

2025 | NWCCOG Draft Budget

PRESENTED FOR APPROVAL
OCTOBER 24, 2024

**Northwest Colorado
Council of Governments**





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2024 Revised and 2025 Budget

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Letter from Executive Director & Finance Director

NWCCOG Council and all Members,

Welcome to the proposed 2025 Budget for the Northwest Colorado Council of Governments, presented at the October meeting following a Budget Workshop, and set to be approved at the December meeting as required by Article V of the Amended and Restated Bylaws of the Northwest Colorado Council of Governments.

Payroll: The 2025 budget proposes a **2.6% COLA increase with a 2.4% merit increase** (together these closely reflect the Denver-Aurora-Lakewood Consumer Price Index calculated by the Department of Labor, month ending in May 2024) per employee. Our primary asset is our people. The value we deliver through services is a direct result of their efforts. We continue to attract and retain quality employees in a very competitive market. We put considerable time into training. The 2024 Wage Range analysis for each position will better align our wages to the current market and is recommended to be adjusted top-to-bottom for all positions by 2.6% COLA in 2025, just as it was a 5.1% COLA in 2024. COLA annual increases seem to be softening from the post COVID years that saw 9% increases in cost.

General Administration: we submitted to CDOT for approval our Indirect Rate this year (for 16.5% again, though Auditors recommended 18.02%) to confirm that it is compliant with 2 CFR 200. The indirect revenues pay for 100% of the Office Manager and Accountant's time, and a majority of the Finance Director (68%). Due to increased number of employees and rate, 30% of the Executive Director wages (down from 36%) are to be paid through Indirect. The 2025 Indirect revenue budget totals \$764,127 and represents 5% of the total budget. Rent for each program was increased 10% in 2025, the same as in 2024, to bolster the fund balance for the aging NWCCOG office building. After mortgage, CAM and planned capital improvements, this will leave the building fund balance low at \$51,000 at the end of 2025. Though our priority is to keep it at \$100,000 we have utilized the fund for significant necessary remodel work in recent years.

Dues: The projected 2025 Member Dues (jurisdictions confirm participation by December 1) are \$464,667 following a vote of approval from NWCCOG Council at the August Meeting (plus Jackson County. Combined with Indirect and fees for service from the Elevator Program, dues are the "General Fund" of NWCCOG. Note that QQ projected dues for 2024 are not approved yet, but there is a 3% proposed increase totaling \$193,408. This is most of the QQ operating budget. QQ also keeps a \$100,000 Legal Defense Fund balance and continues to build on beginning fund balance. All incorporated municipalities and 5 of 6 Counties in Region 12 are currently NWCCOG Members.

Leverage: One of the primary values of membership in NWCCOG is the ability of the organization each year to leverage Regional Business Dues as matching funds for grant programs which require it. Member dues represent a single digit fraction of the overall NWCCOG budget, but this "local match" is required for NWCCOG to qualify for a number of grants and key programs listed below. For 2025, the following estimated amounts are submitted for approval with the budget:

| | | |
|-------------------------------|------------------|---------------|
| Vintage | \$ 73,246 - cash | |
| Broadband Grant | \$ 80,000 - cash | |
| Economic Development District | \$ 80,000 - cash | |
| Watershed Services | \$ 6,996 - cash | |
| <hr/> | | |
| TOTAL | \$240,242 | (51% of Dues) |

The Bylaws require Restricted Emergency Reserve Account to be 10% of the current year's internal programs' projected revenues, which are \$14,240,043. The balance of the reserve fund is estimated to be \$1,502,713 at the beginning of 2025 and is anticipated to be \$1,731,358 at the end of 2025 which equals 12% of the internal program budgeted revenues. We feel confident that the 2025 budget continues NWCCOG's commitment to provide high-quality, cost-effective services to our members.

Jon Stavney, Executive Director 

Becky Walter, Finance Director 



History & Mission Statement

2025 BUDGET

HISTORY

Northwest Colorado Council of Governments was established as Colorado Planning and Management Region XII in 1972 by Executive Order of the Governor in response to the Federal Intergovernmental Cooperation Act of 1968. Regional, multi-jurisdictional planning was encouraged as a means to avoid overlap, duplication, and competition between local planning activities and to coordinate planning and management of certain activities at a regional level. Today, NWCCOG core programs serve a six-county region including Eagle, Grand, Jackson, Pitkin, Routt and Summit Counties and 25 municipalities therein. Additional members from outside Region XII include the Cities of Glenwood Springs. Many programs serve customer bases larger than Region 12, some serving as many as 9 counties, for various reasons – including critical mass and opportunity.

MISSION STATEMENT

Northwest Colorado Council of Governments fosters innovative regional solutions and supports local government members by managing diverse programs that deliver direct services and grant funding opportunities to beneficiaries across the region; providing leadership, guidance, and partnership building; and advocating members' interests and needs with local, state, and federal entities.



2024 Year NWCCOG Council Members

COUNTIES

Eagle
Grand
Pitkin
Summit
Routt

REPRESENTATIVES

Jeanne McQueeney*
Randy George*
Patti Clapper, Vice Chair*
Nina Waters
Tim Redmond

ALTERNATE

Kathy Chandler-Henry
Merrit Linke
Steve Child
Tamara Pogue
Tim Corrigan

MUNICIPALITIES

Aspen
Avon
Basalt
Blue River
Breckenridge
Dillon

Eagle
Fraser
Frisco
Glenwood Springs
Granby
Grand Lake
Gypsum
Hayden
Hot Sulphur Springs
Keystone
Kremmling
Minturn
Montezuma
Red Cliff
Silverthorne
Snowmass Village
Steamboat Springs
Vail
Walden
Winter Park

REPRESENTATIVES

Councilor Ward Hauenstein
Chico Thuon
Rick Stevens
Toby Babich
Kristen Brownson
Carolyn Skowyra, Sec-
Treasurer*
Geoff Grimmer
Michael Brack
Diane McBride
Steve Boyd
Joshua Hardy
Vacant
Jeremy Rietmann
Matthew Mendisco
Ray Tinkum
Dan Sullivan
Ashley MacDonald
Eric Gotthelf
Lesley Davis
Ben Kliemer
Jonah Glassman
Britta Gustafson
Michael Buccino
Kathleen Halloran
James Dustin
Keith Riesberg

ALTERNATE

Sam Rose
Tamra Underwood
Sara Nadolny
Michelle Eddy
Kelly Owens
Nathan Johnson

Ellen Bodenhemier
Sarah Catanzarite
Stacey Nell
Jacob Zook
Ted Cherry
Baxter Strachan
Lana Bryce
Ryan Banks
Christene Lee
Ken Riley
Teagen Serres
Gusty Kanakis
Levi Corrigan
Melissa Mathews
Ann-Marie Sandquist
Alyssa Shenk*
Ginger Scott
Russel Forrest
Sherry Cure
Alisha Janes

*Denotes Executive Committee Members



2025 Fiscal Management

Program Categorization:

Internal, Employee Managed Programs:

Internal programs are managed by NWCCOG employees. NWCCOG is the sponsoring agency for Vintage (Area Agency on Aging), Elevator Inspection Program (EIP), Energy Management, Regional Broadband & Project THOR, Regional Business (RB), Economic Development District (EDD), the Northwest Loan Fund (NLF) and Regional Transportation Coordinating Council (RTCC) as well as sub-programs to each of these. These "internally" sponsored programs are included in the NWCCOG annual audit and share administrative costs through applied indirect cost rate.

External and Contracted Programs:

NWCCOG enters into agreements for the provision of fiscal oversight, and sometimes office space and other admin services with external programs that can benefit through co-location and shared usage of NWCCOG resources. Most external programs are coordinated by contract staff rather than employees with benefits. The NWCCOG Foundation, Inc. is administered by NWCCOG, but its administrative costs are covered by a 5% administrative rate assessed annually *to active accounts* rather than by an indirect cost rate. The NWCCOG Foundation's 5% administrative fee may be waived for NWCCOG members or programs that are partnering with the Foundation on projects.

NWCCOG is the designated fiscal agent for the Northwest All Hazards Emergency Management Region (NWAHEMR) whose grant does not allow indirect, and the Northwest Colorado Healthcare Coalition (NWHCC) for which we negotiated a 10% administrative fee on actual expenditures. Federal granting sources for the NWAHEMR do not allow reimbursement for expenses based on an indirect cost rate so all expenses are individually calculated and direct billed. NWCCOG also serves as the fiscal agent for the Water Quality/Quantity Committee (QQ), Watershed Services, and Wild & Scenic Stakeholder group which are each charged an administrative fee which is somewhat less than the indirect fee charged to programs.

Fiscal Philosophy:

NWCCOG will operate common cost centers such as motor pool, the building fund, and arrange for leasing and/or purchasing of equipment, cars, phone systems, fax machines, copiers, postal machines, etc. to meet the needs of internal staff and for external program contractors as arranged. Actual costs for the use of the equipment and services will be charged directly to programs whenever it is reasonable for NWCCOG staff to do so. In recent years, leased vehicles are being charged directly to the programs to which they are assigned.



2025 Indirect Cost Rate

2025 BUDGET

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

Support Areas: The 2025 Indirect Cost Center is comprised of support services, which provide fiscal accountability, communication services, and basic office functions.

Fiscal: Includes two full FTE positions, Finance Director and Accountant, as well as annual audit expense, accounting software support, and check printing.

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

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

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

| YEAR | RATE (%) |
|--------------------------|--------------|
| 2025 | 16.50 |
| 2024 | 16.50 |
| 2023 | 16.50 |
| 2022 | 15.00 |
| Four Year Average | 16.13 |



Annual Dues Assessment Policy

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

2. CALCULATION AND APPROVAL OF TOTAL ANNUAL DUES ASSESSMENT: The proposed total annual dues assessment will be adjusted by the latest available population estimates and assessed valuation and a factor calculation for each. The proposed total dues assessment shall be calculated by adding the individual jurisdictions' dues amounts together. The proposed total annual dues assessment will be presented to the membership for approval at the July Council meeting (or) when Population numbers are available, or no later than the August meeting for approval.

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

4. ANNUAL CONFIRMATION OF DUES ASSESSMENT: The dues calculation shall be reviewed and approved by the NWCCOG Council at either the July or August meeting. By August 31st, NWCCOG shall send notices to each Member Jurisdiction stating the amount of the next calendar year's annual assessment for services, including a confirmation of that annual assessment. The confirmation of intention to pay the assessment must be received by NWCCOG by December 1st.

5. PAYMENT OF DUES ASSESSMENT: Dues Assessments are billed in early January and due and payable on an annual basis by February 28th. All members who have fulfilled their dues assessment responsibilities by this date will be considered "current" and thereby eligible for all Member rights, privileges, and services for the calendar year including participating as voting members of Council. New members jurisdictions may join at any time and pay that year dues based on the same calculations.

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

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

NWCCOG 2025 REGIONAL BUSINESS DUES ANALYSIS

FORMULA :

POPULATION 0.720000

2023 draft population estimates, Colorado Department of Local Affairs, Demography Section

ASSESSED VALUATION 0.0000102

Certification of Levies & Revenues as of 1/1/2024, Year 2023, 53rd Annual Report, Division of Property Taxation, State of Colorado

Approved by NWCCOG Council on July 11, 2024

Revised September 23, 2024 for addition of Jackson County

Completed by Becky Walter, Finance Director 6/26/2024

Denver-Aurora-Lakewood CPI May 2024 - 2.6%

| | | POPULATION | | ASSESSED VALUATION | | | 2025 PROPOSED DUES | 2024 DUES PAID | Difference 2024-2025 | 2024-2025 % CHANGE |
|--|----------------|----------------|----------------------|-----------------------------|----------------|----------------------|----------------------|----------------------|----------------------|--------------------|
| COUNTY | | | | | | | | | | |
| EAGLE COUNTY | 54,411 | 37.83% | \$ 39,175.92 | \$ 5,167,917,420.00 | 28.82% | \$ 52,712.76 | \$ 91,889.00 | \$ 87,257.00 | \$ 4,632.00 | 5.0% |
| GRAND COUNTY | 15,971 | 11.10% | \$ 11,499.12 | \$ 1,415,383,820.00 | 7.89% | \$ 14,436.91 | \$ 25,936.00 | \$ 23,550.00 | \$ 2,386.00 | 9.2% |
| PITKIN COUNTY | 16,642 | 11.57% | \$ 11,982.24 | \$ 5,695,563,980.00 | 31.76% | \$ 58,094.75 | \$ 70,077.00 | \$ 63,790.00 | \$ 6,287.00 | 9.0% |
| ROUTT COUNTY | 25,064 | 17.42% | \$ 18,046.08 | \$ 2,103,204,440.00 | 11.73% | \$ 21,452.69 | \$ 39,499.00 | \$ 35,699.00 | \$ 3,800.00 | 9.6% |
| SUMMIT COUNTY | 30,441 | 21.16% | \$ 21,917.52 | \$ 3,456,585,680.00 | 19.27% | \$ 35,257.17 | \$ 57,175.00 | \$ 54,738.00 | \$ 2,437.00 | 4.3% |
| JACKSON COUNTY | 1,311 | 0.91% | \$ 943.92 | \$ 95,163,363.00 | 0.53% | \$ 970.67 | \$ 1,915.00 | \$ 2,104.00 | \$ (189.00) | -9.9% |
| TOTAL COUNTY | 143,840 | 100.00% | \$ 103,564.80 | \$ 17,933,818,703.00 | 100.00% | \$ 182,924.95 | \$ 286,490.00 | \$ 267,138.00 | \$ 19,352.00 | 6.8% |
| MUNICIPAL | | | | | | | | | | |
| EAGLE | | | | | | | | | | |
| BASALT (EAGLE & PITKIN) | 4,101 | 5.06% | \$ 2,952.72 | \$ 316,218,930.00 | 2.91% | \$ 3,225.43 | \$ 6,178.00 | \$ 5,774.00 | \$ 404.00 | 6.5% |
| AVON/AVON METRO | 6,039 | 7.45% | \$ 4,348.08 | \$ 363,265,720.00 | 3.34% | \$ 3,705.31 | \$ 8,053.00 | \$ 7,492.00 | \$ 561.00 | 7.0% |
| | 7,328 | 9.05% | \$ 5,276.16 | \$ 240,061,950.00 | 2.21% | \$ 2,448.63 | \$ 7,725.00 | \$ 7,044.00 | \$ 681.00 | 8.8% |
| | 9,269 | 11.44% | \$ 6,673.68 | \$ 268,347,450.00 | 2.47% | \$ 2,737.14 | \$ 9,411.00 | \$ 8,552.00 | \$ 859.00 | 9.1% |
| MINTURN | 953 | 1.18% | \$ 686.16 | \$ 46,134,010.00 | 0.42% | \$ 470.57 | \$ 1,157.00 | \$ 1,079.00 | \$ 78.00 | 6.7% |
| RED CLIFF | 245 | 0.30% | \$ 176.40 | \$ 7,776,750.00 | 0.07% | \$ 79.32 | \$ 256.00 | \$ 241.00 | \$ 15.00 | 5.9% |
| EAGLE GRAND | | | | | | | | | | |
| VAIL | 4,474 | 5.52% | \$ 3,221.28 | \$ 1,746,525,450.00 | 16.05% | \$ 17,814.56 | \$ 21,036.00 | \$ 21,546.00 | \$ (510.00) | -2.4% |
| FRASER | 1,564 | 1.93% | \$ 1,126.08 | \$ 116,552,650.00 | 1.07% | \$ 1,188.84 | \$ 2,315.00 | \$ 2,051.00 | \$ 264.00 | 11.4% |
| | 2,428 | 3.00% | \$ 1,748.16 | \$ 125,024,410.00 | 1.15% | \$ 1,275.25 | \$ 3,023.00 | \$ 2,632.00 | \$ 391.00 | 12.9% |
| GRAND LAKE | 399 | 0.49% | \$ 287.28 | \$ 77,833,730.00 | 0.72% | \$ 793.90 | \$ 1,081.00 | \$ 1,091.00 | \$ (10.00) | -0.9% |
| HOT SULPHUR SPRINGS | 677 | 0.84% | \$ 487.44 | \$ 13,637,590.00 | 0.13% | \$ 139.10 | \$ 627.00 | \$ 582.00 | \$ 45.00 | 7.2% |
| | 1,458 | 1.80% | \$ 1,049.76 | \$ 25,854,750.00 | 0.24% | \$ 263.72 | \$ 1,313.00 | \$ 1,224.00 | \$ 89.00 | 6.8% |
| WINTER PARK | 1,235 | 1.52% | \$ 889.20 | \$ 264,228,500.00 | 2.43% | \$ 2,695.13 | \$ 3,584.00 | \$ 3,229.00 | \$ 355.00 | 9.9% |
| JACKSON | 572 | 0.71% | \$ 411.84 | \$ 6,474,769.00 | 0.06% | \$ 66.04 | \$ 478.00 | \$ 479.00 | \$ (1.00) | -0.2% |
| PITKIN | 6,598 | 8.14% | \$ 4,750.56 | \$ 2,956,547,200.00 | 27.17% | \$ 30,156.78 | \$ 34,907.00 | \$ 33,174.00 | \$ 1,733.00 | 5.0% |
| KREMMLING | 2,993 | 3.69% | \$ 2,154.96 | \$ 848,598,720.00 | 7.80% | \$ 8,655.71 | \$ 10,811.00 | \$ 9,141.00 | \$ 1,670.00 | 15.4% |
| ROUTT | 1,954 | 2.41% | \$ 1,406.88 | \$ 41,039,340.00 | 0.38% | \$ 418.60 | \$ 1,825.00 | \$ 1,676.00 | \$ 149.00 | 8.2% |
| SUMMIT | 13,267 | 16.38% | \$ 9,552.24 | \$ 1,348,356,800.00 | 12.39% | \$ 13,753.24 | \$ 23,305.00 | \$ 20,702.00 | \$ 2,603.00 | 11.2% |
| BLUE RIVER | 835 | 1.03% | \$ 601.20 | \$ 92,111,260.00 | 0.85% | \$ 939.53 | \$ 1,541.00 | \$ 1,330.00 | \$ 211.00 | 13.7% |
| BRECKENRIDGE | 4,955 | 6.12% | \$ 3,567.60 | \$ 995,369,190.00 | 9.15% | \$ 10,152.77 | \$ 13,720.00 | \$ 13,607.00 | \$ 113.00 | 0.8% |
| DILLON | 1,016 | 1.25% | \$ 731.52 | \$ 146,972,120.00 | 1.35% | \$ 1,499.12 | \$ 2,231.00 | \$ 2,263.00 | \$ (32.00) | -1.4% |
| | 2,740 | 3.38% | \$ 1,972.80 | \$ 355,158,100.00 | 3.26% | \$ 3,622.61 | \$ 5,595.00 | \$ 5,476.00 | \$ 119.00 | 2.1% |
| KEYSTONE | 835 | 1.03% | \$ 601.20 | \$ 92,111,260.00 | 0.85% | \$ 939.53 | \$ 1,541.00 | \$ 1,500.00 | \$ 41.00 | 2.7% |
| | 69 | 0.09% | \$ 49.68 | \$ 3,789,530.00 | 0.03% | \$ 38.65 | \$ 88.00 | \$ 82.00 | \$ 6.00 | 6.8% |
| FRISCO | 5,004 | 6.18% | \$ 3,602.88 | \$ 384,580,800.00 | 3.53% | \$ 3,922.72 | \$ 7,526.00 | \$ 7,064.00 | \$ 462.00 | 6.1% |
| TOTAL MUNICIPAL | 81,008 | 100.00% | \$ 58,326.00 | \$ 10,882,570,979.00 | 100.00% | \$ 111,002.22 | \$ 169,327.00 | \$ 159,031.00 | \$ 10,296.00 | 6.1% |
| REGION XII SUBTOTAL | 224,848 | | \$ 161,890.80 | \$ 28,816,389,682.00 | | \$ 293,927.17 | \$ 455,817.00 | \$ 426,169.00 | \$ 29,648.00 | 6.5% |
| SILVERTHORNE | | | | | | | | | | |
| GLENWOOD SPRINGS | 10,149 | | \$ 7,307.28 | \$ 339,006,340.00 | | \$ 3,457.86 | \$ 10,765.00 | \$ 10,235.00 | \$ 530.00 | 4.9% |
| OUTSIDE Region XII SUBTOTAL | 10,149 | | \$ 7,307.28 | \$ 339,006,340.00 | | \$ 3,457.86 | \$ 10,765.00 | \$ 10,235.00 | \$ 530.00 | 4.9% |
| TOTAL DUES | | | | | | | \$ 466,582.00 | \$ 436,404.00 | \$ 30,178.00 | 6.5% |
| Non-Current Members for Reference | | | | | | | | | | |
| CARBONDALE | 6,575 | | \$ 4,734.00 | \$ 243,718,670.00 | | \$ 2,485.93 | \$ 7,219.93 | | | |
| LEADVILLE | 2,639 | | \$ 1,900.08 | \$ 62,160,960.00 | | \$ 634.04 | \$ 2,534.12 | | | |
| OAK CREEK | 859 | | \$ 618.48 | \$ 14,131,820.00 | | \$ 144.14 | \$ 763.00 | | | |
| YAMPA | 400 | | \$ 288.00 | \$ 6,187,480.00 | | \$ 63.11 | \$ 351.00 | | | |
| SUBTOTAL | 10,473 | | \$ 7,540.56 | \$ 326,198,930.00 | | \$ 3,327.23 | \$ 10,868.05 | | | |

