

2025 | NWCCOG Final Budget

PRESENTED FOR APPROVAL
DECEMBER 5TH, 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 7% 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 5% in 2025, compared to 10% in 2024. 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 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	\$ 75,000 - cash
Broadband Grant	\$ 80,000 - cash
Economic Development District	\$ 80,000 - cash
Watershed Services	\$ 6,996 – cash
<hr/>	
TOTAL	\$241,996 (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 providing 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
Meritt 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 Skowrya, 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%

Completed by Becky Walter, Finance Director 6/26/2024
Denver-Aurora-Lakewood CPI May 2024 - 2.6%

				2025 PROPOSED			Difference		2024-2025				
				DUES			2024 DUES PAID		% CHANGE				
COUNTY	POPULATION			ASSESSED VALUATION									
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%		
	EAGLE	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%		
	GYPSUM	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%		
	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%		
GRAND	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%		
	GRANBY	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%		
	KREMMLING	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%		
	WALDEN	572	0.71%	\$ 411.84	\$ 6,474,769.00	0.06%	\$ 66.04	\$ 478.00	\$ 479.00	\$ (1.00)	-0.2%		
PITKIN	ASPEN	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%		
	SNOWMASS VILLAGE	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%		
	HAYDEN	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%		
ROUTT	STEAMBOAT SPRINGS	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%		
SUMMIT	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%		
	FRISCO	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%		
	MONTEZUMA	69	0.09%	\$ 49.68	\$ 3,789,530.00	0.03%	\$ 38.65	\$ 88.00	\$ 82.00	\$ 6.00	6.8%		
	SILVERTHORNE	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%
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	-	210,000	(243,499)	33,499	-	-
Economic Development	-	155,111	(155,345)	-	(234)	-
Elevator Inspection	-	2,159,000	(1,854,480)	(68,499)	236,021	-
Energy Management	645,161	5,551,087	(5,400,961)	-	150,126	795,287
Northwest Loan Fund	3,495,368	350,650	(326,476)	-	24,175	3,519,543
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	186,971	(186,971)	-	-	155,930
Vintage- AAA	470,408	1,923,426	(1,911,184)	-	12,242	482,650
Subtotal - Internal Programs	\$ 4,949,112	\$ 12,538,656	\$ (12,004,594)		\$ 499,061	\$ 5,216,659
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	5,195,366	13,329,357	(12,795,400)		498,956	5,462,808
Internal Service Funds						
Indirect	190,358	764,828	(830,166)	-	(65,337)	125,021
Motor Pool	18,924	-	(7,000)	-	(7,000)	11,924
Building	51,840	167,200	(150,384)	35,000	51,816	103,656
Subtotal - Internal Service Funds	\$ 261,122	\$ 932,029	\$ (987,550)		\$ (20,521)	\$ 240,601
Total Budget Revenues/Expenses	\$ 5,456,487	\$ 14,261,385	\$ (13,782,950)	\$ -	\$ 478,435	\$ 5,703,408

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		210,000	(156,751)	(35,189)	(2,920)	(25,039)	(23,600)	(243,499)	33,499	-	
Economic Development		155,111	(96,006)	(41,498)	-	(15,841)	(2,000)	(155,345)		(234)	
Elevator Inspection		2,159,000	(1,086,608)	(384,253)	(6,500)	(166,569)	(210,550)	(1,854,480)	(68,499)	236,021	
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	3,495,368	350,650	(134,417)	(25,248)	(3,497)	(20,034)	(143,280)	(326,476)		24,175	3,519,543
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	186,971	(110,670)	(22,647)	(4,553)	(16,528)	(32,572)	(186,971)		-	155,930
Vintage- AAA	470,408	1,923,426	(449,692)	(155,236)	(14,022)	(74,199)	(1,218,035)	(1,911,184)		12,242	482,650
Subtotal - Internal Programs	\$ 4,949,112	\$ 12,538,656	\$ (4,948,190)	\$ (1,516,036)	\$ (326,596)	\$ (755,563)	\$ (4,458,209)	\$ (12,004,594)		\$ 499,061	\$ 5,216,659
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	\$ 5,195,366	\$ 13,329,357	\$ (5,528,076)	\$ (1,516,036)	\$ (326,596)	\$ (783,566)	\$ (4,641,126)	\$ (12,795,400)		\$ 498,956	\$ 5,462,808
Internal Service Funds											
Indirect	190,358	764,828	(391,165)	(84,482)	(55,602)		(298,916)	(830,166)		(65,337)	125,021
Motor Pool	18,924	-					(7,000)	(7,000)		(7,000)	11,924
Building	51,840	167,200					(150,384)	(150,384)	35,000	51,816	103,656
Subtotal - Internal Service Funds	\$ 261,122	\$ 932,029	\$ (391,165)	\$ (84,482)	\$ (55,602)	\$ -	\$ (456,300)	\$ (987,550)		\$ (20,521)	\$ 240,601
Total Budget Revenues/Expenses	\$ 5,456,487	\$ 14,261,385	\$ (5,919,241)	\$ (1,600,519)	\$ (382,198)	\$ (783,566)	\$ (5,097,426)	\$ (13,782,950)	\$ -	\$ 478,435	\$ 5,703,408

