



# **2022 MEMBER HANDBOOK**

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# 2022 MEMBER HANDBOOK

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## **INTRODUCTION**

### **Welcome to the Northwest Colorado Council of Governments Council**

As a Northwest Colorado Council of Governments (NWCCOG) Councilmember you will be asked to make decisions that affect regional planning, the delivery of regional and individual member services and programs, and the future direction of NWCCOG. Your decisions should be based on the best possible information and a thorough understanding of the regional impacts of any options under consideration.

The staff at NWCCOG has a great deal of respect for your position as a member of the Council. We rely heavily on your judgment and we want to do everything we can to give you the best possible information on which to base your decisions. We have assembled this handbook with this purpose in mind. In the handbook, you will find information about the ongoing focus of the organization, geographic and socioeconomic characteristics of the region, the organizational structure of NWCCOG, the current year's approved budget, and Council Member responsibilities.

We thank you for your time and commitment to NWCCOG. Please feel welcome to call any of us at **970-468-0295**.

### **What is NWCCOG?**

Northwest Colorado Council of Governments was established as Colorado Planning and Management Region XII in 1972 by Executive Order of the Governor in response to the Federal Intergovernmental Cooperation Act of 1968. Regional, multi-jurisdictional planning was encouraged as a means to avoid overlap, duplication, and competition between local planning activities. Today, NWCCOG serves a six-county region including Eagle, Grand, Jackson, Pitkin, Routt and Summit Counties and the municipalities therein. In addition, The City of Glenwood Springs is a member from outside Region XII.

Northwest Colorado Council of Governments (NWCCOG) is a voluntary association of county and municipal governments that, individually and collectively, believe working together on a regional basis provides benefits that could not be obtained without the association with other jurisdictions.

There is no universal model for regional councils of governments. There are 14 regional governmental associations within Colorado. Each is different and unique because each reflects the needs and desires of its membership. NWCCOG literally becomes what its members want it to be, according to the changing needs and opportunities unique to the region. The Council, made up of representatives from each member jurisdiction, directs the activities of NWCCOG. The professional staff at NWCCOG is responsible for carrying out its direction.

- **NWCCOG provides services to its members that are more cost-effective and efficient when executed on a regional shared basis rather than being duplicated by each member jurisdiction.**

For example, the NWCCOG Elevator Inspection Program ensures that member jurisdictions remain in compliance with building codes by employing certified elevator inspectors to work across jurisdictional boundaries, eliminating the need for individual jurisdictions to employ, train, and certify their own inspectors.

- **NWCCOG provides the “critical mass” necessary to take advantage of various federal programs.**

Many federal programs have minimum population requirements necessary to enact the program. NWCCOG, through its combined membership, meets mandated population thresholds that make benefits available to individual members that would otherwise be too small to receive them. NWCCOG is the designated agency for several federal programs on behalf of its members. NWCCOG is responsible for programs under the Older Americans Act (Vintage, the Area Agency on Aging), the Clean Water Act (Regional 208 Water Quality Management Plan), and the Energy Conservation and Production Act (Energy Program which does home weatherization for low-income families).

- **NWCCOG provides strength to individual member jurisdictions by speaking to matters with a unified voice comprised of multiple jurisdictions.**

For example, NWCCOG successfully developed a unified response to the Colorado Department of Transportation, regarding transportation in the I-70 corridor which eventually became the I-70 Coalition (outside NWCCOG now). In addition, NWCCOG’s Water Quality and Quantity Committee (QQ) provides a unified voice to the state legislature regarding critical water issues.

- **NWCCOG provides a regional perspective to local, state, and federal policymakers.**

NWCCOG gathers, analyzes, maintains, and distributes economic, demographic, and environmental data on a regional basis over time. Cost of living, housing, water quality, and transportation are but a few of the areas of data concerning regional issues.

- **NWCCOG promotes the concept of regional multi-jurisdictional cooperation for improved efficiencies and effectiveness between multiple governmental jurisdictions.**

For example, 70 percent of the NWCCOG region is federally-owned. NWCCOG successfully promoted the concept of federal, state, county, and municipal cooperation on issues such as river restoration, wildfire mitigation, and forest health.

- **NWCCOG provides a regional forum for the purpose of facilitating communications between multiple governmental jurisdictions regarding issues and opportunities.**

NWCCOG is the only organization within the region that provides a recurring forum for elected officials from both county and municipal governments, covering a 6,000-square-mile area. In addition, NWCCOG cooperates with other regional organizations within Colorado, as well as the nation, to expand the size of the forum.