2024 REVISED & 2025 Program Budgets



NWCCOG 2025 All Funds Budget Summary

| | Estimated 2025 Beginning Fund Balances | Budgeted Revenues | Budgeted Expenses | Transfers | Net | Ending Fund Balances |
|--|--|----------------------|------------------------|-------------|-------------------|-------------------------|
| Internal Programs | | | | | | |
| Broadband | - | 221,322 | (243,499) | 22,177 | - | - |
| Economic Development | - | 155,111 | (155,345) | - | (234) | - |
| Elevator Inspection | - | 2,134,000 | (1,853,488) | (57,177) | 223,335 | - |
| Energy Management | 645,161 | 5,551,087 | (5,400,961) | - | 150,126 | 795,287 |
| Northwest Loan Fund | 1,549,895 | 340,650 | (326,476) | - | 14,175 | 1,564,070 |
| Project THOR | 182,244 | 1,342,893 | (1,261,889) | - | 81,004 | 263,248 |
| Regional Business | - | 659,517 | (663,790) | - | (4,273) | - |
| Regional Transportation | 155,930 | 187,187 | (187,187) | - | - | 155,930 |
| Vintage- AAA | 470,408 | 1,921,672 | (1,905,150) | - | 16,522 | 486,930 |
| Subtotal - Internal Programs | \$ 3,003,638 | \$ 12,513,440 | \$ (11,997,784) | | \$ 480,655 | \$ 3,265,465 |
| External Programs | | | | | | |
| Health Care Coalition | - | 251,154 | (251,154) | | - | - |
| Homeland Security | - | 143,383 | (143,383) | | - | - |
| NWCCOG Foundation | 12,612 | 15 | (120) | | (105) | 12,507 |
| Water Quality/Quantity | 178,484 | 201,749 | (201,749) | | - | 178,484 |
| Watershed Services | 24,693 | 65,370 | (65,370) | | - | 24,693 |
| Wild & Scenic | 30,465 | 129,030 | (129,030) | | - | 30,465 |
| Subtotal - External Programs | \$ 246,254 | \$ 790,701 | \$ (790,806) | | \$ (105) | \$ 246,149 |
| Total - Non-Duplicated Budget Prior to Internal Service Funds | 3,249,892 | 13,304,141 | (12,788,590) | | 480,550 | 3,511,614 |
| Internal Service Funds Funds | | | | | | |
| Indirect | 190,358 | 764,127 | (811,066) | - | (46,938) | 143,420 |
| Motor Pool | 18,924 | - | (7,000) | - | (7,000) | 11,924 |
| Building | 1,840 | 167,200 | (150,384) | 35,000 | 51,816 | 53,656 |
| Subtotal - Internal Service Funds | \$ 211,122 | \$ 931,327 | \$ (968,450) | | \$ (2,122) | \$ 209,000 |
| Total Budget Revenues/Expenses | \$ 3,461,014 | \$ 14,235,468 | \$ (13,757,040) | \$ - | \$ 478,428 | \$ 3,720,613 |

NWCCOG 2025

All Funds Budget Summary by Category

| | Projected 2025 Beginning Fund Balances | Total 2025 Budgeted Revenues | Salaries & Contracts | Benefits | Rent | Indirect | Other | Total 2025 Budgeted Expenses | Transfers | Net | Ending Fund Balances |
|--|--|------------------------------------|-------------------------|-----------------------|---------------------|---------------------|-----------------------|------------------------------------|-------------|-------------------|-------------------------|
| Internal Programs | | | | | | | | | | | |
| Broadband | | 221,322 | (156,751) | (35,189) | (2,920) | (25,039) | (23,600) | (243,499) | 22,177 | - | |
| Economic Development | | 155,111 | (96,006) | (41,498) | - | (15,841) | (2,000) | (155,345) | | (234) | |
| Elevator Inspection | | 2,134,000 | (1,085,775) | (384,232) | (6,500) | (166,431) | (210,550) | (1,853,488) | (57,177) | 223,335 | |
| Energy Management | 645,161 | 5,551,087 | (2,581,950) | (805,357) | (289,792) | (411,896) | (1,311,965) | (5,400,961) | | 150,126 | 795,287 |
| Northwest Loan Fund | 1,549,895 | 340,650 | (134,417) | (25,248) | (3,497) | (20,034) | (143,280) | (326,476) | | 14,175 | 1,564,070 |
| Project THOR | 182,244 | 1,342,893 | (49,663) | (12,416) | | (4,695) | (1,195,115) | (1,261,889) | | 81,004 | 263,248 |
| Regional Business | | 659,517 | (282,432) | (34,192) | (5,312) | (20,762) | (321,092) | (663,790) | | (4,273) | |
| Regional Transportation | 155,930 | 187,187 | (110,670) | (22,647) | (4,770) | (16,528) | (32,572) | (187,187) | | - | 155,930 |
| Vintage- AAA | 470,408 | 1,921,672 | (446,275) | (154,936) | (14,022) | (73,635) | (1,216,281) | (1,905,150) | | 16,522 | 486,930 |
| Subtotal - Internal Programs | \$ 3,003,638 | \$ 12,513,440 | \$ (4,943,940) | \$ (1,515,715) | \$ (326,813) | \$ (754,862) | \$ (4,456,455) | \$ (11,997,784) | | \$ 480,655 | \$ 3,265,465 |
| External Programs | | | | | | | | | | | |
| Health Care Coalition | | 251,154 | (190,767) | | | (11,255) | (49,132) | (251,154) | | - | - |
| Homeland Security | | 143,383 | (21,937) | | | | (121,446) | (143,383) | | - | - |
| NWCCOG Foundation | 12,612 | 15 | | | | | (120) | (120) | | (105) | 12,507 |
| Water Quality/Quantity | 178,484 | 201,749 | (178,652) | | | (14,877) | (8,220) | (201,749) | | - | 178,484 |
| Watershed Services | 24,693 | 65,370 | (60,000) | | | (1,870) | (3,500) | (65,370) | | - | 24,693 |
| Wild & Scenic | 30,465 | 129,030 | (128,530) | | | | (500) | (129,030) | | - | 30,465 |
| Subtotal - External Programs | \$ 246,254 | \$ 790,701 | \$ (579,886) | \$ - | \$ - | \$ (28,003) | \$ (182,917) | \$ (790,806) | | \$ (105) | \$ 246,149 |
| Total - Non-Duplicated Budget Prior to Internal Service Funds | \$ 3,249,892 | \$ 13,304,141 | \$ (5,523,826) | \$ (1,515,715) | \$ (326,813) | \$ (782,865) | \$ (4,639,372) | \$ (12,788,590) | | \$ 480,550 | \$ 3,511,614 |
| Internal Service Funds Funds | | | | | | | | | | | |
| Indirect | 190,358 | 764,127 | (356,065) | (84,482) | (55,602) | | (314,916) | (811,066) | | (46,938) | 143,420 |
| Motor Pool | 18,924 | - | | | | | (7,000) | (7,000) | | (7,000) | 11,924 |
| Building | 1,840 | 167,200 | | | | | (150,384) | (150,384) | 35,000 | 51,816 | 53,656 |
| Subtotal - Internal Service Funds | \$ 211,122 | \$ 931,327 | \$ (356,065) | \$ (84,482) | \$ (55,602) | \$ - | \$ (472,300) | \$ (968,450) | | \$ (2,122) | \$ 209,000 |
| Total Budget Revenues/Expenses | \$ 3,461,014 | \$ 14,235,468 | \$ (5,879,891) | \$ (1,600,197) | \$ (382,415) | \$ (782,865) | \$ (5,111,672) | \$ (13,757,040) | \$ - | \$ 478,428 | \$ 3,720,613 |

NWCCOG 2024

All Funds Revised Budget Summary

Updated 10/9/2024

| | Revenue | | | Expense | | | Net Budget Change | Revised Budget Net |
|--|--------------------------------------|------------------------------|--------------------------------|--------------------------------------|------------------------------|--------------------------------|-------------------------|--------------------------|
| | Original 2024 Budgeted Revenue | Revised Revenue Budget | Change in Revenue Budget | Original 2024 Budgeted Expense | Revised Expense Budget | Change in Expense Budget | | |
| Internal Program Funds | | | | | | | | |
| Broadband Program | 210,462 | 221,322 | 10,860 | 247,646 | 284,258 | 36,612 | (25,752) | (62,936) |
| Economic Development District | 154,150 | 194,322 | 40,172 | 153,560 | 195,996 | 42,436 | (2,264) | (1,674) |
| Elevator Inspection | 2,065,112 | 2,028,662 | (36,450) | 1,760,439 | 1,680,890 | (79,549) | 43,099 | 347,772 |
| Energy Management | 5,391,962 | 5,593,806 | 201,844 | 5,250,555 | 5,680,401 | 429,846 | (228,001) | (86,594) |
| Northwest Loan Fund | 500,644 | 959,647 | 459,003 | 241,191 | 335,269 | 94,077 | 364,925 | 624,378 |
| Project THOR | 1,425,217 | 1,764,720 | 339,503 | 1,136,016 | 1,787,246 | 651,230 | (311,727) | (22,526) |
| Regional Business | 523,999 | 701,904 | 177,905 | 580,872 | 643,782 | 62,910 | 114,995 | 58,122 |
| Regional Transportation | 194,343 | 166,207 | (28,137) | 194,343 | 166,206 | (28,136) | - | - |
| Vintage - AAAA | 2,178,379 | 2,159,539 | (18,840) | 2,167,622 | 2,159,539 | (8,084) | (10,756) | - |
| Subtotal - Internal Program Funds | \$ 12,644,269 | \$ 13,790,129 | \$ 1,145,860 | \$ 11,732,244 | \$ 12,933,586 | \$ 1,201,341 | \$ (55,481) | \$ 856,543 |
| External Program Funds | | | | | | | | |
| Health Care Coalition | 231,176 | 230,676 | (500) | 231,176 | 230,676 | (500) | - | - |
| Homeland Security | 186,779 | 63,688 | (123,091) | 186,779 | 63,688 | (123,091) | - | - |
| NWCCOG Foundation | 1,550 | 21 | (1,529) | 120 | 120 | - | (1,529) | (99) |
| Water Quality/Quantity | 187,563 | 225,687 | 38,124 | 187,563 | 225,687 | 38,124 | - | - |
| Watershed Services | 69,166 | 80,077 | 10,911 | 65,314 | 80,077 | 14,763 | (3,852) | - |
| Wild & Scenic | 128,530 | 129,030 | 500 | 120,426 | 129,030 | 8,604 | (8,104) | - |
| Subtotal - External Program Funds | \$ 804,764 | \$ 729,179 | \$ (75,585) | \$ 791,378 | \$ 729,277 | \$ (62,101) | \$ (13,485) | \$ (99) |
| Total - Non-Duplicated Budget Prior to Internal Service Funds | \$ 13,449,033 | \$ 14,519,308 | \$ 1,070,275 | \$ 12,523,622 | \$ 13,662,863 | \$ 1,139,241 | \$ (57,010) | \$ 856,444 |
| Internal Service Program Funds | | | | | | | | |
| Building | 161,750 | 161,750 | - | 175,384 | 353,022 | 177,638 | (177,638) | (191,272) |
| Indirect | 721,775 | 726,914 | 5,139 | 738,223 | 694,299 | (43,923) | 49,062 | 32,615 |
| Motor Pool | - | - | - | 8,284 | 6,202 | (2,082) | 2,082 | (6,202) |
| Subtotal - Internal Service Funds | \$ 883,525 | \$ 888,664 | \$ 5,139 | \$ 921,891 | \$ 1,053,523 | \$ 131,633 | \$ (126,493) | \$ (164,859) |
| Total Budget Revenues/Expenses | \$ 14,332,557 | \$ 15,407,972 | \$ 1,075,414 | \$ 13,445,513 | \$ 14,716,386 | \$ 1,270,874 | \$ (183,503) | \$ 691,585 |

*Budget Revision does not show transfers between programs or transfers from reserve funds

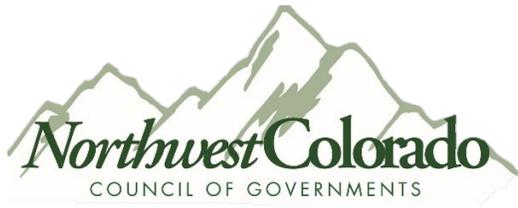
Internal Services

Finance Director: Becky Walter

Accountant: Greg Ociepa

Office Manager: Moira Vander Meer

Est. 2021



2024 Highlights

- Conducted an organization-wide Salary Survey and Wage Range Analysis
- Added a Finance Department page on NWCCOG's website, which provides essential financial information to the public
- Redesigned and streamlined the HR database
- Created a Professional Development Fund for employees to use on both job and non-job related training, education, and professional development
- Supported Project THOR through a \$1.3M network upgrade project



Also known as "Indirect," working in coordination with the Executive Director, the functions performed by these employees in Internal Services support the entire organization. The Finance team manages the organizations finances, including AP/AR, grant compliance, budgeting, managing audits, and performing financial oversight. The Office Manager provides benefits management, on and off-boarding, Human Resources, and other coordination duties to provide support across all programs and to the NWCCOG Council.

Before 2021, basic bookkeeping was provided by a long-time contractor. Given the number of programs within NWCCOG, and the distinct complexity of each program, the organization has benefitted greatly from daily engagement by internal fiscal support.

Programs are charged Indirect fees based on the number of employees and overall gross wages. CDOT reviews and approves the Indirect rate each year as does the EDA, providing state and federal review of these value of these services.

