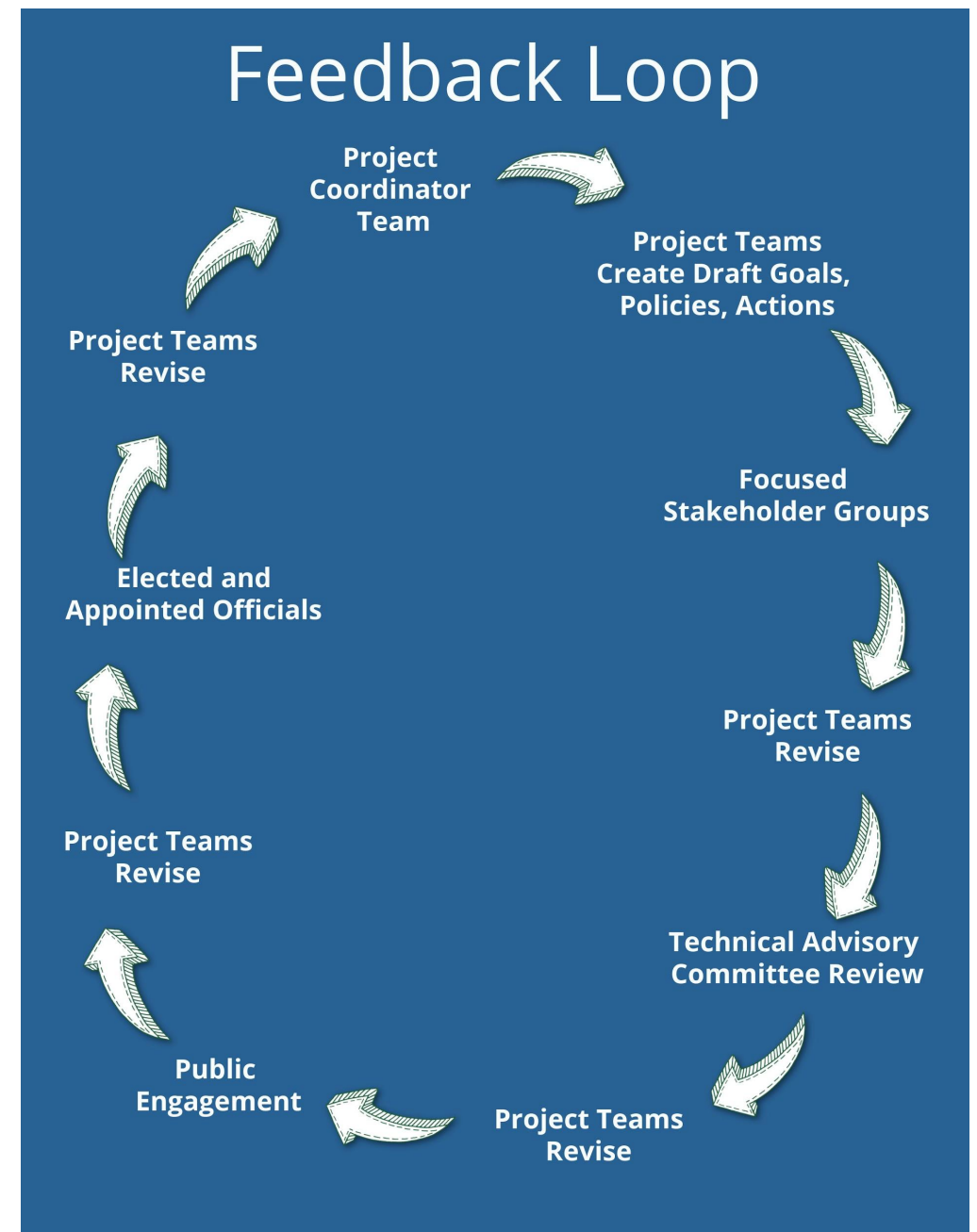




# COLLABORATION STRUCTURE



# FEEDBACK LOOP OVERVIEW



# GUIDING PRINCIPLES FOR EACH ELEMENT

- Health
- Equity
- Resilience
- Economic Development
- Social and Environmental Justice
- Umbrella Plan





# COORDINATION AND COMMUNITY ENGAGEMENT



- Colton Berck,  
Associate Planner
  - Communication and Community Engagement Framework
  - Coordination between Comp Plan, ECLUR Rewrite, and Eagle County VISTA

# Engagement Values

## **Inclusive**

- Including as many people in as many ways possible

## **Engaging**

- Going to where people are with genuinely interesting content

## **Focused**

- Being always thoughtful with audience-specific, culturally relevant approaches





# Eagle County VISTA

## What is it?

- “Highly participatory community-driven process to identify a vision for the future of the region and the strategies and actions needed to make it a reality.”
  - an ongoing engagement system
  - to serve as umbrella for multiple efforts

## Why are we doing it?

- Build community trust and civic capacity
- Create a shared vision for the future
- Raise the bar on community engagement





# Eagle County VISTA

## Roles

- VISTA Project Management Team
- VISTA Stewardship Team
- VISTA Action Team

## Inclusivity

- Design & Implementation Guidance
  - Public Health
  - L'Ance
- Engagement Categories
  - Equal
  - Equitable

# TECHNICAL ADVISORY COMMITTEE

- Roaring Fork School District
- Eagle County School District
- Vail Valley Partnership
- Habitat for Humanity (Eagle River and Roaring Fork Valleys)
- Eagle Valley Land Trust
- Merv Lapin Development
- Commfluent Inc.
- Colorado Mountain College
- Basalt Chamber of Commerce
- Emma Collaborative/Hooks Spur Neighborhood Collaborative
- Vail Valley Mountain Trail Alliance
- Eagle River Watershed Council
- Mountain Youth

## Break Down of Representation

3 Educational Organizations  
5 Specialized Non-Profits  
2 Chamber of Commerces  
2 Private Land Use Experts  
1 Community Group



# COMPREHENSIVE PLAN ELEMENTS



- Housing
- Natural Resources
- Transportation
- Public Infrastructure
- Placemaking
- Regional Planning

# COMPREHENSIVE PLAN ELEMENTS



- Housing Project Team
  - Housing Department
  - Public Health
  - Community Development
  - Sustainable Communities
  - Healthy Aging

# HOUSING ELEMENT FOCUSED STAKEHOLDER GROUPS

- Eagle County Housing Task Force
- Healthy Aging Steering Committee



*Other Groups as Identified by  
Project Team Members*

# COMPREHENSIVE PLAN ELEMENTS

- Natural Resources



- Environmental Health
- Engineering
- Public Health
- Sustainable Communities
- Colorado Parks and Wildlife
- Northwest Council of Governments
- USFS
- BLM
- Trout Unlimited
- Eagle River Water and Sanitation

# NATURAL RESOURCES ELEMENT FOCUSED STAKEHOLDER GROUP

- Open Space Advisory Committee
- Climate Action Collaborative
- Community Wildlife Roundtable

*Other Groups as Identified by  
Project Team Members*





# COMPREHENSIVE PLAN ELEMENTS

- Transportation

- Engineering
- EcoTransit
- Public Health
- Healthy Aging
- Community Development
- Sustainable Communities
- Roaring Fork Transportation Authority
- Climate Action Committee



# TRANSPORTATION ELEMENT FOCUSED STAKEHOLDER GROUP

- Eagle County Regional Transportation Authority Advisory Board
- Roaring Fork Transportation Authority
- Intermountain Transportation Planning Region



*Other Groups as Identified by  
Project Team Members*

# COMPREHENSIVE PLAN ELEMENTS

## • Public Infrastructure



- Environmental Health
- Public Health
- Road and Bridge
- Eagle River Water and Sanitation District
- Mid-Valley Metro District
- Roaring Fork Fire
- Eagle River Fire
- Sustainable Communities
- Vail Recreation District
- Black Hills Energy
- Holy Cross Energy

# PUBLIC INFRASTRUCTURE ELEMENT STAKEHOLDER GROUP

- Public Safety Council
- Recreation District Collaborative
- Intermountain Transportation Planning Region

*Other Groups as Identified by  
Project Team Members*



# COMPREHENSIVE PLAN ELEMENTS

- Placemaking



- Housing Department
- Public Health
- Community Development
- Sustainable Communities
- Human Services
- Open Space
- Engineering
- Mountain Recreation
- Northwest Council of Governments
- Edwards Community Authority

# PLACEMAKING ELEMENT FOCUSED STAKEHOLDER GROUP

- Open Space Advisory Council
- Town Planning Commissions
- Healthy Aging Steering Committee
- Eagle Valley Outdoor Stewardship Coalition



*Other Groups as Identified by  
Project Team Members*

# COMPREHENSIVE PLAN ELEMENTS

- Regional Planning

- Town of Avon
- Town of Basalt
- Town of Eagle
- Town of Gypsum
- Town of Minturn
- Town of Red Cliff
- Town of Vail
- Summit County
- Pitkin County



# REGIONAL PLANNING FOCUSED STAKEHOLDER GROUP

- Mayor and Managers Group
- Northwest Council of Governments (a sub-group of regional stakeholders from among the membership)

*Other Groups as Identified by  
Project Team Members*





# QUESTIONS?

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**Community Development**

Kris Valdez

970-328-8752

[Kris.Valdez@eaglecounty.us](mailto:Kris.Valdez@eaglecounty.us)

[www.eaglecounty.us](http://www.eaglecounty.us)

# **Eagle County**

## **2021 Comprehensive Plan**

**~ Focused Stakeholder Group Outline ~**

## Items for Discussion:

- What is a Comprehensive Plan?
- Background of Comprehensive Planning
- 2021 Comprehensive Plan Process
- Role of Focused Stakeholder Groups
- Expectations of County Staff and the Focused Stakeholder Groups
- Outcomes of the Focused Stakeholder Groups

## What is a Comprehensive Plan:

The Eagle County Comprehensive Plan (the “2021 Plan”) is an overarching planning document that provides a framework for appropriate land-use decisions for unincorporated Eagle County. The 2021 Plan should also support, be consistent with, and refine a long-term vision for the greater Eagle County community, in concert with local jurisdictions. The 2021 Plan provides a critical opportunity for the community, non-profits, local jurisdictions, and industry leaders to collaboratively create and clarify a holistic vision for Eagle County’s future. Element<sup>1</sup> specific goals, policies, actions, and performance measures influence development decisions and implement the Eagle County Land Use Regulations (the “ECLUR”). Performance measures are identified and tracked to qualify success. When adopted, the 2021 Plan will supersede the 2006 Eagle County Comprehensive Plan.