NWCCOG 2024

All Funds Revised Budget Summary

Updated 12/2/2024

	Revenue			Expense				
	Original 2024 Budgeted Revenue	Revised Revenue Budget	Change in Revenue Budget	Original 2024 Budgeted Expense	Revised Expense Budget	Change in Expense Budget	Net Budget Change	Revised Budget Net
Internal Program Funds								
Broadband Program	210,462	210,000	(462)	247,646	284,258	36,612	(37,074)	(74,258)
Economic Development District	154,150	194,322	40,172	153,560	195,996	42,436	(2,264)	(1,674)
Elevator Inspection	2,065,112	2,256,475	191,363	1,760,439	1,688,778	(71,661)	263,023	567,697
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	785,647	285,003	241,191	335,269	94,077	190,925	450,378
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 - AAA	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	\$ 13,832,619	\$ 1,188,351	\$ 11,732,244	\$ 12,941,474	\$ 1,209,229	\$ (20,878)	\$ 891,145
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	\$ 14,561,798	\$ 1,112,766	\$ 12,523,622	\$ 13,670,751	\$ 1,147,129	\$ (22,407)	\$ 891,046
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	708,799	(29,423)	34,562	18,115
Motor Pool	-	-	-	8,284	6,202	(2,082)	2,082	(6,202)
Subtotal - Internal Service Funds	\$ 883,525	\$ 888,664	\$ 5,139	\$ 921,891	\$ 1,068,023	\$ 146,133	\$ (140,993)	\$ (179,359)
Total Budget Revenues/Expenses	\$ 14,332,557	\$ 15,450,462	\$ 1,117,905	\$ 13,445,513	\$ 14,738,774	\$ 1,293,262	\$ (163,401)	\$ 711,687