9100 - Indirect

| ACCT # | | 2022 ACTUAL | 2023 ACTUAL | 2024 BUDGET | 2024 REVISED | 2025 BUDGET |
|-----------------|---|-------------------|-------------------|--------------------|-------------------|--------------------|
| | BEGINNING FUND BALANCE | 66,303 | 83,645 | 160,909 | 160,909 | 193,523 |
| REVENUES | | | | | | |
| 4250 | ADMINISTRATION | 2,109 | - | - | | - |
| 4450 | CREDIT CARD REBATES | 4,605 | 7,182 | 8,500 | 5,000 | 5,000 |
| 4520 | OTHER INCOME | 14,000 | 210 | 10,000 | | 10,000 |
| 4550 | INTERNAL INDIRECT REVENUE | 427,966 | 618,016 | 675,035 | 693,674 | 720,943 |
| 4560 | EXTERNAL INDIRECT REVENUE - HCC | 15,015 | 9,540 | 11,996 | 11,996 | 11,437 |
| 4560 | EXTERNAL INDIRECT REVENUE - Other | 15,282 | 15,702 | 16,244 | 16,244 | 16,747 |
| 4610 | INSURANCE PROCEEDS | 1,027 | 6,621 | | | |
| 4620 | REIMBURSED FEES/EXPENSES | 3,085 | | | | |
| | TOTAL REVENUES | \$ 483,088 | \$ 657,271 | \$ 721,775 | \$ 726,914 | \$ 764,127 |
| EXPENSES | | | | | | |
| 6110 | SALARIES - Executive Director | 35,584 | 43,765 | 66,768 | 41,768 | 53,928 |
| 6131 | SALARIES - Office Manager | 31,641 | 59,981 | 70,000 | 84,199 | 78,733 |
| 6151 | SALARIES - Finance | 91,125 | 99,584 | 149,947 | 149,974 | 151,384 |
| 6100 | STAFF BONUS | 8,500 | 12,000 | | | |
| 6210 | TAXES & BENEFITS | 61,738 | 69,887 | 85,168 | 66,226 | 84,482 |
| 6410 | CONTRACT STAFF | 3,843 | | | | |
| 6420 | FISCAL CONTRACT | 6,045 | 4,675 | 5,000 | 5,000 | 5,000 |
| 6510 | OUTSIDE CONTRACTOR | | 1,739 | | | |
| 6518 | IT CONTRACTOR | | | | 67,020 | 67,020 |
| | SUBTOTAL - SALARIES & BENEFITS | \$ 238,475 | \$ 291,631 | \$ 376,883 | \$ 414,187 | \$ 440,547 |
| 6130 | MEETING EXPENSE | 2,934 | 3,011 | 2,500 | 3,079 | 4,000 |
| 6310 | FLEX PLAN ADMIN | 1,020 | 1,273 | | 1,400 | 1,400 |
| 6440 | AUDIT SERVICES | 32,205 | 59,106 | 57,000 | 78,538 | 82,500 |
| 6610 | OFFICE SUPPLIES | 11,425 | 16,349 | 9,000 | 13,586 | 12,000 |
| 6620 | BANK CHARGES | 149 | | | | |
| 6640 | POSTAGE | 596 | 767 | 300 | 300 | 300 |
| 6660 | ADVERTISING | 2,388 | 59 | 500 | 200 | 500 |
| 6670 | INTERNET/WEBSITE EXPENSE | 4,683 | 1,613 | 17,900 | 17,000 | 7,000 |
| 6675 | IT SECURITY | 66,220 | 72,508 | 107,350 | | 57,844 |
| 6680 | DUES & SUBSCRIPTIONS | 32,419 | 64,565 | 40,000 | 65,717 | 75,212 |
| 6685 | SAFETY | | 290 | | 290 | 290 |
| 6730 | TELEPHONE | 9,030 | 4,293 | 5,000 | 4,500 | 4,500 |
| 6740 | REPAIR & MAINTENANCE | | 251 | | | |
| 6760 | INSURANCE | 22,805 | 16,258 | 27,000 | 20,603 | 27,000 |
| 6830 | EQUIPMENT LEASE - Copier & Postage | 9,033 | 7,612 | 7,220 | 7,170 | 7,170 |
| 7130 | TRAVEL & MEETINGS | 105 | (4) | 2,500 | 800 | 1,200 |
| 7150 | TRAINING & TECH ASSISTANCE | 1,883 | 1,940 | 7,000 | 4,000 | 4,000 |
| 7150 | EMPLOYEE TUITION FUND | | | 30,000 | 5,250 | 30,000 |
| 9180 | FRAUD EXPENSE | | | | 9,610 | |
| | SUBTOTAL - PROGRAM EXPENSES | \$ 196,895 | \$ 249,891 | \$ 313,270 | \$ 232,043 | \$ 314,916 |
| 6720 | RENT | 30,375 | 38,486 | 48,070 | 48,070 | 55,602 |
| | SUBTOTAL - OTHER EXPENSES | \$ 30,375 | \$ 38,486 | \$ 48,070 | \$ 48,070 | \$ 55,602 |
| | TOTAL EXPENSES | \$ 465,745 | \$ 580,008 | \$ 738,223 | \$ 694,299 | \$ 811,066 |
| | REVENUES OVER EXPENDITURES | \$ 17,343 | \$ 77,263 | \$ (16,448) | \$ 32,615 | \$ (46,938) |
| | NET REVENUE | \$ 17,343 | \$ 77,263 | \$ (16,448) | \$ 32,615 | \$ (46,938) |
| | ENDING FUND BALANCE | 83,645 | 160,909 | 144,461 | 193,523 | 146,585 |

*Employee education fund established starting 2024. \$30,000 is allocated annually.

*2025 IT Security expenses include multiple software & hardware updates and mandatory security tests

*IT Base Contract moved into new account: 6518 - IT Contactor for better transparency between IT projects and contract services

9200 - Building Fund

| ACCT # | | 2022 ACTUAL | 2023 ACTUAL | 2024 BUDGET | 2024 REVISED | 2025 BUDGET |
|--------|--------------------------------------|---------------------|-------------------|--------------------|---------------------|-------------------|
| | BEGINNING FUND BALANCE | 111,489 | (464,999) | | 133,112 | 1,840 |
| | REVENUES | | | | | |
| 4530 | DIRECT CHARGES INCOME - Silverthorne | 92,183 | 97,708 | 106,026 | 106,026 | 111,476 |
| 4530 | DIRECT CHARGES INCOME - Gypsum | | 55,724 | 55,724 | 55,724 | 55,724 |
| 4200 | STATE FUNDING | | 12,000 | | | |
| 4520 | LOCAL FUNDING | | 432,274 | | | |
| | TOTAL REVENUES | \$ 92,183 | \$ 597,706 | \$ 161,750 | \$ 161,750 | \$ 167,200 |
| | EXPENSES | | | | | |
| 6510 | CONTRACT SERVICES- GENERAL | 2,349 | 2,196 | | | |
| 6620 | BANK CHARGES | 7,907 | | | | |
| 6710 | MORTGAGE EXPENSE - Silverthorne | 38,160 | 38,160 | 38,160 | 38,160 | 38,160 |
| 6710 | MORTGAGE EXPENSE - Gypsum | | 55,724 | 55,724 | 55,724 | 55,724 |
| 6740 | REPAIRS & MAINTENANCE. | 4,358 | 21,007 | 10,000 | 2,000 | 10,000 |
| 6745 | CAM FEES | 16,687 | 16,687 | 20,000 | 20,000 | 20,000 |
| 6750 | JANITORIAL/TRASH EXPENSE | 5,540 | 6,500 | 6,500 | 6,500 | 6,500 |
| 8000 | CAPITAL OUTLAY | 593,670 | 66,543 | 45,000 | 230,638 | 20,000 |
| | SUBTOTAL - PROGRAM EXPENSES | 668,670 | 206,816 | 175,384 | 353,022 | 150,384 |
| | TOTAL EXPENSES | \$ 668,670 | \$ 206,816 | \$ 175,384 | \$ 353,022 | \$ 150,384 |
| | REVENUES OVER EXPENDITURES | \$ (576,487) | \$ 390,890 | \$ (13,634) | \$ (191,272) | \$ 16,816 |
| 9130 | INTERPROGRAM TRANSFERS | | 207,221 | | 60,000 | 35,000 |
| | NET REVENUE | \$ (576,487) | \$ 598,110 | \$ (13,634) | \$ (131,272) | \$ 51,816 |
| | ENDING FUND BALANCE | (464,999) | 133,112 | (13,634) | 1,840 | 53,656 |

*OK Jon and Becky 9/23/2024

*2024 Capital Outlay project replaced all interior and exterior office doors and installed a keyless security system.

*Interprogram transfers are from Elevator Inspection Program

*No capital projects are currently planned for 2025. Amount is a placeholder.

9400 - Motor Pool

| ACCT # | | 2022 ACTUAL | 2023 ACTUAL | 2024 BUDGET | 2024 REVISED | 2025 BUDGET |
|--------|------------------------------------|-----------------|-----------------|----------------|-----------------|----------------|
| | BEGINNING FUND BALANCE | 56,263 | 46,257 | 33,410 | 25,126 | 18,924 |
| | REVENUES | | | | | |
| 4530 | MOTOR POOL BILLINGS | | - | | - | - |
| 4610 | INSURANCE PROCEEDS | | - | | - | - |
| 4010 | GAIN ON SALE | | - | | - | - |
| | TOTAL REVENUES | \$ - | \$ - | \$ - | \$ - | \$ - |
| | EXPENSES | | | | | |
| 6760 | INSURANCE | 2,459 | 6,275 | 6,500 | 4,528 | 5,000 |
| 6811 | GAS, OIL & VEHICLE SUPPLIES | 1,129 | 5,365 | 500 | - | - |
| 6830 | EQUIPMENT LEASE | 6,419 | 1,207 | 1,284 | 1,674 | 2,000 |
| | SUBTOTAL - PROGRAM EXPENSES | \$ 10,007 | \$ 12,847 | \$ 8,284 | \$ 6,202 | \$ 7,000 |
| | TOTAL EXPENSES | 10,007 | 12,847 | 8,284 | 6,202 | 7,000 |
| | NET REVENUE | <u>(10,007)</u> | <u>(12,847)</u> | <u>(8,284)</u> | <u>(6,202)</u> | <u>(7,000)</u> |
| | ENDING FUND BALANCE | 46,257 | 33,410 | 25,126 | 18,924 | 11,924 |

*OK Jon and Becky 9/23/2024

*Only "motor pool" vehicle being leased is for NLF at the Enterprise minimum

Economic Development District

Director: Rachel Tuyn

Est. 2012



2024 Highlights

- **2024 Regional Economic Summit** - The event was held on May 2 at the Silverthorne Pavilion. There were approximately 100 in attendance, including elected officials, town and county staff, representatives from non-profit and housing organizations, economic development organizations, business owners, and citizens. The event was a great success, with speakers and sessions on regional economic trends, tourism trends, and entrepreneurship programs in the region.
- **CEDS Implementation Grant** of \$40,000 secured for Community Assessment Project – NWCCOG EDD was granted \$40,000 (no match required) for this project which studied trends in the region in terms of where communities sit on the "resident-focused vs. visitor-focused continuum". The CEDES implementation grant was awarded to EDDs throughout the state to fund projects identified in a region's CEDES.
- **CO | Align** – NWCCOG EDD has a seat at the table throughout 2024 of this statewide effort to foster collaboration and cooperation among local and regional economic development efforts and State economic development efforts. Colorado was one of six states chosen for this program funded by the EDA. This effort brings together all EDDs across the state and State agencies to foster communication, collaboration, and cooperation in economic development efforts.



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

3800 - Economic Development District

| ACCT # | | 2022 ACTUAL | 2023 ACTUAL | 2024 BUDGET | 2024 REVISED | 2025 BUDGET |
|-----------------|---|-------------------|-------------------|-------------------|-------------------|-------------------|
| REVENUES | | | | | | |
| 4100 | FEDERAL CONTRACT | 125,903 | 70,000 | 70,000 | 70,000 | 70,000 |
| 4200 | STATE GRANT REVENUE | 32,500 | | | 40,000 | |
| 4520 | LOCAL FUNDING | | 500 | 2,500 | 5,000 | |
| 4630 | NWCCOG MATCHING | 69,996 | 70,000 | 80,000 | 80,000 | 80,000 |
| 4535 | MEETING REGISTRATION | 1,775 | 16,998 | 1,650 | 1,650 | |
| 4640 | CARRY OVER from prior | 124,074 | | | 2,783 | 5,111 |
| 4650 | CARRY OVER to next period | | (2,783) | | (5,111) | |
| | TOTAL REVENUES | \$ 354,248 | \$ 154,715 | \$ 154,150 | \$ 194,322 | \$ 155,111 |
| EXPENSES | | | | | | |
| 6121 | SALARIES - EDD Director | 80,998 | 85,453 | 91,434 | 91,434 | 96,006 |
| 6210 | TAXES & BENEFITS | 50,437 | 33,361 | 37,939 | 37,939 | 41,498 |
| 6121 | SALARIES - EDA CARES | 44,105 | | | | |
| | SUBTOTAL - SALARIES & BENEFITS | \$ 175,540 | \$ 118,814 | \$ 129,373 | \$ 129,373 | \$ 137,504 |
| 6130 | MEETING EXPENSE | | 527 | 1,000 | 3 | |
| 6610 | OFFICE SUPPLIES | | | 1,000 | | |
| 6640 | POSTAGE | 7 | 3 | | | |
| 6650 | PRINTING | | 15 | | 1,200 | |
| 6655 | PROGRAM EXPENSE | 5,705 | 0 | 4,150 | 4,150 | 500 |
| 6670 | INTERNET / WEBSITE | 0 | | | | |
| 6680 | DUES & SUBSCRIPTIONS | 970 | 980 | 950 | 1,000 | 1,000 |
| 7130 | TRAVEL & MEETINGS | 118 | 2,111 | | 115 | 500 |
| | SUBTOTAL - PROGRAM EXPENSES | \$ 6,800 | \$ 3,636 | \$ 7,100 | \$ 6,468 | \$ 2,000 |
| 6720 | RENT | 2,183 | 1,928 | | | |
| 7910 | INDIRECT | 24,302 | 14,100 | 15,087 | 15,087 | 15,841 |
| 7320 | PASSED THROUGH | 104,000 | 18,488 | 2,000 | 45,069 | |
| 9140 | DEFERRED EXPENSE from prior period | 46,453 | | | | |
| | SUBTOTAL - OTHER EXPENSES | \$ 176,938 | \$ 34,516 | \$ 17,087 | \$ 60,155 | \$ 15,841 |
| | TOTAL EXPENSES | \$ 359,279 | \$ 156,966 | \$ 153,560 | \$ 195,996 | \$ 155,345 |
| | REVENUES OVER EXPENDITURES | \$ (5,030) | \$ (2,251) | \$ 590 | \$ (1,674) | \$ (234) |
| 9130 | INTERPROGRAM TRANSFERS | 5,030 | | | 1,674 | |
| | NET REVENUES | \$ (0) | \$ (2,251) | \$ 590 | \$ (0) | \$ (234) |

*OK Jon and Becky 9/23/2024

*2024 Interprogram Transfer is from Regional Business

Elevator Inspection Program

Director: David Harris

of Employees: 9.

Est. 1993

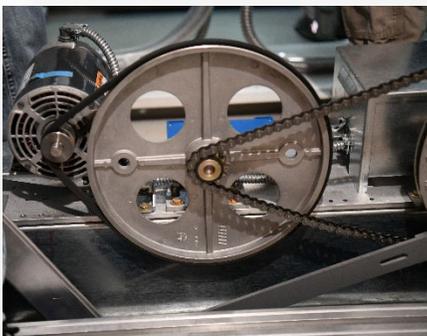


2024 Highlights

- NWCCOG's 10 staffers are leaders in the field, establishing code, industry standards and training peers.
- The legacy GIS searchable database is being replaced with software that integrates all aspects of the program in 2024-2025.
- Program Director, David Harris is President of NAESA International, which sets standards for QEI Certification, and Western Region Chair. He regularly leads trainings and workshops for [NAESA](#).
- Inspector Kimmie Mirto serves as Asst. Secretary/Treasurer of the Western Region for NAESA.
- Inspector Jeff Woods, serves on the [Board of Directors](#) for NAESA International.



Since 2019, the Elevator Inspection Program has performed at a level that made it a model for the State of Colorado. Inspectors must be experts in multiple types of code including sprinkler, fire alarm, smoke and heat detector, electrical, building, plumbing, mechanical, and procedural requirements/state conveyance statues and regulations. Additionally, the Program Director frequently works with and provides trainings for with fire departments and building departments. The office support team and field inspection staff are a tight-knit group that keep day-to-day operations flowing smoothly. There have been many changes in the program within the last 5 years and there are several more positive changes to come. As a result of the Team's hard work, the number of elevators that have a valid certificate of operation has increased from 55% to 87% since its implementation. The program staff continues to work diligently to not just achieve goals but surpass them. With so many changes in the last five years the program continues to improve.