## Background of Comprehensive Planning :

As a statutory County, Eagle County is required by Colorado to create Master Planning documents. Per Colorado Revised Statute (CRS), 30-28-106, comprehensive plans are required for counties and municipalities above 25,000 people in Colorado. The master planning of a local government constitutes an advisory document to guide land development decisions. The plan may be regulatory by including it in the local government’s adopted subdivision, zoning, platting, planned unit development (PUD), or other similar land development regulations after satisfying notice, due process, and hearing requirements for legislative or quasi-judicial processes as appropriate. The current ECLUR requires certain development permits to be in “substantial conformance” with the 2021 Plan, Area Community Plans, and other Eagle County departments adopted plans. The standard of “Conformance with the Comprehensive Plan” for specific development projects, demonstrates the importance of a well written, clear, and visionary document that reflects the desires of residents, professionals, and visitors to Eagle County.

### The 2021 Plan:

- Provides a framework for evaluating individual land development and referral applications submitted to Eagle County on an ongoing basis.
- Serves as an overarching document that establishes priorities guiding the allocation of Eagle County capital and programmatic resources.

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<sup>1</sup> An example of an element is a planning category, such as land-use, transportation, destination management, housing, etc.

- Provides a policy framework and action plan for revisions to ECLURs, the Official Zoning Map, and other Eagle County Departments overarching planning needs.
- Provides the framework for more detailed plans for specific areas of Eagle County, such as Area Community Plans and specific topics such as housing, natural resources, transportation, etc.

### **Plan Process:**

For a detailed description of the process outlined for the 2021 Plan, please visit the [project website](#) and review the [Project Management Strategy](#). This initiative is led by the Project Coordinator Team which is composed of Eagle County staff instrumental in the research, data analysis, synthesizing information, record-keeping for documentation purposes, and writing portions of the 2021 Plan.

The Project Management Strategy serves as a roadmap for developing the 2021 Plan and lays out a three-phase approach for the creation and completion of the document. However, the process is a continuous, cyclical, and interactive process, and the phases will inform each other and may overlap. This cyclical process allows the 2021 Plan's goals, policies, actions, and performance measures to be detailed and responsive to both community desires and industry leaders' expertise.

### **Phase One - Pre-Plan Development:**

- A *Visioning and Values Strategy* will be created with Community Builders (CB) and serve as this 2021 Plan's Vision and Values Strategy. However, the 2021 Plan's communication and community engagement frameworks, outlined below, will supplement the work completed through CB.
- Develop a *communication framework* that outlines how the Project Teams will provide process updates, opportunities for input, and documents ready for public comment.
- Develop a *community engagement framework* that uses a Focused Stakeholder Group process and mostly virtual community engagement tools that leverage and supplement community engagement conducted by CB. A particular focus will be paid to cultural sensitive engagement.
- Development and facilitation of a *Technical Advisory Committee* (the "TAC"). The TAC will consist of engaged community members, non-profits, and industry leaders selected and guided by the Project Coordinator Team to ensure the 2021 Plan reflects the community's goals and vision.
- Development and facilitation of *Project Teams* built around the elements of the 2021 Plan. This approach allows County staff to utilize the element area experts who will create an expedited process. The following elements are proposed for the 2021 Plan. Each has its own Team:

- Housing
- Natural Resources
- Transportation
- Public Infrastructure
- Placemaking
- Regional Planning

### **Phase Two - Plan Development:**

- Draft 2021 Plan element components and descriptions by the Project Coordinator Team with heavy involvement and input from the Project Teams. It is expected that this phase two deliverable will overlap with phase one's Visioning and Values Strategy and 2021 Plan refinement will occur as information from CB's Visioning and Values work, and this project's supplemental community engagement activities are provided.
- Deliver the Administrative Draft Plan for review by the Project Teams, Focused Stakeholder Groups, and the TAC. Continuous community engagement will occur in an online format during this phase to ensure the goals and policies reflect the community's desires and vision.

### **Phase Three - Plan Adoption Process:**

- Per CRS 30-28-106, comprehensive plans are formally adopted by the Planning Commissions (the "PCs"), with the Board of County Commissioners (the "BoCC") acting as the recommending body to the PCs. The Zoning Board of Adjustment (the "ZBA") will also have the opportunity to weigh in on the 2021 Plan but is not a recommending or approval body.
- The adoption process will include appropriate public notice and scheduled hearings with presentations and public comment periods.
- A Public Draft Plan will be provided for public review and public comment.
- Following feedback from the PCs, ZBA, the BoCC, and constituents, a Final 2021 Plan will be brought forward for consideration. The final version of the 2021 Plan is intended to be in an online format only. No paper copies of the 2021 Plan are proposed. An online version of the 2021 Plan supports Eagle County's Strategic Plan goal of Protecting the Natural Environment by reducing dependence on paper, which allows us to protect forests. It also meets the Strategic Plan goal that Eagle County is financially sound through delivering County services most cost-effectively and efficiently manner possible by enhancing productivity and customer service through appropriate technology systems.

### **Role of Focused Stakeholder Groups:**

Focused Stakeholder Groups are critical to the success of the 2021 Plan. The Focused Stakeholder Groups are a non-regulatory advisory group to the Project Coordinator Team and Plan Element teams for specific 2021 Plan elements. For example, the Housing Element has two Focused Stakeholder Groups, the Eagle County Housing Task Force and the Healthy Aging Steering

Committee. Each stakeholder group was selected because of their deep topical knowledge, and because they could be affected by and help implement the goals, policies, actions, and performance measures in the 2021 Plan. The intention is to have the mission of the Focused Stakeholder Groups positively impacted by each 2021 Plan element. As subject matter experts in your field, the Project Coordinator Team is looking to the Focused Stakeholders Groups for direction and feedback to identify critical data, inform goals, policies, and actions, help the Project Coordinator Team connect to community members most affected by policies, and to ensure any unintended consequences from new policies are mitigated to the best of our abilities.

Focused Stakeholder Group engagement will include facilitated meetings with the Project Coordinator Team and the appropriate Plan Element Project Team. Focused Stakeholders are also invited to participate at Planning Commission worksessions to ensure they have the opportunity to provide feedback and insight to appointed officials directly. Goals, policies, actions, and performance measures will be formulated and reviewed through this Focused Stakeholder Group engagement.

**Table 1: Facilitated Meeting Milestones and Expectations**

Milestone	Expectations (more information below chart)
Background and Analysis	<ul style="list-style-type: none"> <li>• Provide feedback on the accuracy and representations in the document</li> <li>• Discuss what the analysis shows and provide ideas for Goals, Policies, and Actions</li> </ul>
Existing Conditions Mapping	<ul style="list-style-type: none"> <li>• Review existing conditions mapping to determine if it represents the Plan Element</li> <li>• Discuss what the mapping analysis shows and provide ideas for Goals, Policies, and Actions</li> </ul>
Goals, Policies, Actions and Performance Measures	<ul style="list-style-type: none"> <li>• Provide feedback ensuring the Goals, Policies, Actions and Performance Measures reflect the desires of the community with the support of the background data provided by the subject matter experts</li> </ul>

### Expectations of the Focused Stakeholder Groups:

Part of a successful process is establishing clear expectations for all parties involved. Like most successful relationships, both parties must stay committed to each other. The County is committed to providing you with up to date information and technical support for the project's duration. Outlined below are commitments the Project Coordinator Team will make to the Focused Stakeholder Groups and commitments we expect from the Focused Stakeholder Groups.



### **The County's commitment to YOU:**

- **We will listen to and respect your point of view** – the Project Coordinator Team will not assume to know or see every aspect of our community. Each person's perspective is essential and will be considered.
- **We will engage in crucial conversations** – not all discussion topics are easy or comfortable. Staff will work to facilitate robust dialogue in a neutral environment.
- **We will do our best to set you up for success** – we will provide subject matter material for review ahead of crucial meetings to help bring everyone to the same base level of knowledge.
- **We will be respectful of your time by preparing for each meeting** - Agendas will be created and distributed ahead of each meeting. Meeting notes will be generated and distributed after each meeting with follow up items and action steps as applicable.

### **Your commitment to the group and the process:**

- **Show up as a group, leave as a group** – engage in crucial conversations, ask questions, and challenge assumptions. Ultimately, this group functions as one body. Once a group's recommendation has been made, support the decision moving forward internally in the group and externally to community members, if appropriate.
- **Representation as a Focused Stakeholder Group member** – as an individual member of a group, you must not represent your own views or recommendation as those of the group unless most of the group feels the same way. Speak as a body, not as an individual. Public statements should not contain promises that may be construed to be binding on the Board, staff, and group. Remember that your actions and statements as a group member assume special significance.
- **Come prepared and participate** – review materials and notes and complete surveys or research as requested to ensure productive meetings and an efficient process. We expect all members to actively participate in the dialogue to ensure fairness in the process. Respectful participation demonstrates respect for your peers and the time they have also dedicated.
- **Listening and being respectful of other points of view** – consistent interruptions, negative body language, derogatory comments, or verbal discounts of group members' contributions are discouraged. Be open and honest and allow others adequate time to present their view thoroughly before making comments. Staff will facilitate meetings to ensure each member has an opportunity to contribute and will not permit monopolizing the dialogue by any group member.