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

NWCCOG Net Revenues 2024 vs 2025 Comparison - All Funds

	Revenue				Expense				Net		
	Revised 2024	2025	Change	% Increase/Decrease	Revised 2024	2025	Change	% Increase/Decrease	2024 Net	2025 Net	% Increase/Decrease
	Budgeted Revenue	Revenue Budget	in Revenue Budget		Budgeted Expense	Expense Budget	in Expense Budget + (-)				
Internal Program Funds											
Broadband Program	210,000	210,000	-	0%	(284,258)	(243,499)	40,759	-17%	(74,258)	(33,499)	-55%
Economic Development District	194,322	155,111	(39,211)	-25%	(195,996)	(155,345)	40,651	-26%	(1,674)	(234)	-86%
Elevator Inspection	2,256,475	2,159,000	(97,475)	-5%	(1,688,778)	(1,854,480)	(165,702)	9%	567,697	304,520	-46%
Energy Management	5,593,806	5,551,087	(42,719)	-1%	(5,680,401)	(5,400,961)	279,440	-5%	(86,594)	150,126	-273%
Northwest Loan Fund	785,647	350,650	(434,997)	-124%	(335,269)	(326,476)	8,793	-3%	450,378	24,175	-95%
Project THOR	1,764,720	1,342,893	(421,827)	-31%	(1,787,246)	(1,261,889)	525,357	-42%	(22,526)	81,004	-460%
Regional Business	701,904	659,517	(42,387)	-6%	(643,782)	(663,790)	(20,008)	3%	58,122	(4,273)	-107%
Regional Transportation	166,207	186,971	20,764	11%	(166,206)	(186,971)	(20,764)	11%	-	-	0%
Vintage - AAA	2,159,539	1,923,426	(236,113)	-12%	(2,159,539)	(1,911,184)	248,354	-13%	-	12,242	0%
Subtotal - Internal Program Funds	\$ 13,832,619	\$ 12,538,656	\$ (1,293,964)	-10%	\$ (12,941,474)	\$ (12,004,594)	\$ 936,879	-8%	891,145	534,061	-40%
External Program Funds											
Health Care Coalition	230,676	251,154	20,478	8%	(230,676)	(251,154)	(20,478)	8%	-	-	0%
Homeland Security	63,688	143,383	79,695	56%	(63,688)	(143,383)	(79,695)	56%	-	-	0%
NWCCOG Foundation	21	15	(6)	-42%	(120)	(120)	-	0%	(99)	(105)	6%
Water Quality/Quantity	225,687	201,749	(23,937)	-12%	(225,687)	(201,749)	23,938	-12%	-	-	0%
Watershed Services	80,077	65,370	(14,707)	-22%	(80,077)	(65,370)	14,707	-22%	-	-	0%
Wild & Scenic	129,030	129,030	-	0%	(129,030)	(129,030)	-	0%	-	-	0%
Subtotal - External Program Funds	\$ 729,179	\$ 790,701	\$ 61,522	8%	\$ (729,277)	\$ (790,806)	\$ (61,528)	8%	(99)	(105)	6%
Total - Non-Duplicated Budget Prior to Internal Service Funds	\$ 14,561,798	\$ 13,329,357	\$ (1,232,442)	-9%	\$ (13,670,751)	\$ (12,795,400)	\$ 875,351	-7%	\$ 891,047	\$ 533,956	-40%
Internal Service Program Funds											
Building	161,750	167,200	5,450	3%	(353,022)	(150,384)	202,638	-135%	(191,272)	16,816	-109%
Indirect	726,914	764,828	37,914	0%	(708,799)	(830,166)	(121,367)	15%	18,115	(65,338)	-461%
Motor Pool	-	-	-	0%	(6,202)	(7,000)	(798)	11%	(6,202)	(7,000)	13%
Subtotal - Internal Service Funds	\$ 888,664	\$ 932,028	\$ 43,364	5%	\$ (1,068,023)	\$ (987,550)	\$ 80,473	-8%	(179,359)	(55,522)	-69%
Total Budget Revenues/Expenses	\$ 15,450,462	\$ 14,261,385	\$ (1,189,078)	-8%	\$ (14,738,774)	\$ (13,782,950)	\$ 955,824	-7%	\$ 711,687	\$ 478,434	-33%

The 2025 decrease in net revenues is a combination of several factors. Multiple programs saw the end of significant one-time grant funding (EDD, Project THOR) and a return to normal operations. Other programs are budgeting conservatively, such as the Northwest Loan Fund, after a strong year in 2024. In several cases the fluctuation in net revenue is due to general programming and project budgets, but some programs (Vintage, Energy) are facing true challenges due to flat or decreased funding.

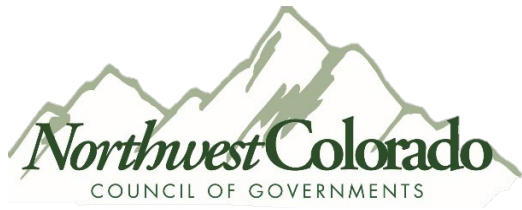
Internal Services

Finance Director: Becky Walter

Accountant: Greg Ociepa

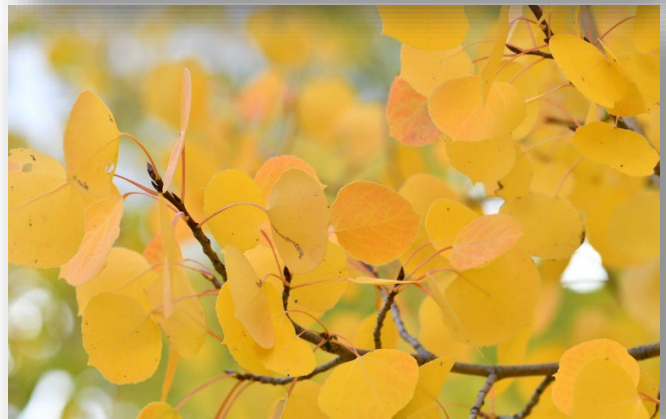
Office Manager: Moira Vander Meer

Est. 2021



2024 Highlights

- Conducted an organization-wide Salary Survey and Wage Range Analysis, available to members by request.
- 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 and continues to manage the cost model and 5-year budget for the network.