2100 - Elevator Inspection Program

| ACCT # | | 2022 ACTUAL | 2023 ACTUAL | 2024 BUDGET | 2024 REVISED | 2025 BUDGET |
|-----------------|--|---------------------|---------------------|---------------------|---------------------|---------------------|
| REVENUES | | | | | | |
| 4410 | ANNUAL INSPECTION FEES | 509,400 | 666,667 | 760,112 | 760,112 | 944,000 |
| 4430 | OTHER SERVICES INCOME (5 Yrs & Failed Accept | 343,444 | 390,460 | 425,000 | 425,000 | 450,000 |
| 4440 | PERMIT REVIEW FEES | 204,130 | 353,215 | 200,000 | 300,000 | 200,000 |
| 4460 | FINES & PENALTIES | 503,751 | 636,785 | 560,000 | 460,000 | 460,000 |
| 4470 | TCO PROCESSING FEE | | | 120,000 | 83,550 | 80,000 |
| 4610 | INSURANCE PROCEEDS | | 4,612 | | | |
| | TOTAL REVENUES | \$ 1,560,724 | \$ 2,051,738 | \$ 2,065,112 | \$ 2,028,662 | \$ 2,134,000 |
| EXPENSES | | | | | | |
| 6112 | SALARIES - Program Director | 125,000 | 135,167 | 146,697 | 146,697 | 154,032 |
| 6121 | SALARIES - Inspectors | 447,740 | 551,998 | 611,107 | 623,860 | 641,659 |
| 6131 | SALARIES - Office Support | 179,080 | 194,164 | 215,972 | 193,559 | 212,984 |
| 6181 | SALARIES - Other | | | | 12,000 | |
| 6121 | SALARIES - Bonus | | 10,000 | | | |
| 6210 | TAXES & BENEFITS | 212,888 | 266,139 | 350,413 | 328,614 | 384,232 |
| 6510 | CONTRACTOR | 1,940 | 3,009 | 10,000 | 20,913 | 72,100 |
| 6560 | OTHER CONTRACTOR (3rd Party) | 13,869 | 18,061 | 20,000 | 4,678 | 5,000 |
| | SUBTOTAL - SALARIES & BENEFITS | \$ 980,518 | \$ 1,178,537 | \$ 1,354,189 | \$ 1,330,321 | \$ 1,470,007 |
| 6130 | MEETING EXPENSE | 121 | 711 | | - | |
| 6610 | OFFICE SUPPLIES | 8,956 | 23,011 | 30,000 | 30,000 | 25,000 |
| 6640 | POSTAGE | 43 | 90 | 150 | 50 | 150 |
| 6660 | ADVERTISING | 1,152 | 3,090 | 1,000 | 600 | 600 |
| 6680 | DUES & SUBSCRIPTIONS | 651 | 553 | 1,250 | 3,000 | 1,250 |
| 6730 | TELEPHONE | 6,016 | 8,945 | 9,000 | 9,000 | 9,000 |
| 6760 | INSURANCE PREMIUM | 1,082 | 1,038 | 550 | 550 | 550 |
| 6761 | INSURANCE DEDUCTIBLE | | 1,500 | 1,500 | 500 | 1,500 |
| 6811 | VEHICLE SUPPLIES/TIRES | 23,636 | 23,460 | 25,000 | 25,000 | 25,000 |
| 6830 | VEHICLE LEASE | 70,387 | 56,086 | 57,000 | 39,000 | 39,000 |
| 6840 | TOOLS & EQUIPMENT | 1,903 | 2,487 | 2,000 | 2,000 | 2,000 |
| 6930 | BAD DEBT WRITTEN OFF | 2,601 | 4,593 | 1,500 | 5,000 | 3,000 |
| 6935 | DEBTS FORGIVEN | | 37,566 | 39,237 | 8,000 | 25,000 |
| 6950 | EIP SNOWMASS PERMIT FEES REBATE | 1,062 | 4,588 | 5,000 | 2,500 | 2,500 |
| 7110 | PROGRAM SUPPLIES | | | 1,000 | | 1,000 |
| 7120 | LICENSE & PERMITS | 1,433 | 6,218 | 5,200 | 3,000 | 5,000 |
| 7130 | TRAVEL & MEETINGS | 47,249 | 57,453 | 60,000 | 60,000 | 70,000 |
| 7150 | TRAINING & TECH. ASSISTANCE | 5,931 | 50 | | | |
| | SUBTOTAL - PROGRAM EXPENSES | \$ 172,224 | \$ 231,440 | \$ 239,387 | \$ 188,200 | \$ 210,550 |
| 6720 | RENT & UTILITIES | 5,309 | 5,627 | 6,190 | 6,190 | 6,500 |
| 7910 | INDIRECT | 112,733 | 147,008 | 160,673 | 156,179 | 166,431 |
| | SUBTOTAL - OTHER EXPENSES | \$ 118,042 | \$ 152,635 | \$ 166,863 | \$ 162,369 | \$ 172,931 |
| | TOTAL EXPENSES | \$ 1,270,783 | \$ 1,562,612 | \$ 1,760,439 | \$ 1,680,890 | \$ 1,853,488 |
| | REVENUES OVER EXPENDITURES | \$ 289,941 | \$ 489,127 | \$ 304,673 | \$ 347,772 | \$ 280,512 |
| 9130 | INTERPROGRAM TRANSFERS | (84,922) | (283,097) | (37,184) | (122,936) | (57,177) |
| | NET REVENUES | \$ 205,019 | \$ 206,030 | \$ 267,489 | \$ 224,836 | \$ 223,335 |

*OK David/Bryanne/Nicole 8/29/2024

*OK Jon and Becky 9/23/2024

*2024 Revised Budget Transfers: \$60,000 to Building, \$62,935 to Broadband

*2025 Budgeted Transfers: \$35,000 to Building, \$22,177 to Broadband

Energy Program

Director: Doug Jones

of Employees: 29

Est. 1978



2024 Highlights



The Energy Program has experienced a great deal of growth in the last few years and has a very dedicated team working together to achieve the program's goals. Through work with Colorado's Affordable Residential Energy Program (CARE), administered by Energy Outreach Colorado and funded with utility rebates and private donations, we anticipate having a 1.2-million-dollar budget for 2025. This will allow us to serve 160 families at 80% AMI in NW Colorado in 2025.

With the ReEnergize Program in Garfield County, administered by CLEAR, with an annual budget of \$100,000, we are able to assist 45 households at 80% to 150% AMI.

ReEnergize Eagle County will be doubling in 2025, with a budget of \$398,000. This translates to 66 households at 80% to 150% AMI with building shell upgrades, electrification with heat pumps and /or induction ranges when beneficial, that we can proudly serve.

- **The Weatherization Assistance Program (WAP)** is administered by the Colorado Energy Office with Federal and State funding, and has a 3.6-million-dollar budget for the 24/25 program year. We will serve 120 households in program year at 60% SMI.
- **Colorado's Affordable Residential Energy Program (CARE)** is administered by Energy Outreach Colorado and is funded with utility rebates and private donations. 2024 is projected to see a \$1.2-million-dollar budget, and we will serve 160 families at 80% AMI
- **The ReEnergize Program** in Garfield and Eagle Counties is administered by CLEAR and has a \$100,000 budget helping 45 households at 80% to 150% AMI.
- **The Crisis Intervention Program (CIP)** helps families in crisis with their heating systems. The 2024 budget is projected to be \$350,000 and helping 75 homes in crisis.
- **The Beneficial Electrification for Eagle County Households (BEECH)** Program is leveraging funds from Eagle County and the CEO to provide Weatherization and Beneficial Electrification services for 24 additional homes in 2024.



400x - Energy Program

| ACCT # | | 2022 ACTUAL | 2023 ACTUAL | 2024 BUDGET | 2024 REVISED | 2025 BUDGET |
|--------|---|---------------------|---------------------|---------------------|---------------------|---------------------|
| | BEGINNING FUND BALANCE | 83,792 | 660,671 | 636,125 | 636,125 | 549,531 |
| | REVENUES | | | | | |
| 4100 | FEDERAL GRANT INCOME | 2,210,967 | 2,133,482 | 1,721,651 | 1,043,743 | 1,693,377 |
| 4200 | STATE GRANT INCOME | 1,236,840 | 1,088,199 | 1,811,250 | 2,618,416 | 1,902,282 |
| 4510 | OTHER LOCAL FUNDING | 471,206 | 1,958,160 | 1,790,517 | 1,872,372 | 1,895,428 |
| 4610 | INSURANCE PROCEEDS | | 4,628 | | | 0 |
| 4620 | REIMBURSED EXPENSES | 11,326 | 11,056 | 8,474 | 23,115 | 50,000 |
| 4640 | CARRYOVER REVENUE | (64,152) | 55,985 | | 146,160 | 110,000 |
| 4650 | CARRYOVER EXPENSE | (55,985) | (50,738) | 60,070 | (110,000) | (100,000) |
| | TOTAL REVENUES | \$ 3,810,201 | \$ 5,200,771 | \$ 5,391,962 | \$ 5,593,806 | \$ 5,551,087 |
| 6112 | SALARIES - Program Director | 115,000 | 123,050 | 131,664 | 131,664 | 138,247 |
| 6115 | SALARIES - Program Manager | 81,201 | | | | |
| 6131 | SALARIES - Outreach Manager | 35,840 | | | | |
| 6131 | SALARIES - Outreach Assistant | 59,748 | | | | |
| 6131 | SALARIES - Office Staff | | 151,991 | 463,078 | 231,056 | 296,551 |
| 6121 | SALARIES - Field Staff | 849,032 | 1,425,174 | 1,435,509 | 1,558,869 | 1,679,606 |
| 6141 | SALARIES - Fiscal | 36,040 | 86,335 | 133,990 | 138,736 | 145,672 |
| 6124 | PROFIT SHARING PROGRAM | - | 142,003 | 142,000 | 139,976 | 139,976 |
| 6210 | TAXES & BENEFITS - Health Insurance | | 387,119 | 576,581 | 570,718 | 597,528 |
| 6210 | TAXES & BENEFITS - All Other | 426,704 | 181,293 | 259,044 | 233,099 | 207,829 |
| 6510 | CONTRACT SERVICES | 79,448 | 27,729 | | 41,452 | 42,925 |
| 6511 | H&S CONTRACTOR | 10,866 | 26,343 | 15,000 | 28,000 | 29,400 |
| 6512 | WIRING UPGRADES CONTRACTOR | 26,107 | 23,237 | | 40,881 | 62,925 |
| 6513 | SOLAR CONTRACTOR | 186,335 | 59,521 | 341,250 | 82,522 | 46,648 |
| | SUBTOTAL - SALARIES & BENEFITS | \$ 1,906,322 | \$ 2,633,796 | \$ 3,498,115 | \$ 3,196,973 | \$ 3,387,308 |
| 6430 | LEGAL EXPENSE | 153 | | 1,000 | - | 0 |
| 6610 | OFFICE SUPPLIES | 41,709 | 80,108 | 25,000 | 18,838 | 19,779 |
| 6620 | BANK CHARGES | 60 | 60 | | - | 100 |
| 6640 | POSTAGE | 2,213 | 3,249 | 2,200 | 2,000 | 2,100 |
| 6650 | PRINTING | 1,202 | 1,671 | 1,200 | 1,500 | 1,575 |
| 6655 | PROGRAM EXPENSE | 11,321 | 11,056 | 3,322 | 13,027 | 13,678 |
| 6660 | ADVERTISING | 11,172 | 21,413 | 5,400 | 6,500 | 6,825 |
| 6670 | INTERNET/WEBSITE EXPENSE | 1,784 | 11,050 | 1,500 | - | 0 |
| 6680 | DUES & SUBSCRIPTIONS | 2,035 | 10,202 | 600 | 21,227 | 22,289 |
| 6685 | SAFETY | | 505 | | - | 0 |
| 6730 | TELEPHONE | 13,853 | 19,666 | 12,500 | 20,288 | 21,302 |
| 6760 | INSURANCE - Vehicles/Tools | 8,195 | 20,086 | 8,000 | 17,875 | 18,768 |
| 6761 | INSURANCE DEDUCTIBLE | 500 | 1,000 | | 500 | 525 |
| 6762 | LIABILITY INSURANCE | 3,304 | 0 | 4,000 | 2,500 | 0 |
| 6800 | EQUIP. MAINT & REPAIR | 1,256 | 2,978 | 2,000 | 8,154 | 8,562 |
| 6810 | VEHICLE REPAIR/MAINTENANCE | 44,425 | 30,262 | 15,000 | 43,210 | 45,371 |
| 6811 | GAS, OIL & SUPPLIES | 59,719 | 74,654 | 65,000 | 71,917 | 75,513 |
| 6830 | EQUIPMENT LEASE - LONG TERM | 5,551 | 6,784 | 6,400 | 11,649 | 12,231 |
| 6840 | TOOLS AND EQUIPMENT | 63,256 | 164,749 | 72,000 | 80,087 | 84,091 |
| 7110 | PROGRAM SUPPLIES | | 1 | | - | 0 |
| 7120 | LICENSE & PERMIT FEES | 10,370 | 8,546 | 19,000 | 700 | 735 |
| 7130 | TRAVEL & MEETINGS | 102,868 | 104,555 | 20,000 | 104,883 | 110,127 |
| 7150 | TRAINING & TECH ASSISTANCE | 16,189 | 39,298 | 25,000 | 9,591 | 10,071 |
| 7155 | ENERGY PROGRAM STIPEND | 644 | 8,438 | 6,000 | 5,000 | 5,250 |
| 7311 | PURCHASED FOOD | 97 | | | - | 0 |
| 7410 | MATERIALS | 657,016 | 1,027,564 | 715,900 | 743,585 | 803,072 |
| | SUBTOTAL - PROGRAM EXPENSES | \$ 1,058,891 | \$ 1,647,896 | \$ 1,011,022 | \$ 1,183,031 | \$ 1,261,965 |
| 7910 | INDIRECT COSTS APPLIED | 174,690 | 318,713 | 357,100 | 352,048 | 411,896 |
| 6720 | INTERNAL RENT & UTILITIES | 34,141 | 81,606 | 73,886 | 92,202 | 96,812 |
| 6720 | EXTERNAL RENT & UTILITIES | 27,116 | 112,600 | 120,432 | 183,791 | 192,980 |

400x - Energy Program

| ACCT # | | 2022 ACTUAL | 2023 ACTUAL | 2024 BUDGET | 2024 REVISED | 2025 BUDGET |
|--------|-----------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| 9140 | DEFERRED EXPENSE PRIOR PERIOD | 28,200 | 5,742 | | 15,138 | 20,000 |
| 9160 | DEFERRED EXPENSE | (5,742) | (15,138) | | | 0 |
| 8000 | CAPITAL OUTLAY | 9,704 | 306,882 | 190,000 | 657,218 | 30,000 |
| | SUBTOTAL - OTHER EXPENSES | \$ 268,109 | \$ 810,405 | \$ 741,417 | \$ 1,300,397 | \$ 751,689 |
| | TOTAL EXPENSES | \$ 3,233,322 | \$ 5,092,097 | \$ 5,250,555 | \$ 5,680,401 | \$ 5,400,961 |
| | REVENUES OVER EXPENDITURES | \$ 576,879 | \$ 108,674 | \$ 141,407 | \$ (86,594) | \$ 150,126 |
| 9130 | INTERPROGRAM TRANSFERS | | (133,221) | | | |
| | NET REVENUES | \$ 576,879 | \$ (24,546) | \$ 141,407 | \$ (86,594) | \$ 150,126 |
| | ENDING FUND BALANCE | 660,671 | 636,125 | | 549,531 | 699,657 |

*2024 Capital Expenditures: 7 new vehicles, an insulation machine, and supporting equipment/decals for vehicles and machine. Federally Funded.

*2023 Interprogram Transfer was a planned use of Reserve Funds to pay for the tenant finish of the Gypsum Warehouse.

*Energy Fund Balance may be utilized throughout the year to pay for certain expenses at the discretion of the Program Director and Executive Director.

*Energy Reserve Fund expected expenditures: \$125,760 for Training Center, EV Station, Climate Conference

Mobility Program

Regional Transportation
Coordinating Council (RTCC)
And The Intermountain
Transportation Planning
Region Commission (IMTPR)

Director: Dana Wood



Est. 2010

2024 Highlights:

- Executed the RTCC Summit in Frisco on September 12, 2024 and had 48 attendees.
- Drafted the RTCC Strategic Plan and will finalize by December 2024.
- Connected Summit Stage and Kremmling on expanding routes, connected NWCI in Craig and Bustang on expanding connections, and started conversations with Winter Park on expanding routes/funding to Hot Sulphur Springs.
- Drafting IMTPR MMOF and 2050 RTP documents/planning process in coordination with CDOT.
- Assisted in the CFI grant application process and coordination of partners.
- Working on updating Title VI documents with recommendations from RLS during the 5310 SIR Review.
- Participating in the state-wide Active Transportation Plan Community Advisory Committee.

The RTCC is the local coordinating council for a 7-county rural area of northwest Colorado and strives to improve transportation coordination and options, especially for veterans, people with disabilities, seniors, and low-income adults. Participating counties include Eagle, Garfield, Grand, Jackson, Pitkin, Routt and Summit.

Formed in 2010 because of the Rural Resort Region study, the RTCC identified a primary gap of transportation options available for travel across county boundaries to access healthcare and other critical services.

The RTCC's efforts are focused on coordinating the existing public and private transit providers with health and human services professionals by promoting, enhancing and facilitating seamless access to transportation services through a coordinated system that is easily available to customers from anywhere in the region.



5310 - Regional Transportation

| ACCT# | | 2022 ACTUAL | 2023 ACTUAL | 2024 BUDGET | 2024 REVISED | 2025 BUDGET |
|-----------------|---|------------------|------------------|-------------------|-------------------|-------------------|
| REVENUES | | | | | | |
| 4100 | FTA 5310 MOBILITY MANAGEMENT | 76,800 | 47,278 | 106,735 | 106,735 | 106,735 |
| 4200 | STATE GRANT INCOME | | | | 11,350 | 12,000 |
| 4520 | LOCAL REVENUE - MATCH | 4,000 | 20,000 | 24,000 | 29,835 | 30,000 |
| 4640 | CARRYOVER from prior period | 204,566 | 201,616 | 207,199 | 175,751 | 157,464 |
| 4650 | CARRYOVER to next period | (201,616) | (175,751) | (143,591) | (157,464) | (119,012) |
| | TOTAL REVENUES | \$ 83,750 | \$ 93,143 | \$ 194,343 | \$ 166,207 | \$ 187,187 |
| EXPENSES | | | | | | |
| 6110 | EXECUTIVE DIRECTOR | | 14,700 | 4,948 | 446 | |
| 6112 | SALARIES - Program Director | 150 | | | | |
| 6121 | SALARIES - Program Staff | 55,392 | 15,620 | 90,000 | 95,400 | 100,170 |
| 6141 | SALARIES - Fiscal | | 11,421 | | 471 | 500 |
| 6210 | TAXES & BENEFITS | 15,558 | 4,065 | 34,698 | 19,000 | 22,647 |
| 6520 | OUTSIDE CONTRACTORS | 470 | 6,405 | 15,000 | 10,613 | 10,000 |
| | SUBTOTAL - SALARIES & BENEFITS | \$ 71,570 | \$ 52,211 | \$ 144,646 | \$ 125,930 | \$ 133,317 |
| 6310 | MEETING EXPENSE | 1,490 | 105 | 2,500 | 4,300 | 5,000 |
| 6610 | OFFICE SUPPLIES | 147 | 9,706 | 3,000 | 1,200 | 1,200 |
| 6640 | POSTAGE | | 3 | | 3 | 3 |
| 6650 | PRINTING | 664 | | | | |
| 6670 | INTERNET/WEBSITE | 2,981 | 74 | 1,000 | 475 | 4,000 |
| 6680 | DUES & SUBSCRIPTIONS | 660 | | 1,000 | 1,100 | 1,100 |
| 6730 | TELEPHONE | 306 | 90 | 1,200 | 300 | 600 |
| 6811 | VEHICLE MAINTENANCE & SUPPLIES | | | 4,000 | 1,500 | 2,000 |
| 6830 | EQUIPMENT LEASE - LONG TERM | | | 8,000 | 4,669 | 4,669 |
| 7130 | TRAVEL & MEETINGS | 1,556 | 214 | 10,000 | 4,000 | 5,000 |
| 7150 | TRAINING & TECHNICAL ASSISTANCE | - | | | 2,575 | 3,000 |
| | SUBTOTAL - PROGRAM EXPENSES | \$ 7,804 | \$ 10,192 | \$ 30,700 | \$ 20,122 | \$ 26,572 |
| 6720 | RENT & UTILITIES | 10,349 | 3,121 | 3,331 | 4,336 | 4,553 |
| 7910 | INDIRECT COSTS APPLIED | 8,331 | 5,145 | 15,666 | 15,819 | 16,528 |
| 7320 | PASS THROUGH FUNDS | | | | | 6,000 |
| 9140 | DEFERRED EXPENSE from prior period | 8,170 | 22,474 | | | |
| 9160 | DEFERRED EXPENSE | (22,474) | | | | |
| | SUBTOTAL - OTHER EXPENSES | \$ 4,376 | \$ 30,740 | \$ 18,997 | \$ 20,155 | \$ 27,081 |
| | TOTAL EXPENSES | \$ 83,750 | \$ 93,143 | \$ 194,343 | \$ 166,206 | \$ 186,971 |
| | NET REVENUES | \$ - | \$ - | \$ - | \$ - | \$ 216 |