- **Discuss concerns directly with staff** – Concerns about the process or group members should be brought to the attention of County staff first. Negative dialogue in the community about the process, group members, or Project Coordinator Team is discouraged. Negative dialogue jeopardizes the credibility of the group and the process and is a disservice to the community.

## **Communications**

Information to and from the Focused Stakeholder Groups will be distributed via email. The Project Coordinator Team will print documents as necessary; however, most communication will occur electronically. All materials generated by the Focused Stakeholder Groups and the Project Coordinator Team are open records and subject to the Colorado Open Records Act (CORA) requests. When sending communications in written form, please consider what the communication sounds like if the correspondence is read aloud in the public realm.

Communications about Focused Stakeholder Groups' work progress and project details will be published on the project website and social media applications. Focused Stakeholder Group members can post progress related to the project on personal social media accounts and are encouraged to do so.

The Project Coordinator Team can be reached via email and phone. Please communicate directly with the Project Coordinator Team only. The group's questions or comments will be further disseminated through regular reports on progress to the Planning Commissions, Zoning Board of Adjustment, and the Board of County Commissioners by the Project Coordinator Team as necessary.

## **Outcomes of the Focused Stakeholder Groups:**

As an advisory group, there will be recommendations that come from the Focused Stakeholder Group meetings. The Project Coordinator Team will work with the group to identify topic items and milestones when decision points are necessary. Not everyone will agree on the final recommendations. Recommendations will proceed out of the group when a majority of the group are in agreement.

The Focused Stakeholder Groups will serve through the adoption of the 2021 Plan. It is anticipated to be a one-year process, but the timeframe may extend depending on the project schedule.





# PROGRAM UPDATES

**To:** NWCCOG Council  
**From:** NWCCOG Staff  
**Date:** January 20, 2021  
**Re:** Program Updates

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The following are events of note occurring since the December 2020 NWCCOG Council meeting.

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

Like each of our directors who manage staff (Doug, Erin, David Harris, Anita and I), I wrapped up twice-annual reviews of all my direct reports in December. I have 9 direct reports. I can share from that exercise and ongoing discussions that, although 2020 was an extremely challenging year, and there were four very important staffing changes/new hires which I assisted and worked closely with directors on –Jeff Anderson (EDD contractor), Johnna Glassman (RSVP), Scott Pugsley (NLF) and Charles McCarthy (RTCC), these new hires have made our organization much stronger than it was before. I can also share that in my four years—Nov 1, 2020 was my anniversary, we have not enjoyed a time where every Program Director is as fully supported by a strong staff as we are currently. In spite of all the adaptations for COVID, and additional work created by opportunities for additional funding in many programs, our programs continue to innovate and excel. I couldn't be more proud of how strong the NWCCOG organization is as we begin 2021. We have an amazing team.

Since December, I've worked closely with GPS consulting to edit, finalize and publish the Early Childhood Report, and teaming with Margaret at Colorado Association of Ski Towns to get our joint project "Mountain Migrations" off the ground with the consultant team, and identify and build a Project Work Group. That project is off the ground. I continue to work closely with the consultant and with staff at DOLA on the Capital Funding Survey project identified in 2020 which we will

I built and submitted for our 2021 DOLA Grant, and I closed out the 2020 DOLA Grant which funded three different research reports this year among other things.

I wrote the 12<sup>th</sup> NWCCOG COVID newsletter of the year in December. These were well received, and helped me focus and be able to contribute something through much of the historic, muddled mess that was 2020. I am honored to have this purpose in my work and that it is widely appreciated.

Since December, I was requested to assist the Town of Fraser staff and Trustees select an Interim Town Manager, and guide them through the selection process. This was mostly done in 4 days of in-person meetings in late November and early December. As of January 4<sup>th</sup>, Wes LaVanchy is the Interim Manager there. This member service, though time intensive, is an excellent opportunity to show our value, and serve a local government through what is often an unsettled transition time. I value how on point to our mission this occasional service is.

**Economic Development District (EDD)** – *Rachel Lunney, Director Program*

**EDA Planning Partnership Grant:** EDD Director submitted CEDS Performance Progress Report and updated Regional Action Plan for 2020 to EDA on 1/8/2021.

**CEDS 5-Year Update:** EDD Director began researching current plans and planning processes for the communities in our region in January. Began creating a clearinghouse of current plans, and identifying common themes. EDD Director will work with Regional Business Recovery Coordinator to set up stakeholder engagement meetings in each of our five counties to be completed by the end of Q1 2021.

EDD Director has begun preliminary data collection and document formatting. EDD Director is also researching CEDS from other EDDs via the Stats America CEDS Resource Library to see what best practices can be borrowed from other districts as we create our updated CEDS for 2021-2026. Preliminary work on data collection has begun.

**EDA CARES Act Grant:** second payment to counties for county-level projects was sent on Jan. 4. Rachel, Jon, and Jeff had a “white board” planning session on Jan. 6 to develop work plan for the next 6 months for Regional Business Recovery Coordinator.

**Business Assistance:** 1st Resources Bulletin of the year was sent on Jan. 14.

**Regional Business Recovery Coordinator:** Over the last two months, I continue to work with the Governor's office, the CDHPE, OEDIT and local governments to further understand the issues that each area is facing in relation to business resiliency and recovery. The project with the Colorado Hotel & Lodging Association and the Colorado Tourism Office to create and distribute information to incoming winter resort guests is complete and distributed, but there has been some lag in getting the CDHPE to update their County Covid map to include a legend of resort communities and links to site specific rules, but hopefully this task will be completed soon. I am now working with the Colorado Restaurant Association, ski resorts and select transportation companies on another one-pager to set expectations for incoming guests in those business segments. Recently Rachel, Jon & I had an excellent visioning session to map out some goals and objectives for the remainder of 1st & 2nd Qtr of 2021 to include the creation of native video content to be distributed via newsletter, website and social media. This will take the form of one-on-one video interviews and/or Zoom panel discussions. The NWCCOG Twitter and Facebook accounts are now up and running and have some content. If you are a Twitter and/or Facebook user, please follow us at @nwcocouncil and ask any of the staff within your areas to do the same. 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](mailto:jeff.andrews@nwccog.org) or call my cell at 970-390-3100.

**Alpine Area Agency on Aging (AAAA) – Erin Fisher, Director**

Funding Update (as of 1/5/2021): On December 21st, leadership in the Senate and House announced a bipartisan compromise that would address both the full fiscal year (FY) appropriations amounts as well as provide additional COVID relief funding. The bill provides funding for the full government for the remainder of FY2021, which runs through September 30, 2021.

There are both positive and negative implications of this legislation. It provides an additional \$175 million for Older Americans Act (OAA) nutrition programs, but this is significantly less funding than was included in prior relief bills or in other bipartisan proposals for this particular legislative package. There is also no additional funding for other parts of the OAA nor for the Medicaid program.

A summary list of important COVID relief provisions follows:

- \$175 million for OAA nutrition program
- Extension of OAA nutrition program flexibilities regarding transfers and nutritional requirements
- \$100 million for Elder Justice activities, of which \$50 million is allocated to Adult Protective Services
- Extends deadline to spend State/Local CARES Act relief funds until Dec 31, 2021
- An extension of outreach and education funding through the end of FY2023. This funding was originally provided by the Medicare Improvements for Patients and Providers Act (MIPPA) for Aging and Disability programs. The extension provided annual funding levels of:
  - \$15 million for SHIPs
  - \$15 million for AAAs
  - \$5 million for ADRCs
  - \$15 million for the National Center for Benefits Outreach and Enrollment
- Extends the Affordable Care Act's HCBS spousal impoverishment protections until September 30, 2023
- Allows Medicaid Fraud Control Units to investigate allegations of abuse and neglect in any setting
- Strengthens requirements regarding Medicaid's nonemergency medical transportation benefit, including requiring coverage in benchmark benefits plans

**Alpine Area Retired and Senior Volunteer Program (RSVP)** – Tina Strang, AAAA Program Specialist  
Year end for grant cycle 04/01/18-03/31/19:

## Vintage RSVP Program Update



Data Collection Period 04/01/2020-12/31/2020		
1,724.35 Hours	26 Unduplicated Volunteers with hours	\$11,883.19 paid out for mileage reimbursement



Total Eagle County residents receiving volunteer services this grant cycle (04/01/2018-12/31/2020)	
Transportation: 90	SHIP: 76
Home Delivered Meals: 230	In-Home Companionship: 1
Facility Companionship: 5	Respite: 1

**State Health Insurance Assistance Program (SHIP)/Senior Medicare Patrol (SMP)** – Jonnah Glassman, SHIP Medicare Coordinator

Like many things, Open Enrollment looked a little different this year for our SHIP Medicare Program! We were able to successfully work through barriers such as not being able to meet with people in person and navigate getting Medicare information to those who need it during these unprecedented times. We were able to add a new scheduling feature and resources to our website, create a virtual intake form, and find creative ways to reach the community.

A huge THANK YOU to our SHIP Volunteers for being such a fluid team and doing everything needed to help community members with their Medicare. They were able to assist over 160 people with their Medicare enrollment, spent over 158 hours with clients from 25 different towns. Also, a huge thank you for our ongoing collaboration with the Summit County Community and Senior Center, Pitkin County Senior Services, Mountain Family, Rural Health, Eagle County Public Health, Jackson County Council on Aging, and Roaring Fork Fire Rescue.