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 organization's finances, including AP/AR, grant compliance, budgeting, external audits, and performing financial oversight. The Office Manager provides benefits management, on and off-boarding, Human Resources assistance, and other coordination duties that 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 and approval of Indirect expenditures and NWCCOG's Indirect rate.

9100 - Indirect

ACCT #		2022 ACTUAL	2023 ACTUAL	2024 BUDGET	2024 REVISED	2025 BUDGET
	BEGINNING FUND BALANCE	66,303	83,645	160,909	160,909	179,023
	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	721,644
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	\$ 764,828
	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			9,500	40,100
6420	FISCAL CONTRACT	6,045	4,675	5,000		
6510	OUTSIDE CONTRACTOR		1,739			
6518	IT CONTRACTOR				67,020	67,020
	SUBTOTAL - SALARIES & BENEFITS	\$ 238,475	\$ 291,631	\$ 376,883	\$ 418,687	\$ 475,647
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	10,000	47,844
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	21,000
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	\$ 242,043	\$ 298,916
6720	RENT	30,375	38,486	48,070	48,070	55,602
8000	CAPITAL OUTLAY				23,725	
	SUBTOTAL - OTHER EXPENSES	\$ 30,375	\$ 38,486	\$ 48,070	\$ 48,070	\$ 55,602
	TOTAL EXPENSES	\$ 465,745	\$ 580,008	\$ 738,223	\$ 708,799	\$ 830,166
	REVENUES OVER EXPENDITURES	\$ 17,343	\$ 77,263	\$ (16,448)	\$ 18,115	\$ (65,337)
	NET REVENUE	\$ 17,343	\$ 77,263	\$ (16,448)	\$ 18,115	\$ (65,337)
	ENDING FUND BALANCE	83,645	160,909	144,461	179,023	113,686

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

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

*2024 Capital Outlay is the equipment for a Server upgrade project

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

*6410 - Contract Staff: Temporary contract position added for Benefits Coordination/Office Assistance

9200 - Building Fund

ACCT #		2022 ACTUAL	2023 ACTUAL	2024 BUDGET	2024 REVISED	2025 BUDGET
	BEGINNING FUND BALANCE	111,489	(464,999)		133,112	51,840
	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		110,000	35,000
	NET REVENUE	\$ (576,487)	\$ 598,110	\$ (13,634)	\$ (81,272)	\$ 51,816
	ENDING FUND BALANCE	(464,999)	133,112	(13,634)	51,840	103,656

*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

*The goal of interprogram transfers is to preserve a fund balance of \$100,000

*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	(10,007)	(12,847)	(8,284)	(6,202)	(7,000)
	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 CEDS implementation grant was awarded to EDDs throughout the state to fund projects identified in a region's CEDS.
- **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 region.