*OK Dana and Becky 9/9/2024

*OK Jon and Becky 9/23/2024

NWCCOG Foundation

Director: Jon Stavney

Est. 1996



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

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



8100 - NWCCOG Foundation

| ACCT # | | 2022 ACTUAL | 2023 ACTUAL | 2024 BUDGET | 2024 REVISED | 2025 BUDGET |
|--------|---|------------------|------------------|-----------------|-----------------|-----------------|
| | BEGINNING FUND BALANCE | 37,211 | 23,255 | 22,305 | 22,305 | 22,206 |
| | REVENUES | | | | | |
| 4250 | REIMBURSED EXPENSES | | 719 | | - | - |
| 4600 | CONTRIBUTIONS INCOME | 15,632 | 48,249 | | - | - |
| 4800 | PROGRAM INCOME | 1,265 | 3,146 | 1,500 | | |
| 7010 | INTEREST EARNINGS | 37 | 42 | 50 | 21 | |
| 7030 | OTHER INCOME | 128 | 600 | | | |
| | TOTAL REVENUES | \$ 17,062 | \$ 52,756 | \$ 1,550 | \$ 21 | \$ 15 |
| | EXPENSES | | | | | |
| 6155 | BANK SERVICE CHARGES | 120 | 120 | 120 | 120 | 120 |
| 6186 | FUNDRAISING EXPENSE | 26 | 693 | | | |
| 6195 | POSTAGE | | 1 | | | |
| | SUBTOTAL - PROGRAM EXPENSES | \$ 146 | \$ 814 | \$ 120 | \$ 120 | \$ 120 |
| 7320 | PASS THROUGH FUNDS | 16,871 | 52,544 | | | |
| 9140 | DEFERRED EXPENSE - From Prior Period | | 348 | | | |
| | SUBTOTAL - OTHER EXPENSES | \$ 16,871 | \$ 52,893 | \$ - | \$ - | \$ - |
| | TOTAL EXPENSES | \$ 17,017 | \$ 53,706 | \$ 120 | \$ 120 | \$ 120 |
| | REVENUES OVER EXPENDITURES | 45 | (951) | 1,430 | (99) | (105) |
| | Transfer to NWCCOG for Cost of Administration | (14,000) | | (10,000) | | (10,000) |
| | NET REVENUE | (13,956) | (951) | (8,570) | (99) | (10,105) |
| | ENDING FUND BALANCE | 23,255 | 22,305 | 13,735 | 22,206 | 12,101 |

Northwest All-Hazards Emergency Management Region (NWAHEMR)

Est. 2003



2024 Highlights

- NWAEMR is funding the Jackson County Communications Repeater Project. Repeater equipment is used to extend the range of communication by receiving a signal and retransmitting it on a different frequency. The antennae are often installed on tall buildings or mountains and can extend the range of handheld or mounted radios by hundreds of miles. The antennae captures a low range frequency which is sent to the repeater equipment (inside) where it is converted into a high range frequency and retransmitted through the antennae.
- NWAHEMR participated in a Summit County full-scale Active Shooter Drill on Aug. 7, 2024

The Federal Emergency Management Agency (FEMA) in cooperation with the State of Colorado Department of Homeland Security and Emergency Management (DHSEM) employs the Homeland Security Grant Program (HSGP). The HSGP is applied throughout the State of Colorado in nine regions including the Northwest All-Hazard Emergency Management Region (NWAHEMR). The NWAHEMR includes ten counties (Eagle, Garfield, Grand, Jackson, Mesa, Moffat, Pitkin, Rio Blanco, Routt, and Summit) and is guided by a regional board comprised of the emergency managers from each county.

NWCCOG is contracted with Colorado State DHSEM as the fiscal agent and is responsible for grant management and ensuring deliverables are completed. The program is being transitioned away from participation by the region following notification from the then Chair in late 2022, and the Board has not met in official capacity since. In 2024, efforts will continue from 2023 working directly with DHSEM and specific grantees to close out prior grant years in alignment with the grant terms.



Northwest All-Hazards Emergency Management Region: Equipment Inspections (Selected Assets)



Eagle County Mobile Morgue deployed to Pueblo County September 2024.



Steamboat Springs Police Department Archer Anti-Vehicle Barrier used for parades and festivals.



Routt County Mobile Light Tower used during the 2023 floods in Hayden, CO.

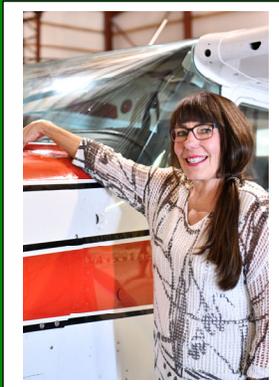
61xx - Northwest All Hazards Emergency Management Region

| ACCT # | | 2022 ACTUAL | 2023 ACTUAL | 2024 BUDGET | 2024 REVISED | 2025 BUDGET |
|-----------------|---|-------------------|-------------------|-------------------|------------------|-------------------|
| REVENUES | | | | | | |
| 4100 | FEDERAL FUNDS - SHSG | 323,515 | 135,161 | 171,443 | 55,188 | 135,945 |
| 4100 | FEDERAL FUNDS - M & A | 9,755 | 41,155 | 15,336 | 8,500 | 7,438 |
| | TOTAL REVENUES | \$ 333,270 | \$ 176,316 | \$ 186,779 | \$ 63,688 | \$ 143,383 |
| EXPENSES | | | | | | |
| 6100 | FISCAL MANAGER | 4,024 | 7,311 | 2,687 | 6,000 | 4,938 |
| 6410 | CONTRACT STAFF | 38,601 | 33,697 | 25,382 | 25,382 | 16,999 |
| 6420 | FISCAL CONTRACT | 1,895 | | | | |
| | SUBTOTAL - SALARIES & BENEFITS | \$ 44,520 | \$ 41,008 | \$ 28,069 | \$ 31,382 | \$ 21,937 |
| 6440 | AUDIT EXPENSE | 2,500 | 2,500 | 2,500 | 2,500 | 2,500 |
| 6610 | OFFICE SUPPLIES | 1,139 | 273 | 400 | | |
| 6640 | POSTAGE | 39 | 3 | 10 | | |
| 6655 | PROGRAM EXPENSES | | | | 1,000 | |
| 6660 | ADVERTISING | 158 | | | | |
| 6840 | TOOLS & EQUIPMENT | 284,914 | 123,074 | 152,341 | 11,856 | 118,946 |
| 7130 | TRAVEL & MEETINGS | | 9,458 | 3,459 | 16,950 | |
| | SUBTOTAL - PROGRAM EXPENSES | \$ 288,750 | \$ 135,308 | \$ 158,710 | \$ 32,306 | \$ 121,446 |
| | TOTAL EXPENSES | \$ 333,270 | \$ 176,316 | \$ 186,779 | \$ 63,688 | \$ 143,383 |
| | REVENUES OVER EXPENDITURES | \$ - | \$ - | \$ - | \$ - | \$ - |



Northwest Loan Fund

Director: Anita Cameron



Est. 2013



2024 Highlights:

The **Northwest Loan Fund (NLF)** supports business activities for which credit may not be otherwise available on terms and conditions which would permit completion and/or successful operation or accomplishment of the project in the defined eligible areas to create and/or retain employment opportunities primarily for persons from low and moderate-income households.

Any private, for profit or non-profit businesses located in any of the six counties of State Planning Management Region 12 (Eagle, Grand, Jackson, Pitkin, Routt & Summit) and any of three counties of Region 11 (Garfield, Moffat, & Rio Blanco) are eligible for business assistance and are not restricted to specific sizes of business.

The NLF was re-established in 2013 with the first loan being made in 2014. Primary funding is from the Community Development Block Grant (CDBG) which includes 16% Administration for running the program. Other funding sources are occasionally utilized but typically do not include Admin.

The NLF is governed by the NLF Board of Directors (which mirrors the NWCCOG Council). The Board approves Loan Committee members as recommended by the NLF Director. The Loan Committee, consisting of a volunteer from each of the nine counties, approves loans as recommended by the NLF Director. The NWCCOG Executive Director serves as Ex Officio Member.



8800 - Northwest Loan Fund

| ACCT # | | 2022 ACTUAL | 2023 ACTUAL | 2024 BUDGET | 2024 REVISED | 2025 BUDGET |
|--------|--|---------------------|---------------------|---------------------|---------------------|-------------------|
| | BEGINNING FUND BALANCE | 1,398,530 | 1,530,055 | 1,251,766 | 1,251,766 | 1,549,895 |
| 4100 | CDBG FEDERAL CONTRACT | 1,066,636 | 1,018,000 | 1,390,000 | 1,086,714 | 350,000 |
| 4251 | FEDERAL CONTRACT - ADMIN | 185,600 | 162,880 | 222,400 | 173,874 | 56,000 |
| 4200 | STATE CONTRACTS | - | - | 200,000 | 102,000 | 200,000 |
| 4250 | STATE CONTRACTS - ADMIN | 3,464 | | | 5,100 | - |
| 4520 | OTHER LOCAL FUNDING | 133,506 | 300,000 | - | 62,500 | 100,000 |
| 4535 | MEETING REGISTRATION | 1,464 | | - | | - |
| 4720 | LOAN INTEREST REVENUE | 137,233 | 204,198 | 238,839 | 251,557 | 246,170 |
| 4820 | BANKING INTEREST EARNINGS | 4,610 | 17,093 | 4,000 | 24,000 | 21,000 |
| 4730 | FEE INCOME | 21,283 | 41,457 | 35,405 | 18,402 | 17,480 |
| | TOTAL REVENUES | \$ 1,553,796 | \$ 1,743,628 | \$ 2,090,644 | \$ 1,724,147 | \$ 990,650 |
| 58000 | * Less CONTRACT LOAN DISBURSEMENTS | 1,132,650 | 1,109,300 | 1,590,000 | 764,500 | 650,000 |
| | NET REVENUES | \$ 421,146 | \$ 634,328 | \$ 500,644 | \$ 959,647 | \$ 340,650 |
| 6112 | SALARIES - Program Director | 101,000 | 108,070 | 115,635 | 115,635 | 121,417 |
| 6121 | SALARIES - Program Staff | | 465 | | | |
| 6210 | TAXES & BENEFITS | 20,217 | 20,759 | 23,430 | 23,474 | 25,248 |
| 6410 | CONTRACT STAFF | 2,331 | 2,415 | 3,000 | 2,500 | 3,000 |
| 6510 | OUTSIDE CONTRACT SERVICES | 1,675 | 7,350 | 12,000 | 7,000 | 10,000 |
| 6420 | FISCAL SERVICES | 930 | | | | |
| | SUBTOTAL - SALARIES & BENEFITS | \$ 126,153 | \$ 139,060 | \$ 154,065 | \$ 148,609 | \$ 159,665 |
| 6130 | MEETING EXPENSE | 3,373 | 3,503 | 2,000 | 1,500 | 3,500 |
| 6610 | OFFICE SUPPLIES | 602 | 837 | 1,000 | 4,000 | 1,000 |
| 6615 | LOAN LOSS RESERVE | 66,910 | (11,939) | | 26,039 | |
| 6620 | BANK CHARGES | 167 | 197 | 100 | 120 | 170 |
| 6640 | POSTAGE | 374 | 824 | 1,100 | 200 | 1,000 |
| 6650 | PRINTING & PUBLICATIONS | | 78 | | | |
| 6655 | PROGRAM EXPENSE | 1,361 | 3,569 | 5,000 | 3,500 | 5,000 |
| 6660 | ADVERTISING | 1,744 | 1,000 | 1,000 | 1,000 | 1,000 |
| 6680 | DUES & SUBSCRIPTIONS | 3,840 | 3,760 | 6,000 | 4,580 | 6,000 |
| 6730 | TELEPHONE EXPENSE | 1,234 | 1,509 | 1,500 | 1,850 | 1,800 |
| 6811 | VEHICLE GAS/OIL/SUPPLIES | 989 | 4,222 | 2,800 | 1,650 | 3,000 |
| 6930 | BAD DEBTS WRITTEN OFF | 17,692 | 6,890 | 24,192 | - | - |
| 7110 | PROGRAM SUPPLIES | 740 | 2,034 | 1,000 | 1,000 | 1,000 |
| 7130 | TRAVEL & MEETINGS | 6,436 | 4,950 | 9,000 | 8,000 | 9,000 |
| 7320 | PASS THROUGH | | 38,558 | | 110,810 | 110,810 |
| | SUBTOTAL - PROGRAM EXPENSES | \$ 105,461 | \$ 59,993 | \$ 54,692 | \$ 164,249 | \$ 143,280 |
| 6720 | RENT & UTILITIES | 2,857 | 3,028 | 13,354 | 3,331 | 3,497 |
| 7910 | INDIRECT COSTS APPLIED | 15,150 | 17,908 | 19,080 | 19,080 | 20,034 |
| | SUBTOTAL - OTHER EXPENSES | \$ 18,007 | \$ 20,936 | \$ 32,434 | \$ 22,411 | \$ 23,531 |
| | TOTAL EXPENSES | \$ 249,622 | \$ 219,988 | \$ 241,191 | \$ 335,269 | \$ 326,476 |
| | REVENUES OVER EXPENDITURES | \$ 171,525 | \$ 414,339 | \$ 259,453 | \$ 624,378 | \$ 14,175 |
| | REVOLVED FUND LOAN DISBURSEMENTS | 40,000 | 692,628 | | 326,250 | 400,000 |
| | Disbursed from Revolving NLF Fund Balance | | | | | |
| | ENDING FUND BALANCE | 1,530,055 | 1,251,766 | 1,511,219 | 1,549,895 | 1,164,069 |

*New in 2025: Revolved Fund disbursements shown separately from State/Federal/Other contract (reimbursed) loan disbursements

*NLF 2025 Revenues: CDBG Federal Contract \$350,000; Colorado Startup Loan Fund \$200,000; Forest Service Loan Fund \$100,000

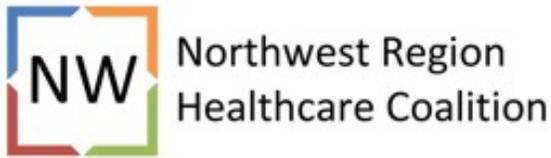
| Budget Detail - NLF 2025 BUDGET | | | | | | | | | | | | |
|---|------------------------|---------------|--------------|---------------|-------------------|----------------|-------------------|---------------|----------------|-------------|---------------|---------------------|
| Northwest Loan Fund 2025 | General Operating 8800 | Revolved | CDBG-24-1230 | CDBG-20-630 | CDBG-20-630 COVID | FOREST SERVICE | START UP COLORADO | OEDIT-2017 | ENERGIZE LOANS | CDBG-16-602 | CDBG-13-589 | ALL NLF Funds Total |
| REVENUE | | | | | | | | | | | | |
| 4100 FEDERAL GRANT INCOME (CURRENT YEAR) | | | 350,000 | - | - | - | | | | | | 350,000 |
| 4251 ADMIN INCOME - FEDERAL FUNDS | | | 56,000 | - | - | | | | | | | 56,000 |
| 4200 STATE GRANT INCOME | | | | | | | 200,000 | | | | | 200,000 |
| 4250 ADMIN INCOME - STATE FUNDS | | | | | | | | | | | | - |
| 4520 OTHER LOCAL FUNDING | | | | | | 100,000 | | | | | | 100,000 |
| 4535 MEETING REGISTRATION | | | | | | | | | | | | - |
| 4720 LOAN INTEREST INCOME - REVOLVED | | 67,784 | | | | | | | | | | 67,784 |
| 4720 LOAN INTEREST INCOME - OTHER | | | | 16,625 | 69,815 | 26,032 | 30,435 | 21,941 | 351 | - | 13,188 | 178,387 |
| 4820 BANKING INTEREST EARNINGS | 21,000 | | | | | | | | | | | 21,000 |
| 4730 FEE INCOME | | 5,483 | | 3,500 | 1,802 | 820 | 1,592 | 4,262 | 15 | - | 7 | 17,480 |
| TOTAL REVENUE | 21,000 | 73,266 | | 20,125 | 71,617 | 126,852 | 232,027 | 26,203 | 366 | - | 13,195 | 990,650 |
| EXPENDITURES | | | | | | | | | | | | |
| SALARIES & BENEFITS: | | | | | | | | | | | | |
| 6112 PROGRAM DIRECTOR | 121,417 | | | | | | | | | | | 121,417 |
| 6210 TAXES & BENEFITS | 25,248 | | | | | | | | | | | 25,248 |
| 6410 CONTRACT STAFF | 3,000 | | | | | | | | | | | 3,000 |
| 6520 OUTSIDE CONTRACT | 10,000 | | | | | | | | | | | 10,000 |
| SUB-TOTAL: SALARIES & BENEFITS | 159,665 | | | | | | | | | | | 159,665 |
| PROGRAM EXPENSES: | | | | | | | | | | | | |
| 6130 MEETING EXPENSE | 3,500 | | | | | | | | | | | 3,500 |
| 6610 OFFICE SUPPLIES | 1,000 | | | | | | | | | | | 1,000 |
| 6615 LOAN LOSS RESERVE | | | | | | | | | | | | - |
| 6620 BANK CHARGES | 170 | | | | | | | | | | | 170 |
| 6640 POSTAGE | 1,000 | | | | | | | | | | | 1,000 |
| 6655 PROGRAM EXPENSE | 5,000 | | | | | | | | | | | 5,000 |
| 6660 ADVERTISING | 1,000 | | | | | | | | | | | 1,000 |
| 6680 DUES & SUBSCRIPTIONS | 6,000 | | | | | | | | | | | 6,000 |
| 6730 TELEPHONE EXPENSE | 1,800 | | | | | | | | | | | 1,800 |
| 6811 VEHICLE GAS/OIL/SUPPLIES | 3,000 | | | | | | | | | | | 3,000 |
| 6930 BAD DEBTS - WRITTEN OFF | - | | | | | | | | | | | - |
| 7110 PROGRAM SUPPLIES | 1,000 | | | | | | | | | | | 1,000 |
| 7130 TRAVEL & MEETINGS | 9,000 | | | | | | | | | | | 9,000 |
| 7320 PASS-THROUGH TO FUNDING SOU | 110,810 | | | | | | | | | | | 110,810 |
| SUBTOTAL: PROGRAM EXPENSES | 143,280 | | | | | | | | | | | 32,470 |
| OTHER EXPENSES | | | | | | | | | | | | |
| 6720 RENT & UTILITIES | 3,497 | | | | | | | | | | | 3,497 |
| 7910 INDIRECT COSTS APPLIED | 20,034 | | | | | | | | | | | 20,034 |
| SUBTOTAL: OTHER EXPENSES | 23,531 | | | | | | | | | | | 23,531 |
| TOTAL EXPENDITURES | 326,476 | - | | - | - | - | | - | - | - | - | 215,666 |
| TOTAL REVENUE OVER EXPENDITURES* | (305,476) | 73,266 | | 20,125 | 71,617 | 126,852 | | 26,203 | 366 | - | 13,195 | 774,985 |
| Beginning Fund Balance (1/1/2025) | 1,549,895 | | | | | | | | | | | 1,549,895 |
| Ending Fund Balance (12/31/2025) | 1,164,069 | | | | | | | | | | | 1,164,069 |