If you or someone you know is looking for more purpose and connection in the New Year, becoming a SHIP Medicare Volunteer is a wonderful way to do this. Our wonderful team of volunteers makes a big difference in the health and wellbeing of the members of our community. For more information, please reach out to our Medicare Coordinator Jonnah Glassman at 970-315-1328

**Elevator Inspection Program (EIP)** – David Harris – Director

The elevator program continued operations and thrived through 2020. They continue to do their work at an extremely high level of excellence. The enforcement program brought in \$460,000 more than was budgeted in 2020, which extended our ability to fund a major IT security upgrade, and enables us to fund the broadband program.

**Energy Program** - Nate Speerstra, Energy Program Specialist

The Energy Program is halfway through the Weatherization Assistance Program 20/21 grant cycle. There were provisions made in this grant's funding for capital equipment upgrades. The two new Ford Transit vans provide more useful space and more safety options for our crew. We have also purchased two new insulation machines. Three more vehicle upgrades are currently being planned. The crews are finishing a large multifamily complex in Salida. With COVID restrictions and difficulty obtaining new EnergyStar

refrigerators this project has been a difficult one to complete. Throughout this trying time our staff have continued to put forth an amazing effort.

Project BEECH has completed its initial phase. Three manufactured homes in Eagle County are now completely “beneficially electrified”. The WAP funded and installed all the weatherization measures and the Air Supplied Heat Pump heating and cooling systems. Eagle County, Walking Mountains, and Holy Cross Energy contributed with water heater and appliance fuel conversions and upgrades and necessary electrical upgrades. There is only one month’s worth of data comparing energy usage to last year but in all three homes the electrical usage was less, and the propane costs were eliminated. The potential benefits of this project are energy use reduction, fossil fuel use reduction, and greenhouse gas reduction. Benefits that are much harder to quantify but that are no less valid are an increased safety of that household by eliminating threats like gas leaks or carbon monoxide poisoning. One of the most impactful things for our crew was what they witnessed in one of the homes. The client heated their home with many small portable electric heaters. Because of the cost they kept their home at 63 degrees. Now that the home has been weatherized and an efficient heat pump system has been installed their little girl is able grow up in a warmer, safer home and her parents are still paying less on their utility bills. How do you quantify the benefit for that little girl? We will review and analyze these three homes and have plans to improve and grow this project in the upcoming years.

The CARE Program contract concluded at the end of 2020. We were able to provide energy efficiency upgrades to 126 homes across our territory. We had contracted for 175 but with the shutdown and the ensuing additional procedures and precautions that we are now taking that initial target became unrealistic. Again, it is a testament to the staff that we were still able to accomplish so much. The Crisis Intervention Program continues to outpace last year. I have gotten two new no-heat calls just while writing this update.

**Northwest All Hazards Emergency Management Region (NWAHEMR)** – *Kimberly Cancelosi,*

The 2021 Homeland Security Grant Program (HSGP) is open for project proposal applications and are due by the end of the business day, January 25, 2021. Applicants will present their requests during the February 17, 2021 NWAHEMR Board and All Working Group Meeting. After the presentation, the Board will rank and score the projects based on set criteria. FEMA and the Department of Homeland Security have identified four critical priority areas: cybersecurity, soft targets and crowded places, intelligence and information sharing, and emerging threats. Additionally, 25% of the grant funds must fall within the Law Enforcement Terrorism Prevention Activity definition. Projects can overlap in the requirements. All projects must provide in-depth investment justification for the proposed projects based on assessments of current capabilities within the four priority areas.

Once the projects are selected, the regional application is completed and submitted to DHSEM and FEMA. Each project is reviewed on a state and federal level to ensure the projects meet the required priority areas. Due to the election year and outcome, there is a possibility of changes to the grant requirements when the 2021 Notice of Grant Funding Opportunity (NOFO) is released.

The NWAHEMR Executive Board elections are scheduled for the January meeting as well. There are three two-year term positions: The Chairperson, First Vice-Chairperson, and Second Vice-Chairperson. Under the By-laws and Standard of Operations, only Emergency Managers can serve on the NWAHEMR voting and Executive Board.

**Northwest Loan Fund (NLF)** – *Anita Cameron, Director*

Please see attached report on the Energize Colorado Gap Fund (ECGF). Round two grant checks were issued on 12-22-20 completing the grant program. Approximately 20% of applicants were awarded grants. This was an immense project. A special thanks to Scott Pugsley, NLF’s Business Lending Assistant, for leading this so that we could get \$1,673,994.00 in grants to businesses in the NLF Territory. While this was a great help to those, the 80% unfunded shows the magnitude of the need in the NLF Territory. We have begun to send applications for the Energize loan program.

Despite Covid, the NLF made \$736,000 in loans in 2020 (1.47 x budget). Not all loans are fully funded with Federal Grant dollars.

Interest income is down due to loans on payment deferrals and 6 months of zero % interest.  
Fee income is down due to 1% being passed through to chfa to register loans in their Credit Reserve program. This is a pool of funds to offset losses that we might experience.

Anita is again checking in with clients by phone. Some have been hit again by Covid Level Red and payment deferrals are being granted as warranted.

Risk Ratings are:

3 clients are Satisfactory-1	(1% of loan balance)
Most clients are Watch-2	(10% of loan balance)
Two loans Substandard-3	(30% of loan balance)
Two loans Doubtful-4	(60% of loan balance)

**Northwest Region Healthcare Coalition (NWRHCC)** – Addy Marantino, Coalition Coordinators and Jon  
This group is living the grant with the extended COVID crisis impacting hospitals and their many partners throughout the year, underscoring the need for regional collaboration and resources that this grant program provides.

**Regional Transportation Coordinating Council (RTCC)** – Charles McCarthy, Mobility Manager  
The Mountain Ride information website is in the early stages of development. Tentative completion is slated to be in May of 2021. Once finished it will provide a central location for transportation information for the counties of Eagle, Garfield, Grand, Jackson, Routt, Pitkin, and Summit.

The RFP for the transportation gap analysis has been published with a due date of February 5, 2021. This should give us a new way to look into transportation needs post COVID-19. With this analysis, the RTCC will be able to hone in on specific area of need and work to fill those gaps in service.

**Water Quality & Quantity Committee (QQ)** – Torie Jarvis, Director and **Watershed Services & Summit Water Quality Committee (SWQC)** – Lane Wyatt, Director  
In mid-December, QQ saw a court ruling that favored the position of the federal agencies NWCCOG, Grand County, and the Colorado River District jointly supported through an amicus brief. The US District Court in Colorado upheld permitting for the Windy Gap Firing Project and dismissed a law suit brought against the US Bureau of Reclamation/ Army Corps of Engineers by Save Our Colorado and other environmental groups. [Read more here](#) and read the District Court's order [here](#). QQ, Grand County, and the River District filed an amicus brief in support of the federal agencies and Northern Water, the WGFP project proponent and an intervenor in the case with the federal agencies. The plaintiff environmental groups have until January 28<sup>th</sup> to appeal the District Court ruling.

- Background: QQ has a long history of work on the Windy Gap Firing Project (WGFP). WGFP is an expansion of the earlier Windy Gap Project in Grand County. When the original Windy Gap Reservoir was created, it was paired with a future plan to develop storage on the eastern slope. The Firing Project is the development of that storage on the east slope in what will be called Chimney Hollow Reservoir. NWCCOG, as the regional water quality management agency under Section 208 of the Clean Water Act, commented on water quality impacts during the NEPA process in coordination with Grand County and the River District. NWCCOG was also part of the Intergovernmental Agreement negotiations for the Windy Gap Firing Project because it was a party to the original Windy Gap Agreement that settled a lawsuit brought by NWCCOG and Middle Park against the first WG Project. The amicus brief by the west slope parties summarized the west slope's concerns voiced during the NEPA process, and also describe the complex package of agreements, IGAs, proposed mitigation and enhancement measures, and local permits. The brief also explained the enhancements in those agreements that address current damage to the river from the existing transmountain diversion projects. During NEPA, NWCCOG supported Grand County's position that this package of mitigation and enhancement measures would address west slope concerns with the WGFP, and reiterated that position in the amicus brief, available [here](#).

The restoration of Straight Creek along 1-70 was recently featured as an EPA Nonpoint Source Success Story, [available here](#). QQ, Summit Water Quality Committee, NWCCOG, and many other partners worked for decades to get Straight Creek off the 303(d) list of impaired waters in Colorado for sediment. Congrats to many QQ members who worked tirelessly on this and saw Straight Creek removed from the impaired listing in 2018, especially long-time QQ and SWQC consultant Lane Wyatt for his work over the years!

Generally in January, QQ starts its legislative monitoring efforts. However, as you've likely heard the Colorado Legislature will delay its full 2021 legislative session until at least February because of coronavirus. [Read more here](#). The legislature will convene next week, on January 13<sup>th</sup>, to swear in members and conduct other necessary business and then return no earlier than Feb. 16<sup>th</sup> to carry out the rest of the 120-day session. QQ will continue to monitor and inform members of legislation once the legislature reconvenes for its regular session.

Congratulations to all the new elected officials starting your tenure! In February or March we expect to have a new overview/ intro. to QQ resource. Stay tuned!! Please feel free to reach out to Torie Jarvis, Director and Staff Attorney on a contract basis to QQ, to get on the email list for QQ. Membership to QQ is open to any elected official or staff from a dues-paying member—you do not have to be officially designated to QQ. Contact Torie at [qqwater@nwccog.org](mailto:qqwater@nwccog.org) or 970-323-4330. We want to bid a very fond farewell to Karn Stiegelmeier, who advocated for headwaters water protection in many arenas during her tenure with the Summit BOCC, NWCCOG Council, the Colorado River District, and QQ.

QQ and Watershed Services are in the midst of an update to the NWCCOG Regional Water Quality Management Plan under Section 208 of the Clean Water Act (so often referred to as the "208 Plan"). We anticipate discussing the update with the NWCCOG Council later in 2021.