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

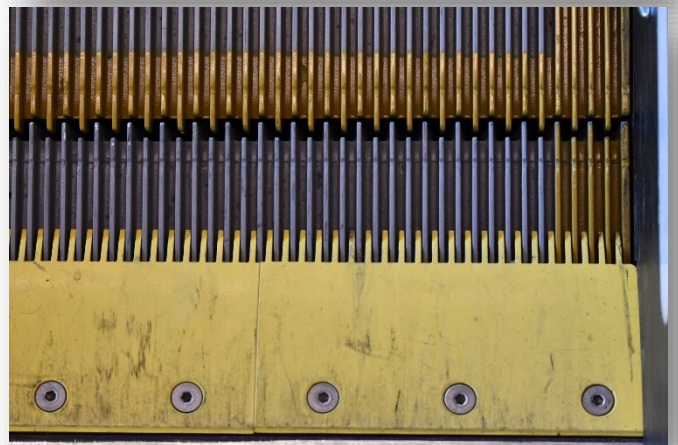
of Employees: 9

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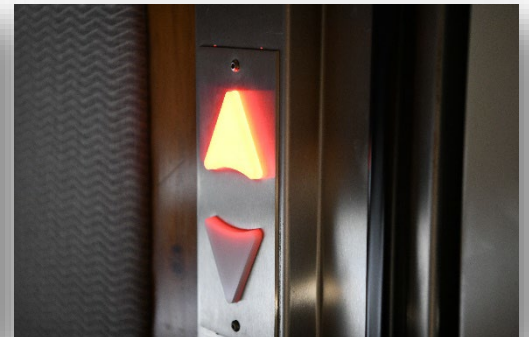
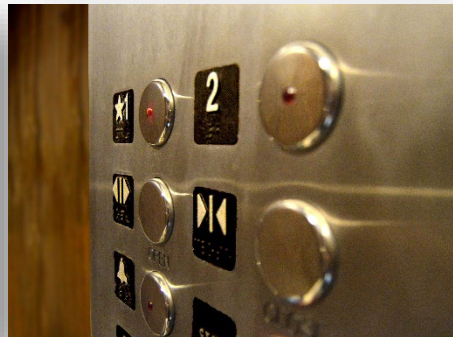
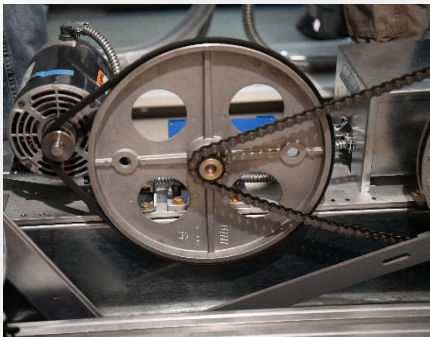


2024 Highlights

- 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 statutes and regulations. Additionally, the Program Director frequently works with and provides trainings for 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 five 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	674,112	944,000
4430	OTHER SERVICES INCOME (5 Yrs & Failed Accept	343,444	390,460	425,000	480,410	450,000
4440	PERMIT REVIEW FEES	204,130	353,215	200,000	371,349	200,000
4460	FINES & PENALTIES	503,751	636,785	560,000	590,000	460,000
4470	TCO PROCESSING FEE			120,000	139,400	80,000
4480	THIRD PARTY INSPECTION FEES					25,000
4610	INSURANCE PROCEEDS		4,612		1,204	
TOTAL REVENUES		\$ 1,560,724	\$ 2,051,738	\$ 2,065,112	\$ 2,256,475	\$ 2,159,000
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	213,817
6181	SALARIES - Other				12,000	
6121	SALARIES - Bonus		10,000		6,800	
6210	TAXES & BENEFITS	212,888	266,139	350,413	328,614	384,253
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	\$ 1,337,121	\$ 1,470,861
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	157,267	166,569
SUBTOTAL - OTHER EXPENSES		\$ 118,042	\$ 152,635	\$ 166,863	\$ 163,457	\$ 173,068
TOTAL EXPENSES		\$ 1,270,783	\$ 1,562,612	\$ 1,760,439	\$ 1,688,778	\$ 1,854,480
REVENUES OVER EXPENDITURES		\$ 289,941	\$ 489,127	\$ 304,673	\$ 567,697	\$ 304,520
9130	INTERPROGRAM TRANSFERS	(84,922)	(283,097)	(37,184)	(184,258)	(68,499)
NET REVENUES		\$ 205,019	\$ 206,030	\$ 267,489	\$ 383,439	\$ 236,021

*New in 2025: 4480 - Third Party Inspection Fees. This is a new service offered outside of IGA served areas.

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

*OK Jon and Becky 9/23/2024

*2024 Revised Budget Transfers: \$110,000 to Building, \$74,258 to Broadband

*2025 Budgeted Transfers: \$35,000 to Building, \$33,499 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 CLEER, 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 CLEER 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. State 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

*7130 - Travel & Meeting is used for overnight travel to meetings, conferences, and job production.

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)	(119,228)
	TOTAL REVENUES	\$ 83,750	\$ 93,143	\$ 194,343	\$ 166,207	\$ 186,971
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	\$ -	\$ -	\$ -	\$ -	\$ -

*OK Dana and Becky 9/9/2024

*OK Jon and Becky 9/23/2024

NWCCOG Foundation

Director: Jon Stavney

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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)

Regional Coordinator: Deborah Bogan

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



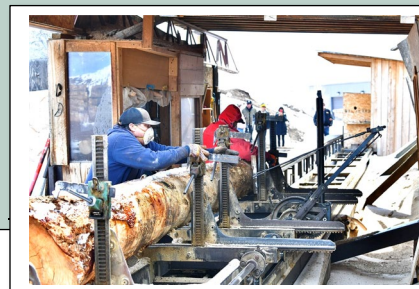
2024 Highlights:

- The NLF disbursed \$725,000.00 in new loans in 2024
- Two Loan Committee members retired, and their positions were filled with two new, very qualified members
- The Loan Committee met in person in Meeker to visit our newest client - Blunt Aviation
- The new CDBG Grant Application in process. This occurs every 5 years.