- **NWCCOG provides custom designed services for individual member jurisdictions effectively expanding the staff capabilities of those jurisdictions regarding specific needs.**

NWCCOG makes its staff available to respond to specific requests from individual jurisdictions for assistance. NWCCOG also coordinates the acquisition of resources to assist individual members.

- **NWCCOG leverages members’ dues dollars into larger amounts of financial resources.**



**Mission Statement:**

The purpose of the Northwest Colorado Council of Governments is to be responsive to our members' needs and interests by providing guidance and assistance in problem-solving, information sharing and partnership building, advocating members' interests and needs with local, state and federal entities, and providing quality services to our membership that are relevant, effective and efficient.

Serving the following local governments:

**Eagle County**

**Avon  
Basalt  
Eagle  
Gypsum  
Minturn  
Red Cliff  
Vail**

**Grand County**

**Fraser  
Granby  
Grand Lake  
Hot Sulphur Springs  
Kremmling  
Winter Park**

**Jackson County**

**Walden**

**Pitkin County**

**Aspen  
Snowmass Village**

**Routt County**

**Hayden  
Steamboat Springs**

**Summit County**

**Blue River  
Breckenridge  
Dillon  
Frisco  
Silverthorne  
Montezuma**

**(Neighboring County)**

**Glenwood Springs**

## **WHO ARE OUR CUSTOMERS?**

First and foremost, our customers are our member jurisdictions. The county and municipal governments that are voluntary members of Northwest Colorado Council of Governments are the sole reason why the organization exists. The highest priority of NWCCOG is to provide value to our members both in an individual and regional context.

Secondly, our customers are individuals served by our various programs, those public and private groups and organizations that are cooperators of Northwest Colorado Council of Governments. At NWCCOG, the issues, not the political boundaries, define the associations of organizations necessary to positively address them. Therefore, NWCCOG seeks to build positive relationships with other municipal and county governments outside of Region XII, state and federal agencies, special districts, regional and statewide associations, and state and Congressional elected officials.

Finally, our customers are our staff, contractors, and council. NWCCOG is a team of paid staff professionals, contractors, and volunteer councilmembers who are responsible for the efficient and effective management of the organization, charged with the responsibility of providing benefit to the region including delivery of quality customer services. Only through the concept of customer/supplier relationships can the diversity of programs and personnel be brought into focus as a functioning team.

A pledge that we, the NWCCOG team, make to each of our customers is:

**At Northwest Colorado Council of Governments, we seek to understand and act to meet the evolving needs of the membership as well as the needs of each customer we serve, and we strive for our performance to meet the satisfaction of each of our customers.**

## **PURPOSE**

The primary purpose of Northwest Colorado Council of Governments is to build a network of cooperation and communication among its member jurisdictions to address individual and regional needs. NWCCOG builds the network by:

- ◆ Delivering high quality services from a variety of established, long-term programs, and evolving short-term initiatives that deliver benefits across the region and in some cases into neighboring regions on behalf of the membership
- ◆ Regularly seeking to understand the needs of the membership which make sense addressing at a regional level, and being responsive to those members' needs and interests as identified collectively and when possible directly to individual member organizations
- ◆ Providing an opportunity for regional problem solving, information sharing and relationship development among the region's local governments.
- ◆ Advocating regional interests and funding with local, state, and federal agencies.
- ◆ Providing high quality, cost and time effective, standard and customized services and technical assistance that make sense aggregated at a regional level while avoiding ineffective duplication of effort.

## **PROGRAMS**

Northwest Colorado Council of Governments manages a wide variety of programs to serve its membership. Existing programs include:

***Annual Goals for each Program are provided at the August Council Meeting***

### ***Vintage: The Area Agency on Aging***

The Older Americans Act (OAA) of 1965 established the Administration on Aging (AoA) at the federal level in the U. S. Department of Health and Human Services. The Act is intended to assist older Americans to live independently and with dignity, in their own communities, by removing barriers and providing continual care for vulnerable older adults. AoA awards funds to the State Units on Aging based on estimates of the number of people 60 and over. The State of Colorado allocates funds to 16 Area Agencies on Aging, which, in turn, fund local service providers. This interconnected stream of funds and programs is known as the “aging network”.