### **Broadband Program** – *Nate Walowitz, Regional Broadband Coordinator*

#### **Project THOR**

##### **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 connectivity 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 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**

- 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 handing 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
- 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 on 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 15<sup>th</sup> 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



# MEMORANDUM

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

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NWCCOG is embarking on the update to its Comprehensive Economic Development Strategy (CEDS), our regional plan for economic development. NWCCOG EDD's CEDS update will cover the period 10/1/2021 – 9/30/26, and is due to the EDA on 9/30/2021. The EDA has put all EDD's in the State of Colorado on the same CEDS update cycle in an effort to coordinate regional economic development efforts statewide. The CEDS 5-Year Update will be a major focus of the EDD program in 2021. Below is an outline of activities related to the CEDS 5-Year Update.

## **CEDS Strategy Committee**

The NWCCOG Council and EDD Board of Directors will serve as the CEDS Strategy Committee. These two governing bodies will provide oversight on the CEDS planning process, and will ultimately formally approve the CEDS 5-Year Update at the August 26, 2021 NWCCOG Council & EDD Board of Directors meeting. Rachel Lunney, EDD Director, will provide updates to the CEDS Strategy Committee monthly – via memo in board packet when there is a NWCCOG Council and/or EDD Board meeting, and via email during months when there is no meeting.

## **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.

## **Local Planning Documents**

Local planning efforts will be the foundation for the development of goals, objectives, strategies, and actions of the CEDS 5-Year update. EDD Director will gather all current planning documents do an analysis of each to identify common vision and themes.

## **Stakeholder Engagement**

Community and stakeholder engagement is part of the CEDS planning process. We will accomplish this by participating in local stakeholder engagement meetings throughout the first six months of 2021, as well holding one virtual stakeholder engagement session in each of our 5 counties in the first quarter of 2021.

## **CEDS Planning Process**

The goals, objectives, and regional action plan for the updated CEDS will be informed by (1) community engagement gathered through current planning processes ongoing in the region (2) existing local plans (3) outreach by NWCCOG's Regional Business Recovery Coordinator (4) regional economic and demographic data.

## **CEDS Planning Schedule**

- Monthly Updates - Updates on the planning process will be given at each NWCCOG Council & EDD Board of Directors meeting in 2021, as well as via email during the months the boards do not meet.
- Q1 2021: Gathering and analysis of plans currently in place in the region
  - Clearinghouse on website
  - Analysis of common vision and themes

- Q1 2021: Stakeholder Engagement – one Zoom session per county as well as participate in local ongoing community engagement meetings.
- Jan – August 2021: Update regional economic and demographic data.
- August 1: provide Draft CEDS to CEDS Strategy Committee.
- August 26: Final Approval of CEDS by CEDS Strategy Committee.
- Sept. 1 – Sept. 30 – Public Comment Period.
- October 1, 2021 – submit final CEDS 5-Year Update to EDA.

### **Current CEDS Goals, Objectives, and Accomplishments**

The goals and objectives are listed here as a starting point, in an effort to review what we currently see as the priorities of the region. Many of these still are priorities, and will be carried on in the updated CEDS. There will be some new priorities that will emerge as a result of the changing economic conditions we are currently experiencing.

## **Comprehensive Economic Development Strategy: 2017 - 2021 Strategic Direction/Action Plan**

### **Workforce**

GOAL: Develop a healthy, productive, quality workforce that meets the demand for the business community

Objectives:

- Build capacity in our region to have community infrastructure to support workforce: affordable housing, broadband, transportation, childcare, healthcare, education
- Foster an environment that supports the health and well-being of our workforce.
- Develop career pathways that help to retain a qualified workforce.

### **Business**

GOAL: Cultivate a diversified, stable, balanced, sustainable economy

Objectives:

- Create and maintain communities and a business climate attractive to entrepreneurs; Create an entrepreneurial ecosystem that encourages growth of new industries, new businesses.
- Encourage creation of higher-paying, year-round, career-focused jobs
- Provide access to capital for existing businesses as well as new start-ups
- Support, strengthen, build capacity in our region's key industries and existing businesses
- Build capacity of our towns and counties to meet their economic development goals

### **Community**

GOAL: Continue to help steward a unique community character and high quality of life attractive to year-round residents as well as visitors

Objectives:

- Protect our unique community character
- Protect the natural environment
- Assist our communities to have thriving main street/downtown areas with full storefronts

### **Resiliency**

GOAL: Foster a regional economy that is resilient to economic downturns/shocks and natural disasters in the long-term

Objectives:

- Build capacity of our towns and counties to be resilient in the face of natural disasters, economic downturns
- Bolster the long-term economic durability of the region so as not to be dependent on one single employer or one dominate industry
- Establishing Information networks among the various stakeholders in the region to encourage active and regular communications between the public, private, education, and non-profit sectors to collaborate on existing and potential future challenges.
- Promote a positive vision for the region

**Resiliency in the CEDS**

The EDA requires every EDD to submit a new 5-year CEDS reflecting current regional priorities, data, and changing economic conditions of the region. Certainly, the global pandemic has had significant effects on our region, and have changed our economic conditions significantly. Thus, the “new normal” economic conditions that have emerged as a result of COVID will be reflected in our updated CEDS. Further, the EDA has, in the last 5 years placed increased emphasis on “resiliency”. Specifically, EDD’s are required to include an “economic resiliency” component in the CEDS. This component may specifically focus on a strategy to promote disaster resiliency, but is encouraged to be a broader analysis about the economic resiliency of the region. The Resiliency Strategy shall detail region’s planning, response, and recovery activities to be implemented, should an economic disruption (disaster or otherwise) occur. Irrespective of focus, the Resiliency Strategy shall also contain a list of implementation priorities and steps to stabilize and support a region’s overall economic resiliency. Thus, resiliency will be a particular focus of the 5-Year CEDS update.



## Open Enrollment 2020 Recap

- 160 people received counseling
- 158 hours spent counseling
- 25 different cities

### Overview

The year of Covid -19! All of the Senior centers that we were able to see people in person did an outstanding job supporting Open Enrollment. They did a great job of keeping every one safe, clean, socially distanced and worked great with the counselors to schedule clients.

- **Summit Senior Center** was able to stay open and allow community members to meet there one on one with masks, a clear screen, in rooms with enough space to distance. *Ed O* prefers an hour and a half for counseling and turns his paper intake forms into *Lorie*, who scans and emails them over. *Dyann* prefers to do hour appointments, prefers clients to bring their lap top, and set up their Medicare account online ahead of time. We did loan her a lap top but she went back to using her iPad. She loves the new digital intake form.
- **El Jebel Senior Center** was able to have people until having to close in December due to Public Health regulations. *Ed Van* was able to work out an agreement with Basalt Fire Department and see people at the Roaring Fork Fire Rescue in a large conference room one on one. *Ed Van* prefers an hour and 15 minutes with clients. He likes to have a copy of clients files and we are still figuring out the best way to do this with the new digital intake form.
- **Pitkin Senior center** was closed to walk in's so *Patty* took appointments over the phone, she did not participate in the Calendly scheduling and preferred to schedule her own clients. She uses the new intake form submitting them digitally.
- **Golden Eagle Senior Center** was able to have people until having to close in December. After calling libraries, rec-centers, and work spaces we were unsuccessful finding a location and *Karen* had to finish OE over the phone. I did reach out to CMC who would be happy to have us when the reopen happens. *Karen* prefers an hour with clients in person but she can do over the phone or zoom. She submits her forms digitally.
- **Grand County and Jackson County** was completely closed and *Steve* was able to get to serve both these communities and do everything over the phone along with *Patty* in Pitkin County. He reaches out when he needs items mailed. He is wonderful at submitting his forms digitally.

## **Advertising**

We were able to run monthly ads in all the Senior Newsletters including Mountain Family Center's newsletter *Grand Seniors*, the Summit County Community and Senior Center, Eagle County's senior newsletters in Minturn, Golden Eagle and El Jebel, , Pitkin County Senior Center, , and Jackson County Council on Aging. We also were able to run multiple newspaper ads in all of the local daily newspapers with a media package which cost \$7,371. Over half of the people we helped said they heard about us from Newspaper articles. While it's hard to tell if this is the Senior newsletters or the local newspapers, running these ads is extremely helpful in spreading awareness of SHIP and Open Enrollment. Karen did note that many people read about us in the Vail Daily.

Where to go next year .... Newspapers seem to be very helpful in spreading the word. Karen would like to see some events added in community notes or the Newspaper calendar where it may be free to add. Ed Van would like to make sure we are covering all of the Roaring Fork Valley, which includes Garfield County. This could be a great collaboration with Mary Moon in the Glenwood area.

## **Scheduling and Website**

This year we used Calendly and interfaced it with our Vintage website. We were able to put up a pop-up on the homepage as well as a special OE page with additional materials and scheduling, which is disabled currently but ready for next year. Putting scheduling on the website allowed anyone access to the calendar and schedule appointments, taking a little stress off people calling and Jonnah answering the phone a total of 511 calls. It worked great in driving visits to our website, and put all the information for clients onto counselor's calendars, which the volunteers found helpful. The few draw backs with this was that the program took a little while to learn, you cannot see the schedules to cancel an appointment, and there were a few occasions where Dyann got put on the schedule when she was not working creating some complication. We paid \$135 a month for this service and canceled it after OE. We will revisit what makes the most sense for scheduling for OE next year.

## **Intake and Data**

Many things went digital this year with Covid. Navigating how to get confidential intake forms from counselors is challenging and extremely essential. To navigate this, we created an online form through FormSmarts. Most of the counselors took to this well. We ended up paying \$120 for 15 months. This is secure website allows counselors to enter their intake forms and an email with the form is generated and sent to me. I am able to pull an excel report of all these forms

and enter it into Stars and send it to Ceci for Peer Place. In the future we'd love to create a data volunteer position to help with this. I look forward to really fine tuning data gathering and entry in the next year.