*Budget detail does not show loan disbursements

Northwest Region Healthcare Coalition

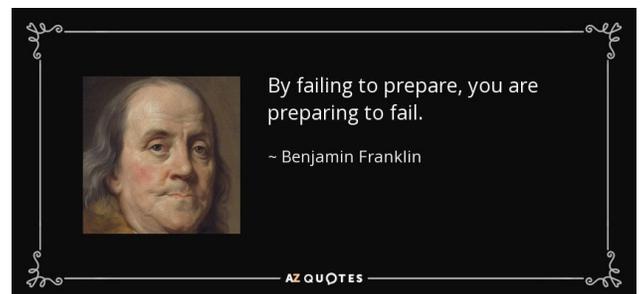
Readiness & Response Coordinator: Steve Hilley, RN
Clinical Advisor: Olivia Scheele, MSN, BSN, RN, CLC, a-IPC

Est: 2017



2024 Highlights

- Developed and held an in-person Integrated Preparedness Plan workshop (IPPW) for the 10-county region in NW Colorado in May 2024. This is the first Healthcare Coalition-prepared IPP in the nation, according to the Colorado Department of Public Health and Environment (CDPHE).
- Designed and Facilitated "Active Shooter" exercises for Vail Health and Grand River Health (Rifle).
- Developed a Regional Chemical Response plan for the 10-county region with a Chemical Response Exercise in Glenwood Springs.
- Hosted and facilitated the State-wide (9-regions) Readiness and Response Coordinators with CDPHE meeting in Frisco.



In March 2017, the CDPHE designated nine regional healthcare coalitions that align with the already established boundaries of the All Hazards (Homeland Security) regions in Colorado. Federal grant guidance defines Healthcare Coalitions (HCCs) as a regional healthcare system of emergency preparedness activities involving member organizations that serve as a multiagency coordinating group to support healthcare related preparedness, response, recovery, and mitigation activities. The NWRHCC counties include Eagle, Garfield, Grand, Jackson, Mesa, Moffat, Pitkin, Rio Blanco, Routt, and Summit. Required agencies include hospitals, public health, EMS, and emergency management although the NWRHCC is open to all healthcare agencies in the region.

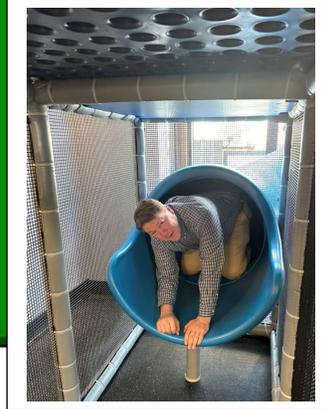
622x - Northwest Region Health Care Coalition

| ACCT # | | 2022 ACTUAL | 2023 ACTUAL | 2024 BUDGET | 2024 REVISED | 2025 BUDGET |
|-----------------|---|-------------------|-------------------|-------------------|-------------------|-------------------|
| REVENUES | | | | | | |
| 4100 | FEDERAL GRANT REVENUE | 204,493 | 200,335 | 231,176 | 230,676 | 251,154 |
| 4640 | CARRY OVER REVENUE | (1,623) | | | | |
| | TOTAL REVENUES | \$ 202,870 | \$ 200,335 | \$ 231,176 | \$ 230,676 | \$ 251,154 |
| EXPENSES | | | | | | |
| 6100 | PAYROLL EXPENSE | 2,825 | 13,342 | 11,039 | 11,039 | 12,423 |
| 6410 | CONTRACT STAFF | 143,195 | 151,340 | 163,779 | 163,779 | 175,344 |
| 6520 | OUTSIDE CONTRACT | 11,414 | 1,000 | 5,000 | 5,000 | |
| 6560 | OTHER CONTRACTOR | | 1,050 | | | 3,000 |
| | SUBTOTAL - SALARIES & BENEFITS | \$ 157,434 | \$ 166,732 | \$ 179,818 | \$ 179,818 | \$ 190,767 |
| 6130 | MEETING EXPENSE | 1,079 | | | | 3,000 |
| 6610 | OFFICE SUPPLIES | 618 | 162 | 200 | 200 | |
| 6640 | POSTAGE | | | | | |
| 6655 | PROGRAM EXPENSE | | | 2,835 | 2,835 | 9,482 |
| 6660 | ADVERTISING | 44 | 41 | | | |
| 6670 | INTERNET/WEBSITE EXPENSE | 236 | | 889 | 889 | 2,303 |
| 6680 | DUES & SUBSCRIPTIONS | 7,839 | 7,928 | 7,513 | 7,513 | 7,513 |
| 6840 | TOOLS & EQUIPMENT | 5,490 | 277 | | | |
| 7130 | TRAVEL & MEETINGS | 15,115 | 15,655 | 18,925 | 18,925 | 22,834 |
| | SUBTOTAL - PROGRAM EXPENSES | \$ 30,422 | \$ 24,063 | \$ 30,362 | \$ 30,362 | \$ 45,132 |
| 7320 | PASS-THROUGH | | | 9,000 | 8,500 | 4,000 |
| 7910 | INDIRECT | 15,015 | 9,540 | 11,996 | 11,996 | 11,255 |
| | SUBTOTAL - OTHER EXPENSES | \$ 15,015 | \$ 9,540 | \$ 20,996 | \$ 20,496 | \$ 15,255 |
| | TOTAL EXPENSES | \$ 202,870 | \$ 200,335 | \$ 231,176 | \$ 230,676 | \$ 251,154 |
| | NET REVENUE | \$ - |

*Change in funding formula for FY24-25 resulted in additional funds

Member Services Regional Business Program

Director: Jon Stavney



Est: 1972

2024 Highlights:

- Worked closely with Insights Collective on deliverables for Community Metrics project.
- Managed Broadband DOLA grant and THOR enhancements, including a large Fraud situation.
- Negotiated with CBO and DOLA on future of Broadband Program and Project THOR. After white paper with other regions regarding middle mile.
- Planned and MC'd for EDD Summit in May with Rachel Tuyn, EDD Director.
- Assisted Avon and Kremmling with Town Manager Evaluations, facilitated Manager Search for Grand Lake.
- Hired, oriented and handed off upgraded Mobility Program Director to Dana Wood in 2024, including IMTPR.
- Completed extensive interior and exterior door replacement and security upgrade at office.
- Completed an extensive redrafting of Employee Handbook and implemented Professional Development Policy for staff.
- Supported Energy Program through continued growth, and Elevator program through major changes. Transitioned through three Office Managers.
- Completed Rocky Mtn Leadership Program, and 4 University of Colorado Denver Master's Degree classes.
- Welcomed Town of Keystone in and Jackson County back to Membership.

Regional Business (RB) is the budget title for part of the General Fund which is the primary focus of the Executive Director (ED). Member Dues revenues come into RB and are dispersed to match other programs. Most DOLA grants (State Revenue-4200) pass through RB (acct. 7320) and are managed by the ED including funding for the Broadband program and grants for Project THOR. The RB Budget covers roughly half, sometimes more of the ED's wages (6110, 6210). Attorney, GIS are the primary Contract Staff. Indirect has grown enough in recent years to allow formation of a Finance office and to cover the Office Manager. Time the ED spends in general management of the organization is charged to Indirect, while time spent "externally" serving the membership is charged to RB.

Member Services is a subset of Regional Business and the public-facing side of what the Executive Director does, including Council meetings, facilitations, research and writing reports or for the Newsletter.



1100 - Regional Business

| ACCT # | | 2022 ACTUAL | 2023 ACTUAL | 2024 BUDGET | 2024 REVISED | 2025 BUDGET |
|-----------------|---|-------------------|-------------------|--------------------|-------------------|-------------------|
| REVENUES | | | | | | |
| 4200 | STATE GRANT REVENUE | 18,761 | 100,000 | 25,000 | 123,400 | 115,000 |
| 4250 | ADMINISTRATION | 2,265 | 8,872 | 5,000 | 5,100 | 5,100 |
| 4310 | COUNTY PLEDGES | 227,099 | 244,579 | 265,033 | 267,138 | 286,490 |
| 4320 | MUNICIPAL PLEDGES | 141,902 | 154,060 | 167,766 | 169,266 | 169,327 |
| 4420 | SPECIAL SERVICES INCOME | 29,888 | 36,345 | 31,200 | 33,000 | 33,600 |
| 4520 | OTHER LOCAL FUNDING | | 10,945 | | 29,000 | |
| 4640 | CARRYOVER REVENUE | | | | 5,135 | 5,135 |
| 4650 | CARRYOVER TO NEXT PERIOD | | (5,135) | | (5,135) | (5,135) |
| 4820 | INTEREST INCOME | 11,928 | 74,643 | 30,000 | 75,000 | 50,000 |
| | TOTAL REVENUES | \$ 431,842 | \$ 624,309 | \$ 523,999 | \$ 701,904 | \$ 659,517 |
| EXPENSES | | | | | | |
| 6110 | SALARIES - EXECUTIVE DIRECTOR | 110,543 | 103,402 | 100,771 | 125,771 | 125,832 |
| 6121 | SALARIES - Communications | | | | 4,193 | 6,000 |
| 6141 | SALARIES - Fiscal Office | | 9,095 | | | |
| 6100 | SALARIES - STAFF BONUS | 9,500 | 11,200 | 10,000 | 27,500 | 10,000 |
| 6210 | TAXES & BENEFITS | 22,025 | 24,635 | 26,273 | | 34,192 |
| 6410 | CONTRACT STAFF | 47,930 | 105,487 | 100,000 | 143,845 | 140,600 |
| | SUBTOTAL - SALARIES & BENEFITS | \$ 189,998 | \$ 253,819 | \$ 237,044 | \$ 301,309 | \$ 316,624 |
| 6430 | LEGAL EXPENSES | | 3,752 | | 1,000 | |
| 6520 | OUTSIDE CONTRACT | | 5,000 | | | |
| 6610 | OFFICE SUPPLIES | | 11,075 | 800 | 12,000 | 3,000 |
| 6620 | BANK SERVICE CHARGES | 997 | 415 | 800 | 500 | 500 |
| 6640 | POSTAGE | 266 | 520 | 300 | 50 | 50 |
| 6650 | PRINTING & PUBLICATIONS | 4,745 | 497 | 4,000 | | 4,000 |
| 6660 | ADVERTISING | 4,069 | 660 | 2,000 | 1,500 | 1,500 |
| 6670 | INTERNET/WEBSITE | 512 | 1,135 | 500 | 600 | 600 |
| 6680 | DUES & SUBSCRIPTIONS | 360 | 1,065 | 1,000 | 2,500 | 3,000 |
| 6730 | TELEPHONE | 1,794 | 2,086 | 1,700 | 1,700 | 1,700 |
| 6760 | INSURANCE PREMIUM EXPENSE | | 176 | | | |
| 6800 | EQUIPMENT REPAIR/MAINT/SUPPLY | | 183 | | | |
| 6810 | VEHICLE REPAIR | 1,081 | 2,078 | 3,500 | 2,500 | 2,000 |
| 6811 | VEHICLE GAS, SUPPLIES | 2,492 | 1,757 | 2,500 | 1,336 | 1,500 |
| 6830 | EQUIPMENT LEASE - LONG TERM | 6,129 | 7,155 | 8,400 | 4,849 | 5,000 |
| 7130 | TRAVEL & MEETINGS | 3,507 | 8,093 | 7,200 | 6,500 | 11,000 |
| 7150 | TRAINING & TECHNICAL ASSISTANCE | 3,914 | 9,249 | 14,900 | 17,000 | 17,000 |
| | SUBTOTAL - PROGRAM EXPENSES | \$ 29,867 | \$ 54,896 | \$ 47,600 | \$ 52,035 | \$ 50,850 |
| 6720 | RENT & UTILITIES | 4,339 | 4,599 | 5,059 | 5,069 | 5,312 |
| 7910 | INDIRECT COSTS APPLIED | 10,078 | 20,066 | 6,782 | 25,982 | 20,762 |
| 7320 | PASS THROUGH - MINI GRANTS | 14,811 | 53,502 | 60,000 | 35,000 | 30,000 |
| 7950 | CASH MATCH TO PROGRAMS | 179,009 | 203,373 | 224,387 | 224,387 | 240,242 |
| | SUBTOTAL - OTHER EXPENSES | \$ 208,238 | \$ 281,540 | \$ 296,228 | \$ 290,438 | \$ 296,316 |
| | TOTAL EXPENSES | 428,102 | 590,255 | 580,872 | 643,782 | 663,790 |
| | REVENUES OVER EXPENDITURES | \$ 3,740 | \$ 34,054 | \$ (56,873) | \$ 58,122 | \$ (4,273) |
| 9130 | INTERPROGRAM TRANSFERS | | 20,000 | | (1,674) | |
| | NET REVENUES | \$ 3,740 | \$ 54,054 | \$ (56,873) | \$ 56,448 | \$ (4,273) |

*OK Jon and Becky 9/23/2024

*Match to Vintage program increased per ARPA

*2024 Transfer is for Economic Development District administration

*\$5,000 of 2025 Travel and Meeting budget is committed for NWCCOG Health & Wellness Committee use

Broadband Program

Director: Nate Walowitz



Est. 2013

2024 Highlights:

- Completed 2 plus year Project THOR upgrade and closed DOLA enhancement Grant.
- Negotiated 2024 and then 2025 funding for position with DOLA and CBO.
- Progress on regional projects in Roaring Fork, Copper/Avon, Summit County and at Internet POP in Denver.
- Assisted other regions per DOLA agreement.
- Working with Congressional delegation on interconnect with Northern Colorado communities.

Photo: Middle Mile Broadband future meeting with Regions, 8, 9, 10, 12, SCEDD, DOLA and CBO in Montrose, June 2024

NWCCOG operates Project THOR on behalf of 10 local meet me center host communities. The project is anticipated to be expanding, though no budget numbers are added for that purpose because it has not been scoped or designed.

NWCCOG continues to provide technical assistance to partners across the region and as a requirement of DOLA funding, across ½ the geography of the State of Colorado.

The Regional Broadband program delivers technical assistance, education, inter-jurisdiction coordination, project, and program management for broadband, cellular, and public safety communications throughout the 9-County program area. The primary expense in Regional Broadband is funding of the Regional Broadband Coordinator position, which besides supporting and managing the NWCCOG Regional Broadband Program, continues to identify and support member needs, share information and be a resource for local governments and officials across the region membership.