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
	REVOLVED FUNDS - BEGINING	2,477,662	3,749,528	3,471,240	3,471,240	3,495,368
4100	CDBG FEDERAL CONTRACT	1,066,636	1,018,000	1,390,000	936,714	350,000
4251	FEDERAL CONTRACT - ADMIN	185,600	162,880	222,400	149,874	56,000
4200	STATE CONTRACTS	-	-	200,000	102,000	200,000
4250	STATE CONTRACTS - ADMIN	3,464			5,100	10,000
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	\$ 1,550,147	\$ 1,000,650
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	\$ 785,647	\$ 350,650
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	\$ 450,378	\$ 24,175
	REVOLVED FUND LOAN DISBURSEMENTS	40,000	692,628		426,250	400,000
	Disbursed from Revolving NLF Fund Balance					
	REVOLVED FUNDS - ENDING	2,609,187	3,471,240	3,730,693	3,495,368	3,119,543

*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

*2025 CDBG projections are low due to high interest rates, inflation, election uncertainty, challenges in hiring and creating/retaining jobs

*Starting Fund Balance adjusted to more accurately reflect total NLF cash assets

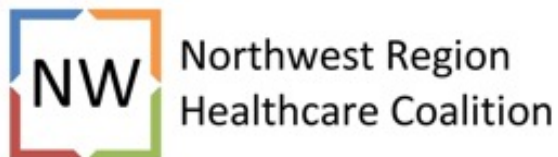
Budget Detail - NLF 2025 BUDGET												
Northwest Loan Fund 2025	General Operating 8800	Revolved	CDBG-24- 1230	CDBG-20- 630	CDBG-20- 630 COVID	FOREST SERVICE	START UP COLORAD O	OEDIT-2017	ENERGIZE LOANS	CDBG-16- 602	CDBG-13- 589	ALL NLF Funds Total
REVENUE												
4100 FEDERAL GRANT INCOME (CURRENT 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							10,000					10,000
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	242,027	26,203	366	-	13,195	1,000,650
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 SOURCES	110,810											110,810
SUBTOTAL: PROGRAM EXPENSES	143,280	-		-	-	-		-	-	-	-	143,280
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	-		-	-	-		-	-	-	-	326,476
TOTAL REVENUE OVER EXPENDITURES*	(305,476)	73,266		20,125	71,617	126,852		26,203	366	-	13,195	674,175
Beginning Fund Balance (1/1/2025)	3,495,368											3,495,368
Ending Fund Balance (12/31/2025)	3,119,543											3,119,543

*Budget detail does not show loan disbursements

Northwest Region Healthcare Coalition

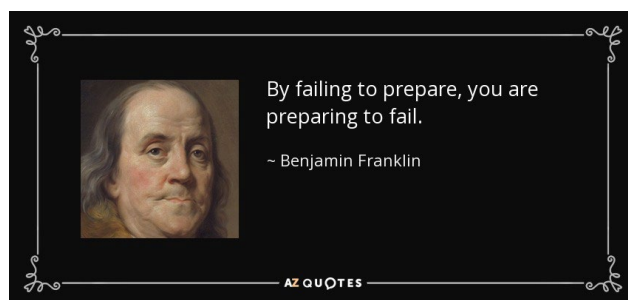
Readiness & Response Coordinator: Steve Hilley, RN
Clinical Advisor: Olivia Scheele, MSN, BSN, RN, CLC, a-IPC

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 Statewide (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.

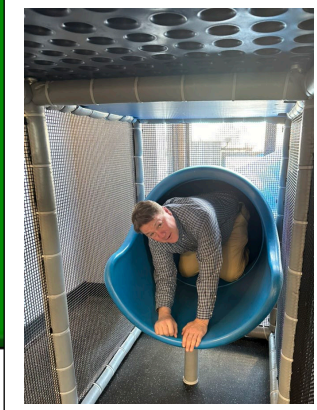
622x - Northwest Region Health Care Coalition

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 (accts. 6110, 6210). Attorneys, GIS, and the Regional Grants Navigator 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	130,000	130,000
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	\$ 210,000	\$ 210,000
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)	\$ (74,258)	\$ (33,499)
9130	INTERPROGRAM TRANSFERS	52,557	57,097	37,184	74,258	33,499
	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