### **To Sum up Open Enrollment 2020**

Like many things this year Open Enrollment was a little different during the times of COVID – 19. Compared to OE 2019, we helped 100 fewer clients this year. Not being able to see people in person or do things like they have been done in the past, also made things more complicated. However, we were down a counselor because I was new and was not able to provide counseling to the communities like Pitkin and Jackson who could really use some additional support as there isn't a specific volunteer serving those counties. Another challenge we faced was Rocky Mountain Health plan pulling out of all our communities creating a challenging navigation for our counselors. We spent a lot of time discussing this and how to navigate it.

Even though I wasn't able to counsel in person as the past SHIP Coordinator had in previous years, OE ran smoothly because I was in the office and able to navigate the calls, schedule clients, and answer incoming questions. We utilized the volunteers more than ever before and hope to continue to increase volunteer capacity with the growth of the program. We were able to unite a number of local SHIPS for monthly Zoom calls to help give each other with additional support. It was wonderful to be able to learn from other SHIPs best practices. Bringing a digital intake form, Calendly for scheduling, and additional resources to the website were over all a great addition and drove up visits to the Vintage website.

### **Where to go**

Good places to focus on for next year:

- Recruit and certify additional Volunteers to decrease the stress placed on current volunteers and increase overall capacity to help more people
- Recruit and train counselors in Pitkin and Jackson counties.
- Recruit and train a Data entry volunteer
- More monthly educational sessions to give our region Medicare information throughout the year
- Strengthen our relationships with all of the Health and Human Services in our counties, know names of people at each location to collaborate with.
- Create our own trainings pre Open Enrollment like Medicare/Medicaid/Disability review
- Serving 260 clients in 2021 would be a wonderful goal



# NWCCOG FOUNDATION

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

The Mission of the NWCCOG Foundation is to provide a mechanism for the member jurisdictions of Northwest Colorado Council of Governments to work collaboratively with not for profit organizations, citizen based groups and individuals on projects of mutual interest and benefit for the region.

The NWCCOG Foundation charges a 7.5% administration fee on all funds that are received into the NWCCOG Foundation bank account. This administration fee will be used to cover overhead and operating expenses related to the administration of the NWCCOG Foundation. The services provided for this administration fee include staff time and resources to account for all contributions received, provide acknowledgements for all contributions received, produce periodic project reports, write grant proposals, administer grant agreements/contracts between the NWCCOG Foundation and funders, and ensure that an annual independent audit is conducted.

The NWCCOG Foundation maintains a separate bank account and separates funds within that account by project.

Recent NWCCOG Foundation initiatives include the following:

1. **Blue River Restoration Project** – The Blue River Restoration project was a collaborative effort involving representatives from the Town of Silverthorne, NWCCOG Foundation, Inc., Trout Unlimited, US Forest Service-White River National Forest, Colorado Division of Wildlife, Colorado Department of Transportation, Denver Water Board, and Summit County Government. Between November 1, 2002 and November 1, 2003 the working committee raised \$99,898 to match the National Forest Foundation's \$94,750 challenge grant. The design for the restoration project was finalized in May 2003, construction began in early July 2003 and was completed in less than eight weeks.

2. **Gypsum Community Arts Center** – The NWCCOG Foundation, in partnership with the Town of Gypsum, and with the support of other local governments within Eagle County, Colorado, leveraged support for the construction of an outdoor theater in Gypsum, Colorado. The Community Arts Center is designed primarily as an outdoor theater. However, the design is such that the doors in front of the stage can be closed to create a smaller indoor venue for art shows and children’s programs. The Town of Gypsum has offered the historic Lundgren Barn (circa 1910), town-owned property near the Town Hall, and up to \$200,000 in matching funds toward the construction of an outdoor theater. The NWCCOG Foundation assisted in raising an additional \$120,000 in private sector funds. Construction of the Arts Center began in the summer of 2004 and was completed in the summer of 2005.
  
3. **Swan Mountain Recpath** – Summit County is home to an existing 55-mile countywide Recpath that is utilized by an estimated 500,000 people each year. This Recpath is a primary amenity supporting the county’s resort economy and the valued “quality of life” that attracts visitors and residents alike. The missing segment of this Recpath system is the section over Swan Mountain. This section has been left until last because of the difficulty of the terrain and the subsequent construction access issues that will cause it to be an expensive project. It is also the most important section because it will offer cyclists and others an alternative to sharing the narrow, winding and busy Swan Mountain Road with motorized vehicle traffic. Because of the size and cost of this project, the proposed Swan Mountain Recpath has been divided into four phases – each section is designed to stand alone until the others are constructed and connected. The Friends of Swan Mountain Recpath, a group of local volunteers convened and organized by the NWCCOG Foundation, initially focused its fundraising efforts on the Lowry Section, which was completed and opened to the public in August 2007. The group is now raising funds to cover the construction costs of the second phase - the Sapphire Section - which will connect the new Lowry Section to Sapphire Point via a 10-foot wide, paved path separated from the existing road. To date combined efforts between the public and private sectors have raised over \$2 million for the Lowry Section and \$1,753,000 of the \$1.9 million required for the Sapphire Section. Construction of the second phase is likely to begin in 2009.



Trains have not rumbled through the Tennessee Pass Line at Redcliff since 1997. A Texas-based freight mover has secured a lease to revive train traffic on the line, but an eastern Colorado land baron is contesting the plan. (Jason Blevins, The Colorado Sun)

#### TRANSPORTATION

## New plans for rail traffic over Colorado's Tennessee Pass spark protest from grain-hauling competitor

Rio Grande Pacific Corp. inks lease for long-dormant rail line through Colorado high country, floating possibility of oil cars in Browns Canyon while eastern Colorado billionaire landowner fights lease plan.

JAN 8, 2021 4:20AM MST

Jason Blevins



## Colorado Sun Daily Sun-Up: Colorado's Coronavi

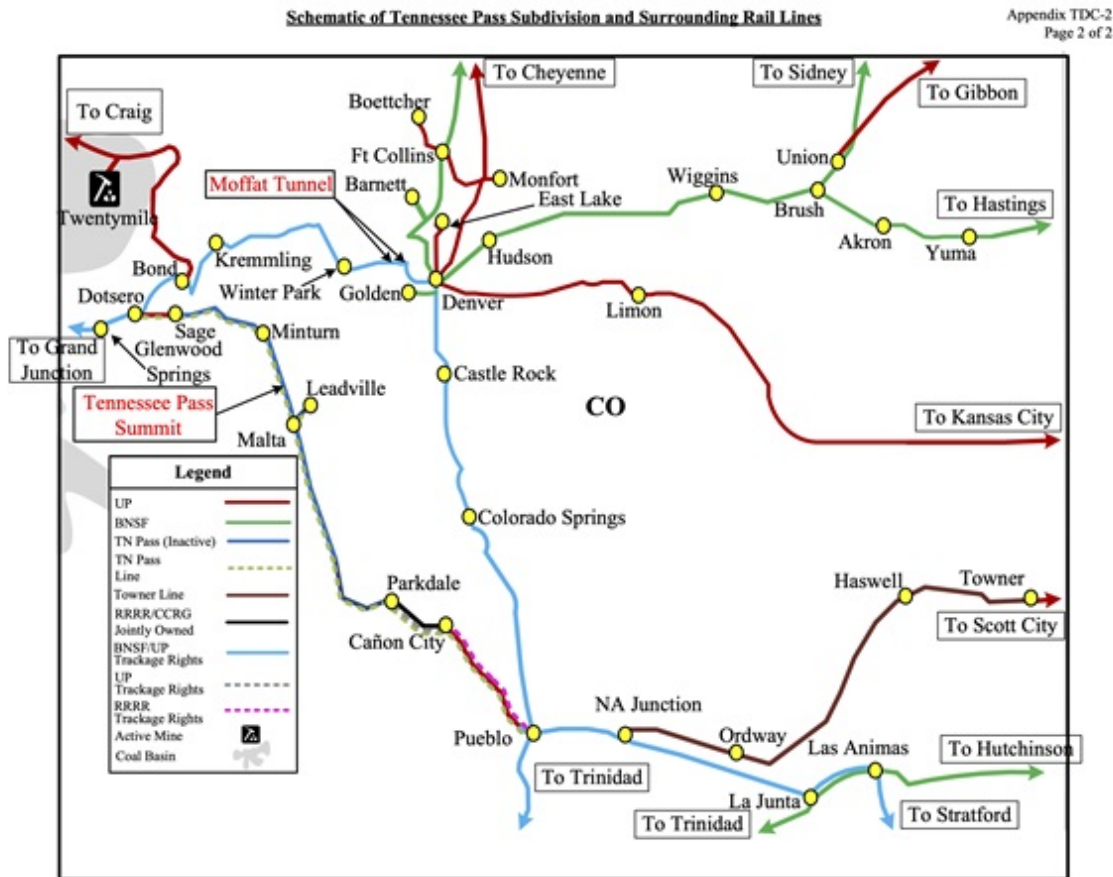
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**T**he Rio Grande Pacific Corp., based in Fort Worth, Texas, has the lease to run trains on the long-dormant lines between Cañon City and Dotsero.

But it will be many years before passenger cars and tankers filled with the freight-mover's crude oil traverse Tennessee Pass — and not just because costs to fix the line that last saw trains in 1997 will reach into the hundreds of millions of dollars. A billionaire grain and hemp baron on the Eastern Plains is girding to battle Rio Grande Pacific for the right to run trains on the historic Tennessee Pass Line.