1200 - Broadband

| ACCT # | 2022 ACTUAL | 2023 ACTUAL | 2024 BUDGET | 2024 REVISED | 2025 BUDGET | |
|-----------------|---|--------------------|--------------------|--------------------|--------------------|--------------------|
| REVENUES | | | | | | |
| 4200 | STATE GRANT REVENUE | 116,914 | 130,082 | 130,462 | 141,322 | 141,322 |
| 4630 | LOCAL CASH MATCH - NWCCOG | 60,000 | 70,000 | 80,000 | 80,000 | 80,000 |
| 4610 | INSURANCE PROCEEDS | | 5,025 | | | |
| | TOTAL REVENUES | \$ 176,914 | \$ 205,107 | \$ 210,462 | \$ 221,322 | \$ 221,322 |
| EXPENSES | | | | | | |
| 6121 | SALARIES - PROGRAM STAFF | 161,483 | 153,348 | 157,150 | 184,882 | 151,751 |
| 6210 | TAXES & BENEFITS | 38,379 | 32,471 | 34,932 | 40,661 | 35,189 |
| 6100 | PAYROLL EXPENSES - OTHER | | 5,000 | | 5,000 | 5,000 |
| 6410 | OUTSIDE CONTRACT | 3,830 | | | | |
| | SUBTOTAL - SALARIES & BENEFITS | \$ 203,692 | \$ 190,820 | \$ 192,081 | \$ 230,543 | \$ 191,940 |
| 6130 | MEETING EXPENSE | 1,339 | 100 | 200 | 100 | 100 |
| 6430 | LEGAL EXPENSE | 1,830 | | 150 | 500 | 500 |
| 6610 | OFFICE SUPPLIES | 164 | 2,980 | | | |
| 6655 | PROGRAM EXPENSE | 967 | 1,589 | | 978 | 1,000 |
| 6680 | DUES & SUBSCRIPTIONS | | | 500 | | |
| 6730 | TELEPHONE | 634 | 565 | 606 | 492 | 500 |
| 6760 | INSURANCE PREMIUM | | 176 | | | |
| 6761 | INSURANCE DEDUCTIBLE | | 500 | | | |
| 6811 | VEHICLE GAS/OIL/SUPPLIES | 1,245 | 3,423 | 3,000 | 1,500 | 1,500 |
| 6830 | EQUIP LEASE - LONG TERM | 6,247 | 7,358 | 7,398 | 4,858 | 5,000 |
| 7130 | TRAVEL & MEETINGS | 5,909 | 11,020 | 15,000 | 12,000 | 15,000 |
| | SUBTOTAL - PROGRAM EXPENSES | \$ 18,335 | \$ 27,710 | \$ 26,854 | \$ 20,428 | \$ 23,600 |
| 6720 | RENT & UTILITIES | 3,045 | 3,228 | 2,781 | 2,781 | 2,920 |
| 7910 | INDIRECT | 24,222 | 25,227 | 25,930 | 30,506 | 25,039 |
| | SUBTOTAL - OTHER EXPENSES | \$ 27,268 | \$ 28,455 | \$ 28,710 | \$ 33,287 | \$ 27,959 |
| | TOTAL EXPENSES | \$ 249,294 | \$ 246,984 | \$ 247,646 | \$ 284,258 | \$ 243,499 |
| | REVENUES OVER EXPENDITURES | \$ (72,380) | \$ (41,878) | \$ (37,184) | \$ (62,936) | \$ (22,177) |
| 9130 | INTERPROGRAM TRANSFERS | 52,557 | 57,097 | 37,184 | 62,936 | 22,177 |
| | NET REVENUES | \$ (19,823) | \$ 15,219 | \$ 0 | \$ 0 | \$ 0 |

*OK Jon and Becky 9/16/2024

*Transfer is from Elevator Inspection Program - as planned, it is lower than prior years due to increased cost absorbtion from Project Thor

Project THOR

Director: Nate Walowitz

Est. 2018

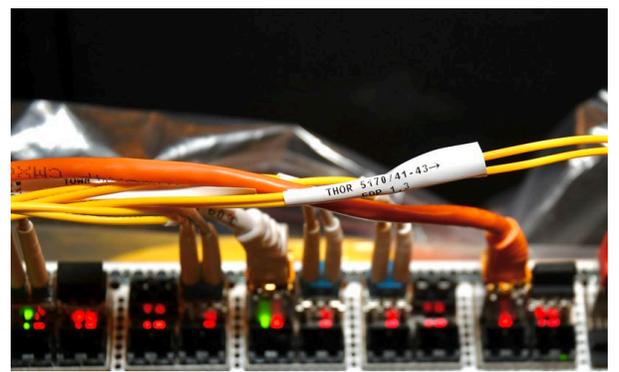


Partner Hosts: Northwest Colorado Broadband (NCB Steamboat/Routt), Aspen, Eagle, Vail, Silverthorne, Counties of Summit, Clear Creek, Rio Blanco, Pitkin, Middle Park Health, Yampa Valley Electric Association (YVEA), Copper Mountain, Breckenridge

2024 Highlights:

- Completed Enhancement Project after 2 years and closed related DOLA Grants
- Ordered White Paper to study how three existing Regional MM broadband networks run by COGs could align and compare to other states models.
- Negotiated with Colorado Broadband Office and larger group of COG and EDD regions that operate or have funding to build regional MM broadband networks; this is ongoing.
- Continue to work with Fiscal Office on 5 year budget and CIP modeling
- Continue to engage Project THOR Stakeholders in future plans, partnering in operations and addressing opportunities.
- Renegotiated some circuit segments for lower costs

- Over 400 miles of existing publicly and privately owned fiber along with newly constructed fiber to link communities to existing fiber infrastructure.
- All Project THOR infrastructure is open access meaning that NWCCOG makes the network available to all providers.
- DOLA provided \$1.25 million dollars in funding fully matched by local contributions Project THOR allows open access transport for providers and ISPs to increase competition, availability, and lower broadband service prices in our rural communities.
- Project THOR is unique in NWCCOG arranging for existing broadband providers to deliver internet bandwidth to Meet Me Centers at a regional discounted rate because usage is aggregated across all Project THOR participating communities.
- Funding – State public partnerships include: Colorado Department of Local Affairs (DOLA), Governor's Office of Information Technology Broadband Program Office, CDOT Intelligent Transportation Systems (ITS) & Network Services.



1300 - Project THOR

| ACCT # | | 2022 ACTUAL | 2023 ACTUAL | 2024 BUDGET | 2024 REVISED | 2025 BUDGET |
|--------|---|---------------------|---------------------|---------------------|---------------------|---------------------|
| | BEGINNING FUND BALANCE | 116,618 | 182,697 | 204,770 | 204,770 | 182,244 |
| | REVENUES | | | | | |
| 4100 | FEDERAL GRANT REVENUE | | | | 38,600 | |
| 4200 | STATE GRANT REVENUE | 945,313 | 1,140,658 | 147,143 | 256,930 | |
| 4520 | MEET ME CENTER (MMC) Jan-June | 547,816 | 532,562 | 586,737 | 586,737 | 590,647 |
| 4520 | MMET ME CENTER (MMC) July-Dec | 547,816 | 532,562 | 586,737 | 586,737 | 590,647 |
| 4520 | OTHER LOCAL FUNDING | 34,731 | 14,108 | 104,600 | 295,717 | 161,600 |
| | TOTAL REVENUES | \$ 2,075,675 | \$ 2,219,890 | \$ 1,425,217 | \$ 1,764,720 | \$ 1,342,893 |
| | EXPENSES | | | | | |
| 6110 | SALARIES - Executive Director | | | | | |
| 6121 | SALARIES - Program Director | | 19,439 | 27,732 | | 28,453 |
| 6151 | SALARIES - Administration | | 5,457 | 8,080 | 8,080 | 21,210 |
| 6210 | TAXES & BENEFITS | | 5,863 | 7,927 | 5,000 | 12,416 |
| | SUBTOTAL - SALARIES & BENEFITS | \$ - | \$ 30,759 | \$ 43,739 | \$ 13,080 | \$ 62,079 |
| 7510 | CIRCUIT COSTS | 836,272 | 907,013 | 791,280 | 1,084,702 | 990,115 |
| 7530 | FIBER LEASE (IRU) | 945,313 | - | - | 208,459 | - |
| 7540 | NETWORK OPERATOR FEE | 132,506 | 101,850 | 75,000 | 75,000 | 75,000 |
| 7570 | NETWORK EQUIPMENT SUPPORT | - | 5,185 | 70,000 | 70,000 | 70,000 |
| | SUBTOTAL - MONTHLY RECURRING COSTS | \$ 1,914,091 | \$ 1,014,048 | \$ 936,280 | \$ 1,438,161 | \$ 1,135,115 |
| 6430 | LEGAL EXPENSE | 2,837 | 3,165 | 3,300 | 0 | 3,000 |
| 6740 | REPAIR & MAINTENANCE | | | 10,000 | 20,000 | - |
| 6840 | TOOL & EQUIPMENT | | | - | | - |
| 7130 | TRAVEL & MEETINGS | | 1,937 | 2,000 | 20 | 2,000 |
| 7520 | THOR NON-RECURRING COST | 35,125 | 919 | 5,000 | 62,456 | 5,000 |
| 7550 | NETWORK OPERATION EQUIP. | 52,646 | 1,294,883 | 129,788 | 222,361 | 50,000 |
| 7560 | NETWORK OPERATIONS LICENSES | 4,899 | - | - | 0 | - |
| 9180 | FRAUD EXPENSE | | | | 31,168 | - |
| | SUBTOTAL - TOTAL CAPITAL & NRC's | \$ 95,506 | \$ 1,300,904 | \$ 150,088 | \$ 336,005 | \$ 60,000 |
| 6720 | RENT & UTILITIES | | | | | |
| 7910 | INDIRECT COSTS APPLIED | | 4,108 | 5,909 | 0 | 4,695 |
| | SUBTOTAL - OTHER EXPENSES | \$ - | \$ 4,108 | \$ 5,909 | \$ - | \$ 4,695 |
| | TOTAL EXPENSES | \$ 2,009,597 | \$ 2,349,819 | \$ 1,136,016 | \$ 1,787,246 | \$ 1,261,889 |
| | REVENUES OVER EXPENDITURES | \$ 66,078 | \$ (129,929) | \$ 289,201 | \$ (22,526) | \$ 81,004 |
| 9130 | INTERPROGRAM TRANSFERS | | 152,000 | | | |
| | NET REVENUES | \$ 66,078 | \$ 22,071 | \$ 289,201 | \$ (22,526) | \$ 81,004 |
| | ENDING FUND BALANCE | 182,696 | 204,770 | 493,971 | 182,244 | 263,248 |

*OK Nate/Jon/Becky 9/27/2024

*In 2025 Project THOR is funding 20% of the Program Director's time & benefits as well as a portion of the NWCCOG Finance Director.

*Net Revenues are allocated to designated funds balances for Legal Expenses, Repair & Maintenance, Contract Renewals (IRU's), and General Contingency.

NWCCOG Project THOR | 5 Year Projections



SUMMARY

| | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 |
|-----------------------------|------------------|-----------------|----------------|----------------|----------------|----------------|----------------|
| Fund Balance - begin | 182,697 | 204,770 | 182,244 | 263,248 | 415,184 | 599,288 | 784,892 |
| Total Revenues | 2,219,890 | 1,764,720 | 1,342,893 | 1,425,811 | 1,513,023 | 1,599,539 | 1,689,370 |
| Total Expenses | 2,349,817 | 1,787,246 | 1,261,889 | 1,273,875 | 1,328,919 | 1,413,935 | 1,486,524 |
| Net | (129,927) | (22,526) | 81,004 | 151,936 | 184,104 | 185,604 | 202,846 |
| Funds Transfers | 152,000 | - | - | - | - | - | - |
| Fund Balance - end | 204,770 | 182,244 | 263,248 | 415,184 | 599,288 | 784,892 | 987,737 |

2024 REVISED AND 2025 5-YEAR BUDGET

| ACCT # | 2023 ACTUAL | 2024 BUDGET | 2024 REVISED | 2025 BUDGET | 2026 Projected | 2027 Projected | 2028 Projected | 2029 Projected |
|---|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| FUND BALANCE - BEGIN | 182,697 | 204,770 | 204,770 | 182,244 | 263,248 | 415,184 | 599,288 | 784,892 |
| REVENUES | | | | | | | | |
| 4200 FEDERAL GRANT INCOME | | | 38,600 | | | | | |
| 4100 STATE GRANT INCOME | 1,140,658 | 147,143 | 256,930 | | | | | |
| 4520 OTHER LOCAL FUNDING | | | 208,549 | | | | | |
| 4360 MEET ME CENTER (MMC) JAN-JUN | 532,562 | 586,737 | 586,737 | 590,647 | 632,105 | 675,712 | 718,970 | 763,885 |
| 4360 MEET ME CENTER (MMC) JUL-DEC | 532,562 | 586,737 | 586,737 | 590,647 | 632,105 | 675,712 | 718,970 | 763,885 |
| 4510 NON-MMC SERVICE FEES | 14,108 | 104,600 | 87,168 | 161,600 | 161,600 | 161,600 | 161,600 | 161,600 |
| TOTAL REVENUES | \$ 2,219,890 | \$ 1,425,217 | \$ 1,764,720 | \$ 1,342,893 | \$ 1,425,811 | \$ 1,513,023 | \$ 1,599,539 | \$ 1,689,370 |
| EXPENSES | | | | | | | | |
| 7510 CIRCUIT COSTS | 907,013 | 791,280 | 1,084,702 | 990,115 | 985,858 | 1,023,458 | 1,094,842 | 1,163,808 |
| 7530 FIBER LEASE (IRU) | | - | 208,459 | - | - | - | - | - |
| 7540 NETWORK OPERATOR FEE | 101,850 | 75,000 | 75,000 | 75,000 | 75,000 | 90,000 | 90,000 | 90,000 |
| 7570 NETWORK EQUIPMENT SUPPORT | 5,185 | 70,000 | 70,000 | 70,000 | 70,000 | 70,000 | 70,000 | 70,000 |
| SUBTOTAL - MONTHLY RECURRING COSTS | \$ 1,014,048 | \$ 936,280 | \$ 1,438,161 | \$ 1,135,115 | \$ 1,130,858 | \$ 1,183,458 | \$ 1,254,842 | \$ 1,323,808 |
| 7520 NON-RECURRING COST | 919 | 5,000 | 62,456 | 5,000 | 10,000 | 10,000 | 10,000 | 10,000 |
| 7550 NETWORK OPERATION EQUIP. | 1,294,883 | 129,788 | 222,361 | 50,000 | 30,000 | 30,000 | 40,000 | 40,000 |
| 7560 NETWORK OPERATIONS LICENSES | - | - | - | - | - | - | - | - |
| 6430 LEGAL EXPENSE | 3,165 | 3,300 | - | 3,000 | 4,500 | 4,500 | 4,500 | 4,500 |
| 6655 PROGRAM EXPENSE | | - | - | - | - | - | - | - |
| 6740 EQUIPMENT MAINTENANCE | | 10,000 | 20,000 | - | - | - | - | - |
| 6840 TOOL & EQUIPMENT | | - | - | - | - | - | - | - |
| 7130 TRAVEL & MEETINGS | 1,937 | 2,000 | 20 | 2,000 | 2,000 | 2,000 | 2,000 | 2,000 |
| 9140 FRAUD EXPENSE | | | 31,168 | | | | | |
| SUBTOTAL - CAPITAL & NRC's | \$ 1,300,903 | \$ 150,088 | \$ 336,005 | \$ 60,000 | \$ 46,500 | \$ 46,500 | \$ 56,500 | \$ 56,500 |
| 6210 PROGRAM DIRECTOR | 19,439 | 27,732 | - | 28,453 | 48,892 | 50,408 | 51,971 | 53,582 |
| 6210 PROGRAM ADMIN | 5,457 | 8,080 | 8,080 | 21,210 | 21,868 | 22,545 | 23,244 | 23,965 |
| 6210 TAXES & BENEFITS | 5,863 | 7,927 | 5,000 | 12,416 | 17,690 | 17,690 | 18,804 | 19,387 |
| 7910 INDIRECT | 4,108 | 5,909 | 4,695 | 8,695 | 8,067 | 8,317 | 8,575 | 9,283 |
| SUBTOTAL - SALARIES & BENEFITS | \$ 34,866 | \$ 49,648 | \$ 13,080 | \$ 66,774 | \$ 96,517 | \$ 98,961 | \$ 102,594 | \$ 106,216 |
| TOTAL EXPENSES | \$ 2,349,817 | \$ 1,136,016 | \$ 1,787,246 | \$ 1,261,889 | \$ 1,273,875 | \$ 1,328,919 | \$ 1,413,935 | \$ 1,486,524 |
| REVENUES OVER EXPENDITURES | \$ (129,927) | \$ 289,201 | \$ (22,526) | \$ 81,004 | \$ 151,936 | \$ 184,104 | \$ 185,604 | \$ 202,846 |
| 9130 FUNDS TRANSFERS | 152,000 | | | | | | | |
| FUND BALANCE - END | 204,770 | 493,970 | 182,244 | 263,248 | 415,184 | 599,288 | 784,892 | 987,737 |

ANNUAL RESERVE FUND CONTRIBUTIONS

| | | | | | | | |
|----------------------------------|----------|----------------|---------------|----------------|----------------|----------------|----------------|
| CONTINGENCY | 163,960 | (22,526) | 48,004 | 48,484 | 49,684 | 51,184 | 68,426 |
| EQUIPMENT MAINTENANCE & UPGRADES | 72,000 | | 24,000 | 48,000 | 48,000 | 48,000 | 48,000 |
| LEGAL EXPENSE | 9,000 | | 9,000 | 9,000 | 9,000 | 9,000 | 9,000 |
| CONTRACT RENEWAL | - | 44,240 | - | 46,452 | 77,420 | 77,420 | 77,420 |
| TOTAL FUND CONTRIBUTIONS | - | 289,200 | 81,004 | 151,936 | 184,104 | 185,604 | 202,846 |

RESERVE FUND ENDING BALANCES

| | | | | | | | | |
|----------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| CONTINGENCY | 204,770 | 368,730 | 182,244 | 230,248 | 278,732 | 328,416 | 379,600 | 448,025 |
| EQUIPMENT MAINTENANCE & UPGRADES | | 72,000 | - | 24,000 | 72,000 | 120,000 | 168,000 | 216,000 |
| LEGAL EXPENSE | | 9,000 | - | 9,000 | 18,000 | 27,000 | 36,000 | 45,000 |
| CONTRACT RENEWAL | | 44,240 | - | - | 46,452 | 123,872 | 201,292 | 278,712 |
| FUND BALANCE - END | 204,770 | 493,970 | 182,244 | 263,248 | 415,184 | 599,288 | 784,892 | 987,737 |

Vintage Area Agency on Aging

Director: Erin Fisher



INFORMATION | RESOURCES | ADVOCACY

Est: 1978



2024 Highlights

- 98.2% of registered clients rate Vintage's services as Excellent or Good in SFY 23-24
- Provided Colorado Mountain College \$84,000 for rural nursing scholarships through ARPA Public Health funding
- Created a quarterly e-newsletter specifically for Spanish speaking older adults
- Partnered with Summit County Community & Senior Center for a year-long Retirement Bootcamp series for Summit County employees and residents
- Completed an Equity Assessment as well as Equity Lens from which we updated our RFP process and advisory board application

Vintage is the local Area Agency on Aging and regional aging expert – ensuring that all of us have access to the supports, services, and resources we need as we age. We also provide deep content expertise to ensure our communities and providers

meet those needs as well. We serve Eagle, Grand, Jackson, Pitkin, Routt, and Summit counties.