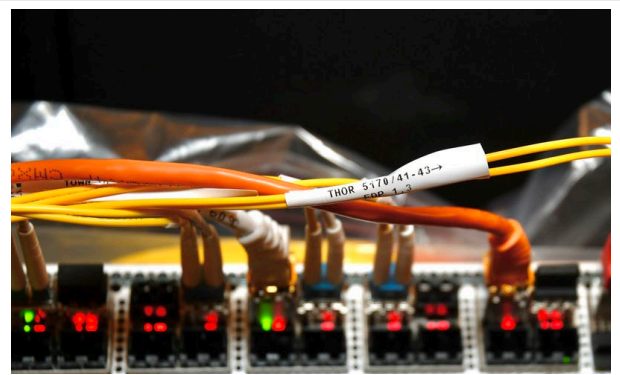


Partner Hosts: Northwest Colorado Broadband (NCB Steamboat/Routt), Aspen, Eagle, Vail, Silverthorne, Counties of Summit, Clear Creek, Rio Blanco, Pitkin, Middle Park Health, Yampa Valley Electric Association (YVEA), Copper Mountain, Breckenridge

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.
- Continued to work with Finance 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

*Starting 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	8,067	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



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	75,000
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	\$ 1,923,426
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	328,516
6141	SALARIES - Finance	-	1,062	-	1,062	-
6210	TAXES & BENEFITS	109,401	115,409	130,918	130,918	155,236
6110	PAYROLL EXPENSES - Bonus	4,800	5,000	-	-	-
SUBTOTAL - SALARIES & BENEFITS		\$ 486,701	\$ 514,844	\$ 555,944	\$ 557,006	\$ 604,928
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	316,754
SUBTOTAL - PROGRAM EXPENSES		\$ 1,253,700	\$ 1,492,664	\$ 1,523,451	\$ 1,502,877	\$ 1,218,035

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	74,199
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	\$ 88,221
TOTAL EXPENSES		\$ 1,814,936	\$ 2,096,323	\$ 2,167,622	\$ 2,159,539	\$ 1,911,184
REVENUES OVER EXPENDITURES		\$ 3,481	\$ 3,799	\$ 10,757	\$ 0	\$ 12,242

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

Watershed Services

Directors: Ashley Bembeneck and Torie Jarvis

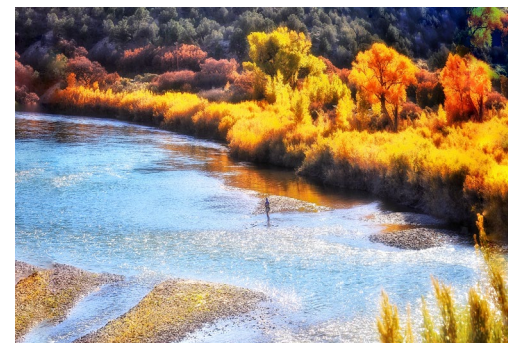
Est. 1979

2024 Highlights



- Watershed Services (WS) and QQ are staffed by the same contractors. Watershed performs much of the technical work related to water quality on behalf of local jurisdictions, such as monitoring, commenting on regulations and referred development reviews, and more. This work is funded through Watershed Services instead of QQ because 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 standard 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 \$6,996 Match from NWCCOG to WS matches regional water quality planning funds to implement the 208 Plan implementation (called 604(b) funding).
- WSS is planning to create a "Nonpoint Source Plan" for the region to unlock funding from CDPHE.

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	24,600	26,700
4100	FEDERAL CONTRACT - Power Authority Funds		3,147	25,000	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	6,996
4640	CARRYOVER - From Prior Period	(1,892)	12,570	12,570	30,521	22,651
4650	CARRYOVER - To Next Period		(31,830)		(22,651)	(15,977)
	TOTAL REVENUES	\$ 40,795	\$ 55,073	\$ 69,166	\$ 80,077	\$ 65,370
	EXPENSES					
6410	CONTRACT STAFF	32,039	47,041	50,000	50,000	50,000
6520	OUTSIDE CONTRACT SERVICES	7,050	6,318	10,000	28,263	10,000
	SUBTOTAL - SALARIES & BENEFITS	\$ 39,089	\$ 53,359	\$ 60,000	\$ 78,263	\$ 60,000
6640	POSTAGE		8			
7130	TRAVEL & MEETINGS			3,500		3,500
	SUBTOTAL - PROGRAM EXPENSES	\$ -	\$ 8	\$ 3,500	\$ -	\$ 3,500
7910	INDIRECT COSTS APPLIED	1,706	1,706	1,814	1,814	1,870
	SUBTOTAL - OTHER EXPENSES	\$ 1,706	\$ 1,706	\$ 1,814	\$ 1,814	\$ 1,870
	TOTAL EXPENSES	\$ 40,795	\$ 55,073	\$ 65,314	\$ 80,077	\$ 65,370
	REVENUES OVER EXPENDITURES	\$ -	\$ -	\$ 3,852	\$ -	\$ -
	ENDING FUND BALANCE	22,800	22,800	26,652	22,800	22,800

Water Quality/Quantity Committee

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



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.