Resources made available under the Older Americans Act funds are used to finance those activities necessary to achieve elements of a comprehensive and coordinated community-based system of services. Under current OAA legislation, programs authorized under the OAA are intended to serve persons over the age of 60, especially those with the greatest social or economic need, and their family caregivers. No one may be charged for services, nor denied because of an inability to pay. Clients may contribute toward the cost of services should they choose. Donations from our clients provide an important source of income for senior services and enable the network to continue to provide services to the community.

The NWCCOG began sponsorship of the Alpine Area Agency on Aging (Alpine AAA) in 1978. Renamed Vintage in 2020, it is the designated regional planning and service agency for senior services in Eagle, Grand, Jackson, Pitkin, and Summit Counties. The Vintage Regional Advisory Council (RAC), mandated by the OAA, was formed in 1980 and acts as the Alpine AAA’s primary advisory and advocacy group. A voluntary group of citizens, the RAC represents all counties within the NWCCOG region. Agencies, providers, and individuals with expertise in aging interests are recruited as “Optimal Representatives” to serve on the RAC. The RAC meets six times a year. Meetings are open to the public.

### **➤ *Network of Care (NOC)***

Region 12’s Network of Care is for older adults, people with disabilities and veterans, as well as their families, caregivers and service providers. The Region 12 Network of Care site, part of the Adult and Disability Resources of Colorado (ADRC) network, is coordinated by NWCCOG in conjunction with many local partners. This comprehensive, Internet-based resource is part of a broad effort to improve and better coordinate long-term support services and care regionally.

### **➤ *Alpine Area RSVP***

The Retired and Senior Volunteer Program (RSVP) is part of the federal Senior Corps programs. Funded in part by the Corporation for National and Community Service (CNCS), RSVP has been serving Eagle County since 2000. In 2015, Eagle County Public Health and Environment who had sponsored the program decided not to compete for the grant. Northwest Colorado Council of Governments applied to be the sponsor agency for the RSVP grant for the Eagle County program and was awarded the grant in March 2015, creating the Alpine Area RSVP.

➤ **Health Insurance Assistance**

Through a work agreement with the Colorado Division of Insurance the Health Insurance Assistance Program is serving as a lead SHIP (Senior Health Insurance Assistance Program) and SMP (Senior Medicare Patrol) agency for Region 12 to enhance and build the capacity of Medicare insurance counseling and for Medicare fraud education and prevention activities.

**Economic Development District**

The NWCCOG's Economic Development Program was initiated in 2009. NWCCOG received its Economic Development District (EDD) designation in August 2012, combining new Economic Development goals of the five-county NWCCOG region with the operation of the revolving business loan program. The Economic Development District is charged with strategizing with NWCCOG member communities to generate new jobs, help retain existing jobs, and stimulate commercial growth in the recent distressed environment and economy, and also with sourcing access to capital to promote innovation, competitiveness, diversification and successful growth throughout the NWCCOG region. In 2016, the Comprehensive Economic Development Strategy (CEDS) update was completed following significant regional outreach. The contents of that report live on the website.

**Elevator Inspection**

The NWCCOG Elevator Inspection Program (EIP) inspects and issues permits for commercial and residential conveyances (elevators, lifts, dumbwaiters and escalators) to ensure safe conveyances throughout the region. The program began in 1993. Prior to that, most conveyances were not inspected. NWCCOG member jurisdictions are invited to sign a "Letter of Agreement" with NWCCOG, agreeing to adopt the elevator codes for conveyances. Jurisdictions then agree to pass an ordinance authorizing the inspection service fees. NWCCOG's elevator inspectors' work cooperatively with each jurisdiction's building department to implement the program in that jurisdiction. The EIP now serves Routt, Garfield, Clear Creek, Eagle, Summit, Pitkin, Moffat, Grand and Jackson counties which includes most of the cities and towns within those areas.

**Energy Program**

The Energy Management Program, also known as Weatherization, weatherizes low and moderate-income homes to reduce their fuel consumption and heating costs. Services include insulation, caulking, weather-stripping, and the installation of storm windows, and new energy-efficient furnaces and refrigerators. NWCCOG is a local administering agency under the Department of Energy's Weatherization Assistance Program, and is under contract to the Colorado Governor's Energy Office. Weatherization has helped preserve affordable housing units in the region. By reducing a household's energy consumption and heating costs, these families have more income available to spend within their local communities.