Stefan Soloviev, heir to his father's Manhattan high-rise real estate fortune and owner of more than 350,000 acres of farmland in Colorado, Kansas and New Mexico, has spent the past year pushing the federal Surface Transportation Board and local Colorado communities and agencies to support his bid to ship his grain on the Tennessee Pass line.



Tennessee Pass Line and surrounding rail lines. (Surface Transportation Board filing)

But on Dec. 31, Rio Grande Pacific Corp. announced it had secured a lease on the Union Pacific tracks. The Texas rail company is the planned operator of a proposed rail line in Utah that will connect mountainous oil fields to the national rail network, raising concerns that trains of crude could be traversing Tennessee Pass, Browns Canyon and the Royal Gorge.

The Rio Grande Pacific Corp.'s new subsidiary Colorado Midland & Pacific Railway Co. said this week it was launching a listening tour of communities along the 209-mile route to discuss possible passenger and freight service. And Soloviev, who last year urged the federal Surface Transportation Board [to force Union Pacific to sell](#) the long-dormant Tennessee Pass Line to his Colorado Pacific Railroad, which serves his sprawling [empire of farmland on the plains](#), announced plans to protest the lease.

The board last year [denied Soloviev's request](#) for a forced sale, but left the door open for him to ask again.



And now Soloviev, whose [late father Sheldon Solow's legacy](#) includes more than 200 legal battles, is promising to fight the Union Pacific lease to Rio Grande Pacific Corp. and he's asking a host of Colorado leaders and agencies to support him.

“Monopolies have proven time and again in agriculture throughout the history of the United States to hurt no one more than the farmer and growers on the western plains and across the country,” reads [a Jan. 2 statement](#) from Soloviev announcing the plan to protest the lease.

Rafters float the Arkansas River through Browns Canyon National Monument, where two companies are hoping to revive the Tennessee Pass Line railroad that has been dormant since 1997. (Jason Blevins, The Colorado Sun)

Rio Grande Pacific Corp. is a rail freight company that owns four short-line railways that traverse 700 miles in six states. The company serves 140 freight companies, moving commodities in the agricultural, chemical, lumber, mineral and recycling industries. It does not operate any passenger service.

The first step for Tennessee Pass, company spokeswoman Sara Cassidy said, was the lease agreement to operate on the line.

“Now that we have an agreement, we plan to reach out to those communities along the corridor to determine what their economic development and transit plans are,” she said. “We want to listen to communities about what they want and need.”

Cassidy said she did not have a cost assessment for reviving the dormant Tennessee Pass Line but feasibility studies would follow the outreach phase, which will continue for “at least the next few months.”

Rio Grande Pacific Corp. is planning to operate a proposed \$1.5 billion railroad connecting oil fields in northeastern Utah’s Uinta Basin with the national rail network. Private equity fund Drexel Hamilton Infrastructures Partners is [financing the project](#), which would deliver 400,000 barrels of Uinta Basin heavy crude oil, which is too thick for a pipeline, to refineries on the Gulf Coast. The project is supported by the State of Utah’s Seven County Infrastructure Coalition and would connect the high-altitude oil fields with Union Pacific tracks.

The 85-mile Uinta Basin Railway is in the final stages of environmental review by the Surface Transportation Board, which is taking public comments on a massive [Draft Environmental Impact Statement](#) through Jan. 28.

The proposed Uinta Basin rail line would send [four to 10 trains per day](#) onto the national train network, with each train up to 10,000-feet long and carrying 110 oil tanker cars. Add other products, like fracking sand and materials for oil drilling operations, and the average number of trains per day could climb to 11.

Cassidy declined to talk about scenarios where Rio Grande Pacific Corp. would route Uinta Basin crude oil over Tennessee Pass and through Browns Canyon. The only connection between the Uinta Basin Railroad and the

Tennessee Pass lease agreement, she said, is that “the same parent company is involved.”

“We are viewing this corridor with a totally independent lens. We do have the connection between the two projects and we are just listening to what communities want right now,” Cassidy said, adding that hauling crude oil through Browns “is not in our current plan.”

Soloviev is not letting the Rio Grande Pacific Corp. deal go down without a fight.

Soloviev has spent more than \$100 million on 352,000 acres of wheat and hemp farmland in southern Colorado, Kansas and New Mexico since 2006, and earlier this year he asked the Surface Transportation Board to force Union Pacific to sell the Tennessee Pass line to his Colorado Pacific Railroad for \$8.8 million. Union Pacific had already rejected a \$10 million offer from Soloviev.

Soloviev argued the line had been dormant too long. In order to reach mills in Utah, his Crossroads Agriculture was sending its grain 250 miles east to connect with a westbound rail line. His wheat was traveling 500 miles “without any net westward progress,” reads the February filing with the Surface Transportation Board.

Soloviev [in 2017 won approval](#) from the transportation board [to force the sale](#) of the 122-mile Towner line in southeast Colorado. His agricultural company and Colorado Pacific Railroad invested \$17 million into rehabilitating the Towner Line and plans to open the railroad soon.

## **Lobbying for public officials’ support**

Union Pacific asked the transportation board to reject Soloviev’s forced sale request for the Tennessee Pass rail line, saying it was negotiating with another buyer. In March, the board denied Soloviev’s request for a forced sale, but left open the opportunity to re-file.

Colorado Pacific Railroad attorney William Osborn has been lobbying for the support of Colorado officials, sending letters in August, September and October asking them to help persuade the Surface Transportation Board to open the Tennessee Pass Line for rail service.

In Osborn's [letter to the Arkansas Headwaters Recreation Area](#), he said Crossroads Agriculture and Colorado Midland Railroad were "mindful there is some upper Arkansas Valley sentiment against" resuming service on the Tennessee Pass Line. Osborn said the company was ready to offer a 60-mile right-of-way for a recreational trail along the tracks from Leadville to Salida.

Rafters float the Arkansas River into Browns Canyon National Monument below a railroad bridge. A billionaire farmer on the Eastern Plains promises he will donate a 60-mile right-of-way along the track if he is able to run trains on the dormant line. (Jason Blevins, The Colorado Sun)

**RAFTERS FLOAT THE ARKANSAS RIVER INTO BROWNS CANYON NATIONAL MONUMENT BELOW THE IDLED TRAIN TRACKS OF THE TENNESSEE PASS LINE ON JULY 4, 2020. (JASON BLEVINS, THE COLORADO SUN)**

In a [letter to Colorado Department of Transportation](#) transit and rail director David Krutsinger, Osborn asked the state to tell the Surface

Transportation Board it wanted service restored on Tennessee Pass by any provider. He asked the agency to tell the national board that rail service on Tennessee Pass would be “a matter of public convenience and necessity.”

The letter outlines why the state should want rail traffic returned to Tennessee Pass, which includes its critical alternative to the 6.2-mile, state-owned Moffat tunnel, which cannot handle high loads like wind turbine parts, military equipment and industrial machinery. The letter outlined opportunities for eastern Colorado farmers to move grain to new markets on the West Coast. Osborn also noted how Tennessee Pass trains could alleviate truck

traffic on Interstate 70. Other benefits described in the letter to CDOT included ferrying water for firefighting, possibly passenger service between Cañon City and Minturn, and regular freight shipments to mountain towns in the winter when travel on I-70 is challenging.

A CDOT spokesman declined to comment, saying the agency is watching the early planning of what will be a lengthy process.

In a September [letter to Mark Greksa](#), the 13-year owner of the 12-mile [Royal Gorge Route Railroad](#) based in Cañon City, Osborn said any new traffic on the Tennessee Pass Line would not disrupt Greksa's tourist trains.

“Indeed the primary purpose of this letter is to inquire of your interest in expanding your tourist train operations,” Osborn wrote, asking if Greksa would want to return passenger service to the rails between Cañon City and Minturn, which last ferried passengers in 1964.

Greksa shares his line with [Rock & Rail Railroad](#), a freight company that runs trains at night, when his tourist train is idle. Greksa said he is

TODAY'S UNDERWRITER



expanding his tourist train operation with an additional four to five trains a day and Rock & Rail is growing as well. There is “absolutely no window” for additional trains on the line, Greksa said in an interview.

“As for the Royal Gorge Route, at this time, we would not grant permission for them to access this part of the line,” Greksa said. “I’m receiving calls from rafting companies who are concerned about the prospect of rail cars, carrying millions of gallons of oil through the gorge, experiencing a train derailment, and spilling crude into the Arkansas River. Many people are getting nervous, so I am working to calm some nerves.”



Rock and Rail Railroad operates the Royal Gorge Express tourist train through the Arkansas River's Royal Gorge. The railroad company opposed a request to force Union Pacific to sell the 178-mile Tennessee Pass Line, which includes their stretch of rail. (Provided by Royal Gorge Express)

In a late-[October letter to commissioners](#) in Pueblo, Fremont Chaffee, Lake and Eagle counties, Crossroads Agriculture and Colorado Pacific Railroad said they would “remain vigilant to ensure” the restoration of rail service over Tennessee Pass, even urging prompt rehabilitation of the line should Rio Grande Pacific Corp. land a deal with the Union Pacific. The letter to commissioners included a 1964 schedule of trains traveling between Pueblo and Minturn in a little more than five hours.

Osborn said in his letter to commissioners that the company recognizes there will be local opposition to reviving rail service.

“However, it now appears that the matter will be pursued to an endpoint of service restoration by one company or another,” he wrote. “We hope that whoever company that might be, your communities will see it as an action for the greater good, despite the misgivings of some.”



Passenger trains last ran over Tennessee Pass in 1964, ferrying passengers between Pueblo and Minturn.

Osborn, who declined to speak on the record but provided reams of documents and letters from his client, also sent a letter to Vail Resorts CEO Rob Katz, asking for his support in showing the federal transportation board the “public convenience and necessity” of rail service on Tennessee Pass.