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.

2024 Highlights:

- Continued legislative monitoring and advocacy, including in 2024 supporting the legislative establishment of the Colorado Dredge and Fill program in order to address the loss of water quality protections federally after the Supreme Court *Sackett* decision. QQ will continue to participate in the Water Quality Control Commission rulemaking efforts in 2025.
- Participated as a party to multiple Water Quality Control Commission rulemakings, including the Molybdenum Water Supply Standard Hearing, where the Water Quality Control Commission considered revisions to the water supply standard for molybdenum in Tenmile Creek and statewide. QQ's testimony was critical to explaining human-health risks not fully considered by the proponent, Climax Mining Company, describing multiple water systems in Summit County, and helped lead to the adoption of protective standards that incorporate the latest science using appropriately conservative risk-assessment techniques.
- QQ consultant team is working in close partnership with members and the Water Quality Control Division to identify practical solutions for discharge permits that are protective of water quality. Topics include appropriate standards and permit limits for temperature, nitrogen, and phosphorus.
- Kicked off the effort to update the 2012 study, [*Water & Its Relationship to the Economies of the Headwaters Counties*](#), to ensure economic interests in the QQ region are understood, up to date, and protected.
- Routt County and the Ruedi Water & Power Authority joined QQ in 2024.



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	78,484
REVENUES						
4200	STATE GRANT INCOME	11,100		9,900	9,900	
4310	COUNTY PLEDGES	99,436	102,420	107,541	117,541	123,418
4320	MUNICIPAL PLEDGES	43,876	47,443	49,815	49,815	52,306
4330	ASSOCIATE MEMBER PLEDGES	4,370	4,501	5,906	5,906	6,201
4350	WATER & SAN. DIST. PLEDGES	11,472	11,922	12,401	12,404	13,024
4510	OTHER LOCAL FUNDING	10,075	61,718		14,234	
4535	MEETING REGISTRATION	25	875	1,000	1,275	1,300
4620	REIMBURSED EXPENSES		25			
4820	INTEREST INCOME	1,669	5,933	1,000	6,300	5,500
4640	CARRYOVER - From Prior Period				8,312	
4650	CARRYOVER - To Next Period		(8,312)			
	TOTAL REVENUES	\$ 182,023	\$ 226,526	\$ 187,563	\$ 225,687	\$ 201,749
EXPENSES						
6410	QQ CONTRACT STAFF	148,053	158,863	159,383	150,551	150,000
6520	OUTSIDE CONTRACT	900	46,182	2,500	52,505	28,652
	SUBTOTAL - SALARIES & BENEFITS	\$ 148,953	\$ 205,045	\$ 161,883	\$ 203,056	\$ 178,652
6130	MEETING EXPENSE	731	666	1,000	2,000	2,000
6640	POSTAGE	23	36	50	20	20
6650	PRINTING	-	-			
6670	WEBSITE/INTERNET	-	-			
6680	DUES & SUBSCRIPTIONS	1,706	2,081	2,200	2,181	2,200
7130	TRAVEL & MEETINGS	3,172	1,886	8,000	4,000	4,000
	SUBTOTAL - PROGRAM EXPENSES	\$ 5,632	\$ 4,669	\$ 11,250	\$ 8,201	\$ 8,220
7610	INDIRECT COSTS APPLIED	13,575	13,996	14,430	14,430	14,877
	SUBTOTAL - OTHER EXPENSES	\$ 13,575	\$ 13,996	\$ 14,430	\$ 14,430	\$ 14,877
	TOTAL EXPENSES	\$ 168,161	\$ 223,710	\$ 187,563	\$ 225,687	\$ 201,749
	REVENUES OVER EXPENDITURES	\$ 13,863	\$ 2,816	\$ -	\$ -	\$ -
	ENDING FUND BALANCE	75,668	78,484	78,484	78,484	78,484

5110 - Wild & Scenic

ACCT #	ACCOUNT NAME	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	DEFERRED 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