Old, inefficient furnaces are replaced with 95%-efficient models. Also, refrigerator electricity usage is measured as part of the initial energy audit and refrigerators using excessive amounts of electricity are replaced with a new Energy Star-rated refrigerator. All old refrigerators are returned to an appliance recycling facility in Denver. Insulation and storm windows are provided whenever cost-effective. Many of the homes, particularly mobile homes, weatherized in the region have pre-existing health and safety problems. In addition to reducing energy consumption and heating costs, the weatherization process corrects any health and safety problems found, such as gas leaks and carbon monoxide problems. Every home that uses propane or natural gas receives a minimum of two safety inspections.

The Weatherization Program has a main office in Silverthorne and a field office in New Castle. In addition to weatherizing homes within the NWCCOG region, NWCCOG also weatherizes homes in Chaffee, Clear Creek, Garfield, Lake, Moffat, Park, Rio Blanco, and Routt Counties.

### ***Regional Business***

The Regional Business cost center provides the administration, oversight, and leadership to the NWCCOG. Dues paid by the 30 local government members support the activities of the Regional Business program (also known as Member Services) and serve as matching funds to some program grants. The Regional Broadband Coordinator position falls under this heading.

### ***Regional Transportation Coordinating Council***

The Regional Transportation Coordinating Council (RTCC) was formed in 2010 as a result of Rural Resort Region's focus: Seniors in Our Mountain Communities. The RTCC is the local coordinating council for a 10-county rural area of Colorado and is active in better transportation coordination, especially for the veteran, disabled, older, and low-income adult populations. The RTCC's efforts are building on coordinating the existing public transit providers with other human service providers by promoting, enhancing and facilitating a seamless access to transit services through a coordinated system.

In 2012 a regional Mobility Manager was hired to staff the RTCC and to work within the CDOT Intermountain region and a majority of the Northwest region. The Mobility Manager is working to develop a One Call/One Click Center system, a regional billing mechanism which eventually will be able to bill all payor sources, and a regional services inventory including both human service agencies and transit providers along with a detailed gap analysis of the transit needs in each area to expand coordination of and access to existing and new resources. The Mountain Ride Call service was absorbed by CDPHE into a statewide bid in 2020. NWCCOG folded the call center and ended this service as a result. The Mobility Manager has refocused the program on providing regional collaboration among transit and mobility providers.

### ***Watershed Services***

NWCCOG has been the designated regional water quality management agency for the region since 1976. In that capacity, NWCCOG's Watershed Services completes and implements a water quality management plan for the NWCCOG Region, in compliance with Section 208 of the Clean Water Act. The Watershed Service program also reviews development applications and local land use regulations to determine consistency and compliance with the 208 Plan.

## **ASSOCIATED PROGRAMS**

Northwest Colorado Council of Governments supports several programs through shared services and/or technical support. Those programs are:

### ***Northwest All Hazards Emergency Management Region***

The Northwest All-Hazards Emergency Management Region (NWAHEMR) is a ten-county region located in the northwest corner of the state. It is comprised of Eagle, Garfield, Grand, Jackson, Mesa, Moffat, Pitkin, Rio Blanco, Routt, and Summit counties. An Executive Board/Steering Committee, made up of each county's emergency manager as well as discipline representatives, meets on a regular basis to develop strategies to improve the preparedness of the region through the use of homeland security grant funds. NWCCOG provides fiscal management and program coordination for the NWAHEMR. Each year, the NWAHEMR applies for funding from the State of Colorado Division of Homeland Security and Emergency Management for various projects that improve the region's capability to be prepared for emergencies and terrorist attacks. This funding ultimately comes from the U.S. Department of Homeland Security. These grants often overlap years.

### ***Northwest Health Care Coalition***

New in 2017, NWCCOG was requested by a newly formed group of regional Hospital safety professionals to be the fiscal agent for this new emergency preparedness grant program overseen by the Colorado Department of Health and Environment. The Northwest Health Care Coalition is structured similarly to the NWAHEMR with the same 10 county structure, including its own bylaws and coordinator.

### ***Northwest Loan Fund***

The Northwest Loan Fund (NLF) is a non-profit corporation that provides financing for the start-up and/or expansion of small businesses unable to secure conventional financing in the NWCCOG region (Eagle, Grand, Jackson, Pitkin, Routt and Summit Counties) and Garfield, Moffat, Rio Blanco Counties. The NLF is a key component in the efforts of the Economic Development District.