Two days after Rio Grande Pacific Corp. announced its lease with Union Pacific, Soloviev’s Colorado Pacific Railroad announced it would file a protest asking the transportation board to reject the Tennessee Pass lease agreement “on the grounds that UP thereby maintains its monopoly stranglehold across the Rocky Mountains in Colorado.”

The [weekend news release](#) also said Colorado Pacific is requesting that the federal board reconsider the proposed forced sale and said Rio Grande Pacific’s new name for its Colorado business — Colorado Midland & Pacific

— was “deceptively similar to ours in a purposeful effort to confuse the public.”

“This is legally actionable and will not be tolerated,” the release reads.

Chaffee County Commissioner Greg Felt spoke with Rio Grande Pacific Corp.’s Cassidy shortly after the Dec. 31 lease announcement.

“She had very little information and was sort of wide open about the possibilities,” Felt said. “It didn’t really make much sense as a business plan.”

## A history of derailments

Where Eagle County might see opportunities in moving people up and down the Eagle River Valley, passenger traffic in the Arkansas River Valley is not a high priority, Felt said. Chaffee County’s two major towns, Salida and Buena Vista, are only 30 minutes apart.

Felt remembers derailments on the line in the 1980s and 1990s when coal cars tumbled into the Arkansas River just below Browns Canyon. Another time a flash flood sent cars into the river near Cotopaxi. Trains also derailed on the steep grade just [below Tennessee Pass](#) near Camp Hale, including an [accident in 1996](#) that killed two crew members and spilled sulphuric acid. Derailments played a role in Union Pacific’s decision to mothball the Tennessee Pass line in 1997.

“In the nearly 25 years since rail traffic ceased, our community has changed a lot,” Felt said. “Twenty-five years ago Salida had its back to the river and now the community has embraced the river. We have the largest stretch of Gold Medal waters in the state, the most popular fishery in the state and the most rafted river in the country. So I see a full spectrum of potential impacts with freight traffic. We need to look at the nature of the freight, too. That would be a real issue when you think about public safety and our environment. Will they be hauling grain or oil?”

Colorado Pacific Railroad, in its February filing with the transportation board, estimated it would take \$278 million to rehabilitate 209 miles of rail line between Dotsero and Cañon City, which includes replacing all rails and ties. That's for just freight. Adding passenger traffic would spike that cost. And Rio Grande Pacific Corp. estimates annual revenue will be about \$5 million from traffic on the Tennessee Pass Line. At that rate, paying off the cost of rehabilitation will take several decades if not close to a century.

Felt thinks any operator will need lots of freight traffic to pay off those repair costs.

"I don't really see how this pays. It doesn't really add up," he said.

Eagle County this year was hoping to launch a community process to gather input on how the rail line might fit into future transportation plans. That process was delayed by the pandemic, so Eagle County won't have a broad consensus for Rio Grande Pacific Corp.

Eagle County Commissioner Matt Scherr said even without a lot of public input, any activity on the rail line along the Eagle River from Minturn to Dotsero would be "tremendously impactful."

"I think the extremes are what we can agree on right now. Like pure freight, that would be all impact and zero benefit," Scherr said. "We are interested, at least conceptually, in passenger rail. I can't imagine why anyone would want to see freight with no other benefits."

## The latest from The Sun

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- [Colorado attorney general opens grand jury investigation into Elijah McClain's death](#)
- [Denver-based Dominion Voting Systems sues Trump lawyer Sidney Powell for at least \\$1.3 billion](#)

- [Colorado’s coronavirus vaccine rollout is confusing and frustrating — but also working, state leaders say](#)
- [New plans for rail traffic over Colorado’s Tennessee Pass spark protest from grain-hauling competitor](#)
- [Colorado’s statewide drought “pretty dire.” It’ll take more than a season’s snowfall to get out of it.](#)

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👁 Original Reporting	+
🗺 On the Ground	+
📄 Sources Cited	+

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Tags:

- Browns Canyon Buena Vista Chaffee County Colorado Midland & Pacific Railway
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- Royal Gorge Route Railroad Salida Stefan Soloviev Tennessee Pass Union Pacific
- Upper Arkansas River Valley Vail Valley





CRIME AND COURTS

## Colorado attorney general opens grand jury investigation into Elijah McClain's death

Weiser's office announced the grand jury investigation about six months after he was appointed by Gov. Jared Polis as a special prosecutor to review McClain's death



Jesse Paul

JAN 8, 2021 12:02PM MST



POLITICS AND GOVERNMENT

## Denver-based Dominion Voting Systems sues Trump lawyer Sidney Powell for at least \$1.3 billion

Powell has for weeks claimed without evidence that the Denver-based election technology vendor was part of a scheme to steal the election from President Donald Trump.

 **The Associated Press**

JAN 8, 2021 8:41AM MST



### HEALTH

## Colorado's coronavirus vaccine rollout is confusing and frustrating — but also working, state leaders say

Regional disparities have emerged, as counties, schools and hospitals all chart their own paths

 **John Ingold**

 **Erica Breunlin**

JAN 8, 2021 5:05AM MST



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Jon Stavney &lt;jstavney@nwccog.org&gt;

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**Tennessee Pass Rail Line news**

1 message

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**Sara Cassidy** <srtcassidy@rgpc.com>  
To: Sara Cassidy <srtcassidy@rgpc.com>

Thu, Dec 31, 2020 at 12:37 PM

Hello Friends, Colleagues and Community Leaders -

Today I write to share exciting news. The Colorado Midland & Pacific Railway Company (CMP) has entered into a commercial agreement with Union Pacific Railroad (UP) for the majority of the Tennessee Pass rail line owned by UP. CMP has filed for common-carrier authority to operate the Tennessee Pass Line with the U.S. Surface Transportation Board, the federal agency that regulates railroads.

By way of introduction, CMP is a wholly owned subsidiary of Rio Grande Pacific Corporation (RGPC), which owns or operates freight and passenger railroads in eight states including the DCTA Commuter Rail "A" Train between Denton and Carrollton, Texas. RGPC provides a broad range of services to the railroad industry worldwide. RGPC's expertise and services portfolio includes railroad communications and signaling technologies; railroad, track, and signal construction; railroad maintenance; track machinery remanufacturing; and engineering and consulting services. More information can be found at: [www.rgpc.com](http://www.rgpc.com)

We intend to begin assessment of local community needs and interest in commuter rail service between residential areas and workplaces of Eagle, Lake, Chaffee and Fremont counties. CMP President Robert Bach and RGPC CEO Richard Bertel look forward to their team engaging in the transportation planning work already underway to determine how the Tennessee Pass might play a role.

We appreciate the state and local agency transit efforts already in progress, too. We intend to work with the state and community groups, cities, and counties served by the Tennessee Pass line to evaluate the feasibility of rail service in the area. If there is a need and desire for this type of partnership, CMP will assist public agencies in obtaining funding for establishing passenger rail services as track and other infrastructure will require rehabilitation before any service can begin.

We also intend to explore development opportunities for freight rail services on the Tennessee Pass Line. There has been false speculation reported about RGPC's interest in the corridor. To confirm, RGPC is interested in working with communities to determine commuter and local freight rail service needs.

As we move forward, please help us keep the public be safe and aware: trespassing on railroad lines, even if they appear inactive, is dangerous. For railroad emergencies, we will work to coordinate with local law enforcement agencies through CMP's emergency response line at: 682-703-8505.

On behalf of CMP, I welcome your feedback, comments and questions. My contact information follows. I look forward to being in touch. Happy New Year!

Best regards,  
Sara Cassidy

Sara Thompson Cassidy  
CMP Community Liaison for Tennessee Pass  
[srtcassidy@rgpc.com](mailto:srtcassidy@rgpc.com)  
303-619-2327





Jon Stavney &lt;jstavney@nwccog.org&gt;

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**Tennessee Pass Rail Line - follow up from Colorado Midland & Pacific**

1 message

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**Sara Cassidy** <srtcassidy@rgpc.com>  
To: Sara Cassidy <srtcassidy@rgpc.com>

Fri, Jan 8, 2021 at 12:45 PM

Hello, Friends, Colleagues and Community Leaders:

I'm writing to follow up about questions and reports related to the Tennessee Pass Rail Line.

First, Colorado Midland & Pacific (CMP) is a subsidiary of Rio Grande Pacific Corporation, which owns or operates freight and passenger railroads in multiple states including the DCTA Commuter Rail "A" Train between Denton and Carrollton, Texas. It has been falsely reported that we do not operate passenger service. We confirm we do operate commuter rail.

We are concerned about a false rumor that has been propagated about the Tennessee Pass Rail Line.

To be clear, Colorado Midland & Pacific has no plan, intention, or means to operate oil trains across the Tennessee Pass line. CMP has an agreement for a portion of the Tennessee Pass only -- that is from Sage to Parkdale. CMP seeks to explore and develop commuter/passenger rail and local freight opportunities within that ~160-mile corridor, and we wish to do so in coordination and consultation with communities and planning agencies in the area. Any speculation scenarios or misinformation about oil or other commodities moving on the Tennessee Pass is simply rumor, conjecture and assumption. CMP has no plan whatsoever to operate oil trains on Tennessee Pass.

Please feel welcome to contact me if I can provide more information or answer questions you may have. We look forward to hearing your feedback.

Best regards,

Sara Cassidy

Sara Thompson Cassidy  
CMP Community Liaison for Tennessee Pass  
[srtcassidy@rgpc.com](mailto:srtcassidy@rgpc.com)  
303-619-2327

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**From:** Sara Cassidy  
**Sent:** Thursday, December 31, 2020 1:37 PM  
**To:** Sara Cassidy <[srtcassidy@rgpc.com](mailto:srtcassidy@rgpc.com)>  
**Subject:** Tennessee Pass Rail Line news

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Sara Cassidy

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