Programs supplied directly through Vintage include:

- **SHIP – State Health Insurance Assistance Program:** Unbiased & free Medicare Counseling using certified volunteers
- **Financial Voucher Programs:**
 - Material Aid – financial assistance for dental and hearing needs
 - Transportation – financial assistance for mileage reimbursement
 - In-Home Services – financial assistance for chore, personal care, and homemaking services
 - Emergency Needs – financial assistance for emergent needs
 - Information & Assistance – information about services & resources
 - Public Information – Vintage's website, Facebook, and monthly e-newsletter
 - Caregiver Services – services and financial support for caregivers providing care for someone 60+ and grandparents raising grandchildren
 - Long Term Care Ombudsman Program – resident advocate for those living in long term care facilities

Programs provided via contractual agreements through Vintage partners include: Nutrition Education and Counseling, Home Delivered & Congregate Meals, Transportation, Information & Assistance, Evidence Based Health Promotion Classes, Caregiver Education, Case Management, Legal Services, and Material Aid Food (restaurant vouchers, home delivered baskets of perishable and non-perishable foods).



3000x - Vintage Area Agency on Aging

| ACCT # | 2022 ACTUAL | 2023 ACTUAL | 2024 BUDGET | 2024 REVISED | 2025 BUDGET | |
|-----------------|---|----------------|----------------|-----------------|----------------|--------------|
| REVENUES | | | | | | |
| 4100 | FEDERAL CONTRACT REVENUE | 895,340 | 1,061,107 | 1,065,047 | 1,065,047 | 815,879 |
| 4120 | FEDERAL REVENUE - USDA/NSIP | 22,438 | 27,994 | 18,000 | 18,000 | 18,000 |
| 4200 | STATE CONTRACTS REVENUE | 959,705 | 972,076 | 957,225 | 957,225 | 792,351 |
| 4200 | HCPF LOW INCOME DENTAL GRANT | 13,723 | 7,066 | 24,075 | 24,075 | - |
| 4210 | STATE CASH MATCH | | | 4,641 | 35 | 4,549 |
| 4630 | LOCAL CASH MATCH - NWCCOG | 42,017 | 56,377 | 57,391 | 57,391 | 73,246 |
| 4400 | FOUNDATIONS & TRUSTS | | | 52,000 | - | 52,000 |
| 4640 | CARRYOVER from prior period | 165,829 | 258,169 | | 282,668 | 244,902 |
| 4650 | CARRYOVER to next period | (280,635) | (282,668) | | (244,902) | (79,255) |
| | TOTAL REVENUES | \$ 1,818,417 | \$ 2,100,122 | \$ 2,178,379 | \$ 2,159,539 | \$ 1,921,672 |
| EXPENSES | | | | | | |
| 6112 | SALARIES - Program Director | 92,250 | 106,386 | 115,406 | 115,406 | 121,176 |
| 6121 | SALARIES - Program Staff | 280,250 | 286,987 | 309,620 | 309,620 | 325,099 |
| 6141 | SALARIES - Finance | - | 1,062 | - | 1,062 | - |
| 6210 | TAXES & BENEFITS | 109,401 | 115,409 | 130,918 | 130,918 | 154,936 |
| 6110 | PAYROLL EXPENSES - Bonus | 4,800 | 5,000 | - | - | - |
| | SUBTOTAL - SALARIES & BENEFITS | \$ 486,701 | \$ 514,844 | \$ 555,944 | \$ 557,006 | \$ 601,211 |
| 6311 | BACKGROUND CHECK | 142 | 28 | 750 | 40 | 550 |
| 6130 | MEETING EXPENSE | 138 | 155 | | 100 | - |
| 6610 | OFFICE SUPPLIES | 11,203 | 5,602 | 2,000 | 2,000 | 5,000 |
| 6620 | BANK CHARGES | 210 | 90 | 120 | 120 | 120 |
| 6635 | LEASED ASSET | 119 | | | | - |
| 6640 | POSTAGE | 1,099 | 1,029 | 1,500 | 500 | 700 |
| 6650 | PRINTING | 31 | 133 | 100 | 500 | 100 |
| 6660 | ADVERTISING | 1,092 | | 5,607 | | 5,100 |
| 6670 | INTERNET/WEBSITE | 40,557 | 37,120 | 40,000 | 40,000 | 38,400 |
| 6680 | DUES & SUBSCRIPTIONS | 2,811 | 3,591 | 3,400 | 3,400 | 3,400 |
| 6685 | SAFETY | | 6,075 | | | - |
| 6730 | TELEPHONE | 445 | 1,385 | 1,700 | 1,515 | 1,700 |
| 6810 | VEHICLE REPAIR | 209 | 202 | | 255 | - |
| 6811 | VEHICLE GAS/OIL/SUPPLIES | 1,740 | 2,024 | 13,100 | 3,000 | 3,100 |
| 7110 | PROGRAM SUPPLIES | 1,834 | 3,037 | | 3,500 | - |
| 7130 | TRAVEL & MEETINGS | 10,450 | 6,577 | 10,000 | 6,141 | 9,000 |
| 7150 | TRAINING & TECHNICAL ASSISTANCE | 728 | 5,199 | 10,000 | 5,119 | 10,000 |
| 7310 | SENIOR AWARDS CEREMONY | 109 | - | | | - |
| 7311 | PURCHASED FOOD | 630 | 183 | | 1,516 | - |
| 7312 | RAC TRAVEL/MEETINGS | 1,299 | 865 | 1,000 | 1,000 | - |
| 7313 | VOLUNTEER TRAVEL REIMB. | 4,883 | | | | - |
| 7315 | RSVP RECOGNITION EVENT | 20 | | | | - |
| 7316 | SB-290 GRANTEES | 102,020 | 153,067 | 153,535 | 153,535 | 5,000 |
| 7320 | PASS THRU -SUBCONTRACTORS | 1,049,496 | 1,066,084 | 945,115 | 945,115 | 801,111 |
| 7321 | PASS THRU NSIP - SUBCONTRACTORS | 22,438 | 27,994 | 18,000 | 18,000 | 18,000 |
| 7340 | DIRECT SERVICES DELIVERY | | 172,225 | 317,524 | 317,521 | 315,000 |
| | SUBTOTAL - PROGRAM EXPENSES | \$ 1,253,700 | \$ 1,492,664 | \$ 1,523,451 | \$ 1,502,877 | \$ 1,216,281 |

3000x - Vintage Area Agency on Aging

| ACCT # | 2022 ACTUAL | 2023 ACTUAL | 2024 BUDGET | 2024 REVISED | 2025 BUDGET |
|--------------------------------------|-----------------|-----------------|------------------|-----------------|------------------|
| 6720 RENT | 14,827 | 24,655 | 18,099 | 25,659 | 14,022 |
| 7910 INDIRECT COSTS APPLIED | 56,775 | 65,742 | 70,129 | 70,305 | 73,635 |
| 9140 DEFERRED EXPENSE - PRIOR PERIOD | 5,044 | 2,111 | | 3,693 | - |
| 9160 DEFERRED EXPENSE | (2,111) | (3,693) | | | - |
| SUBTOTAL - OTHER EXPENSES | \$ 74,535 | \$ 88,815 | \$ 88,228 | \$ 99,656 | \$ 87,657 |
| TOTAL EXPENSES | \$ 1,814,936 | \$ 2,096,323 | \$ 2,167,622 | \$ 2,159,539 | \$ 1,905,150 |
| REVENUES OVER EXPENDITURES | \$ 3,481 | \$ 3,799 | \$ 10,757 | \$ 0 | \$ 16,522 |

*Added Routt County to Vintage service agreea in 2022-2023 program year.

Watershed Services

Directors: Ashley Bembeneck and Torie Jarvis

Est. 1979

2024 Highlights



- Watershed Services (WS) and QQ are staffed by the same contractors, much of the technical work related to water quality on behalf of local jurisdictions, monitoring, commenting on regulations and referred development reviews, etc. is funded through this NWCCOG program instead of QQ since these are roles played as the Region's 208 Plan manager.
- WS assisted QQ in the development of regional water plans, land use code updates, and local applications for development as requested or required.
- WS initiated an update of the Regional Water Quality Management Plan, also known as the "208 Plan" named after the section of the Clean Water Act which authorizes the plan. The Plan update will be completed in 2025.
- WS received additional funding from Colorado Department of Public Health and Environment to assess nonpoint source pollution issues in the NWCCOG Region. This additional funding for prioritization of nonpoint source pollution will continue in 2025.
- Staff continued to monitor and participate in activities of the Colorado Water Quality Control Commission and related entities on behalf of the membership. This includes closely monitoring potential changes to the molybdenum water supply standard. Changes to the molybdenum water supply would have statewide implications, along with specific implementation concerns in Tenmile Creek in Summit County and the Williams Fork River in Grand County where subsidiaries of Freeport McMoRan operate the Climax and Henderson Mines, respectively. In addition, WS worked closely with QQ in a new initiative to help identify cost effective and beneficial implementation strategies for wastewater treatment facilities in the region. This work will continue through 2026 and culminate in several rulemaking hearings before the Water Quality Control Commission.
- Staff continued to monitor and participate in activities of the Colorado Water Quality Control Commission and related entities on behalf of the membership. This includes closely monitoring potential changes to the molybdenum water supply standard. Changes to the molybdenum water supply would have statewide implications, along with specific implementation concerns in Tenmile Creek in Summit County and the Williams Fork River in Grand County where subsidiaries of Freeport McMoRan operate the Climax and Henderson Mines, respectively. In addition, WS worked closely with QQ in a new initiative to help identify cost effective and beneficial implementation strategies for wastewater treatment facilities in the region. This work will continue through 2026 and culminate in several rulemaking hearings before the Water Quality Control Commission.

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



3700 - Watershed Services

| ACCT # | 2022 ACTUAL | 2023 ACTUAL | 2024 BUDGET | 2024 REVISED | 2025 BUDGET |
|-------------------------------|---|------------------|------------------|------------------|------------------|
| BEGINNING FUND BALANCE | | | | | |
| | 22,800 | 22,800 | 22,800 | 22,800 | 22,800 |
| REVENUES | | | | | |
| 4100 | FEDERAL CONTRACT - 208 | | 45,190 | 24,600 | 26,700 |
| 4100 | FEDERAL CONTRACT - Power Authority Funds | | 3,147 | 25,000 | 25,000 |
| 4200 | STATE CONTRACT | 35,692 | | | |
| 4200 | STATE CONTRACT | | | | |
| 4520 | LOCAL REVENUE - Molybdenum Hearing | | 19,000 | 15,610 | - |
| 4630 | LOCAL REVENUE - NWCCOG Matching | 6,996 | 6,996 | 6,996 | 6,996 |
| 4640 | CARRYOVER - From Prior Period | (1,892) | 12,570 | 12,570 | 22,651 |
| 4650 | CARRYOVER - To Next Period | | (31,830) | (22,651) | (15,977) |
| | TOTAL REVENUES | \$ 40,795 | \$ 55,073 | \$ 69,166 | \$ 80,077 |
| | | | | \$ | \$ |
| EXPENSES | | | | | |
| 6410 | CONTRACT STAFF | 32,039 | 47,041 | 50,000 | 50,000 |
| 6520 | OUTSIDE CONTRACT SERVICES | 7,050 | 6,318 | 10,000 | 10,000 |
| | SUBTOTAL - SALARIES & BENEFITS | \$ 39,089 | \$ 53,359 | \$ 60,000 | \$ 78,263 |
| | | | | \$ | \$ |
| 6640 | POSTAGE | | 8 | | |
| 7130 | TRAVEL & MEETINGS | | | 3,500 | 3,500 |
| | SUBTOTAL - PROGRAM EXPENSES | \$ - | \$ 8 | \$ 3,500 | \$ - |
| | | | | \$ | \$ |
| 7910 | INDIRECT COSTS APPLIED | 1,706 | 1,706 | 1,814 | 1,870 |
| | SUBTOTAL - OTHER EXPENSES | \$ 1,706 | \$ 1,706 | \$ 1,814 | \$ 1,870 |
| | | | | \$ | \$ |
| | TOTAL EXPENSES | \$ 40,795 | \$ 55,073 | \$ 65,314 | \$ 80,077 |
| | | | | \$ | \$ |
| | REVENUES OVER EXPENDITURES | \$ - | \$ - | \$ 3,852 | \$ - |
| | | | | \$ | \$ |
| | ENDING FUND BALANCE | 22,800 | 22,800 | 26,652 | 22,800 |

Water Quality/Quantity Committee

Director: Torie Jarvis
Attorney: Barbara Green
Watershed Services: Ashley Bembenek
Upper Colorado Wild and Scenic: Anna Drexler-Dreis



2024 Highlights:

The annual QQ budget is reviewed and approved by QQ which has direct oversight of its consultant team. Dues from QQ fund most program activities. QQ will review the 2024 budget in November of 2023.

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



5100 - Water Quality/Quantity Committee

| ACCT # | 2022 ACTUAL | 2023 ACTUAL | 2024 BUDGET | 2024 REVISED | 2025 BUDGET |
|---------------------------|---|----------------|----------------|-----------------|----------------|
| LEGAL DEFENSE FUND | | | | | |
| | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 |
| | BEGINNING FUND BALANCE | 61,805 | 75,668 | 78,484 | 78,484 |
| REVENUES | | | | | |
| 4200 | STATE GRANT INCOME | 11,100 | | 9,900 | 9,900 |
| 4310 | COUNTY PLEDGES | 99,436 | 102,420 | 107,541 | 117,541 |
| 4320 | MUNICIPAL PLEDGES | 43,876 | 47,443 | 49,815 | 49,815 |
| 4330 | ASSOCIATE MEMBER PLEDGES | 4,370 | 4,501 | 5,906 | 5,906 |
| 4350 | WATER & SAN. DIST. PLEDGES | 11,472 | 11,922 | 12,401 | 12,404 |
| 4510 | OTHER LOCAL FUNDING | 10,075 | 61,718 | | 14,234 |
| 4535 | MEETING REGISTRATION | 25 | 875 | 1,000 | 1,275 |
| 4620 | REIMBURSED EXPENSES | | 25 | | |
| 4820 | INTEREST INCOME | 1,669 | 5,933 | 1,000 | 6,300 |
| 4640 | CARRYOVER - From Prior Period | | | | 8,312 |
| 4650 | CARRYOVER - To Next Period | | (8,312) | | |
| | TOTAL REVENUES | \$ 182,023 | \$ 226,526 | \$ 187,563 | \$ 225,687 |
| | | \$ | \$ | \$ | \$ |
| EXPENSES | | | | | |
| 6410 | QQ CONTRACT STAFF | 148,053 | 158,863 | 159,383 | 150,551 |
| 6520 | OUTSIDE CONTRACT | 900 | 46,182 | 2,500 | 52,505 |
| | SUBTOTAL - SALARIES & BENEFITS | \$ 148,953 | \$ 205,045 | \$ 161,883 | \$ 203,056 |
| | | \$ | \$ | \$ | \$ |
| 6130 | MEETING EXPENSE | 731 | 666 | 1,000 | 2,000 |
| 6640 | POSTAGE | 23 | 36 | 50 | 20 |
| 6650 | PRINTING | - | - | | |
| 6670 | WEBSITE/INTERNET | - | - | | |
| 6680 | DUES & SUBSCRIPTIONS | 1,706 | 2,081 | 2,200 | 2,181 |
| 7130 | TRAVEL & MEETINGS | 3,172 | 1,886 | 8,000 | 4,000 |
| | SUBTOTAL - PROGRAM EXPENSES | \$ 5,632 | \$ 4,669 | \$ 11,250 | \$ 8,201 |
| | | \$ | \$ | \$ | \$ |
| 7610 | INDIRECT COSTS APPLIED | 13,575 | 13,996 | 14,430 | 14,430 |
| | SUBTOTAL - OTHER EXPENSES | \$ 13,575 | \$ 13,996 | \$ 14,430 | \$ 14,430 |
| | | \$ | \$ | \$ | \$ |
| | TOTAL EXPENSES | \$ 168,161 | \$ 223,710 | \$ 187,563 | \$ 225,687 |
| | | \$ | \$ | \$ | \$ |
| | REVENUES OVER EXPENDITURES | \$ 13,863 | \$ 2,816 | \$ - | \$ - |
| | | \$ | \$ | \$ | \$ |
| | ENDING FUND BALANCE | 75,668 | 78,484 | 78,484 | 78,484 |

5110 - Wild & Scenic

| ACCT # | 2022 ACTUAL | 2023 ACTUAL | 2024 BUDGET | 2024 REVISED | 2025 BUDGET |
|---|--------------------|-------------------|-------------------|-------------------|-------------------|
| BEGINNING FUND BALANCE | \$ 30,623 | \$ 30,465 | \$ 30,465 | \$ 30,465 | \$ 30,465 |
| REVENUES | | | | | |
| 4200 STATE GRANT INCOME | 29,294 | 177,436 | 108,530 | 108,530 | 108,530 |
| 4330 ASSOCIATE MEMBER PLEDGES | 20,001 | 20,000 | 20,000 | 20,500 | 20,500 |
| 4650 CARRYOVER - To Next Period | | (9,807) | | | |
| TOTAL REVENUES | \$ 49,295 | \$ 187,629 | \$ 128,530 | \$ 129,030 | \$ 129,030 |
| EXPENSES | | | | | |
| 6410 QQ CONTRACT STAFF | | 762 | | | |
| 6520 OUTSIDE CONTRACT | 81,474 | 147,074 | 107,299 | 128,980 | 128,530 |
| SUBTOTAL - SALARIES & BENEFITS | \$ 81,474 | \$ 147,836 | \$ 107,299 | \$ 128,980 | \$ 128,530 |
| 6680 DUES & SUBSCRIPTIONS | 984 | | | | |
| 7130 TRAVEL & MEETINGS | 6,789 | | 7,700 | 50 | 500 |
| SUBTOTAL - PROGRAM EXPENSES | \$ 7,773 | \$ - | \$ 7,700 | \$ 50 | \$ 500 |
| 7610 INDIRECT COSTS APPLIED | | | 5,427 | | |
| 9140 DEFFERED EXPENSE - From Prior Period | (39,793) | 39,793 | | | |
| SUBTOTAL - OTHER EXPENSES | \$ (39,793) | \$ 39,793 | \$ 5,427 | \$ - | \$ - |
| TOTAL EXPENSES | \$ 49,454 | \$ 187,629 | \$ 120,426 | \$ 129,030 | \$ 129,030 |
| REVENUES OVER EXPENDITURES | \$ (158) | \$ - | \$ 8,104 | \$ - | \$ - |
| FUND BALANCE - ENDING | \$ 30,465 | \$ 30,465 | \$ 38,569 | \$ 30,465 | \$ 30,465 |