### ***NWCCOG Foundation, Inc.***

The NWCCOG Foundation, Inc. is a federal tax-exempt public charity under section 501 (c) (3) of the Internal Revenue Code. The mission of the NWCCOG Foundation, Inc. is to provide a financial mechanism for the member jurisdictions of Northwest Colorado Council of Governments to work collaboratively with not-for-profit organizations, citizen-based groups and individuals on projects of mutual interest and benefit for the region. The officers of the NWCCOG Foundation, Inc. are the same as those of Northwest Colorado Council of Governments. NWCCOG staff provides administration of the NWCCOG Foundation Inc.

### ***Water Quality / Quantity Committee***

The Water Quality and Quantity Committee (QQ) includes towns, counties, and water and sanitation districts in the Headwaters Region of Colorado. Its purpose is to enable members to protect and enhance the quality of the region's waters, while facilitating the responsible use of those resources for the good of Colorado's citizens and environment. QQ monitors water development activities and legislative initiatives that affect water quality or quantity in the basin of origin. The QQ Committee meetings provide a forum for members to formulate policies and strategies, and make decisions. The QQ staff provides members with legislative, informational, coordination, supportive and technical assistance to further intergovernmental cooperation and increase members' political clout with state and federal agencies.

## **ALPHABET SOUP**

### **GLOSSARY OF TERMS**

AAA	- Area Agency on Aging
AAA Vintage	- NWCCOG Area Agency on Aging Program
AGNC	- Associated Governments of Northwest Colorado
ANSI	- American National Safety Institute
AoA	- Administration on Aging
ADA	- Americans with Disabilities Act
CARO	- Colorado Association of Regional Organizations
CAST	- Colorado Association of Ski Towns
CCI	- Colorado Counties Incorporated
CD	- Community Development
CDHS	- Colorado Department of Human Services
CDOT	- Colorado Department of Transportation
CDPHE	- Colorado Department of Public Health and Environment
CEO	- Colorado Energy Office
CHFA	- Colorado Housing and Finance Authority
CHAS	- Comprehensive Housing Affordability Strategy
CHDO	- Community Housing Development Organization
CIRSA	- Colorado Intergovernmental Risk Sharing Agency
CML	- Colorado Municipal League
COA	- Council on Aging
CRDC	- Colorado Rural Development Council
DHS	- Division of Homeland Security (State)
DLG	- Division of Local Government
DNR	- Department of Natural Resources
DOE	- Department of Energy

DOH	- Division of Housing
DOLA	- Department of Local Affairs
DOW	- Division of Wildlife
EDA	- Economic Development Administration
EDD	- Economic Development District
EIP	- Elevator Inspection Program (NWCCOG Program)
ENP	- Elderly Nutrition Program
FBLF	- Forest Business Loan Fund
FEMA	- Federal Emergency Management Act
GIS	- Geographic Information System
HCPF	- Healthcare Policy and Finance (Colorado Department of)
ID	- Indirect Cost Center
IBC	- International Building Code
JTPA	- Job Training Partnership Act
LCC	- Local Coordinating Council (Transportation)
NWCCOG	- Northwest Colorado Council of Governments
NADO	- National Association of Development Organizations
NARC	- National Association of Regional Councils
NLF	- Northwest Loan Fund (NWCCOG Program)
OAA	- Older Americans Act
OEDIT	- Office of Economic Development and International Trade
ORJT	- Office of Rural Job Training
QQ	- Water Quality/Quantity Committee (NWCCOG Program)
RAC	- Regional Advisory Council (Vintage)
RB	- Regional Business (NWCCOG Program)
RRR	- Rural Resort Region (NWCCOG Program)
RTCC	- Regional Transportation Coordinating Council (NWCCOG Program)
SDA	- Special District Association



SHPO	- State Historic Preservation Office
SWQC	- Summit Water Quality Committee
Title III	- OAA Funds used for Nutrition & Aging Services
UBC	- Uniform Building Code
USDA	- United States Department of Agriculture
WS	- Watershed Services (NWCCOG Program)
WX	- Weatherization (NWCCOG Program)

## **2022 NWCCOG COUNCIL**

Representatives to the Council shall be designated by each Member Jurisdiction annually prior to the regular Council meeting in January. Each representative shall serve from the January meeting to the following January unless sooner replaced by the Member Jurisdiction. The NWCCOG Council is made up of one voting representative from each member jurisdiction. The governing body of the Member Jurisdiction may also appoint an alternate who shall meet the same qualifications as the representative.

### **COUNTIES**

Eagle  
Grand  
Jackson  
Pitkin  
Routt  
Summit

### **REPRESENTATIVES**

Jeanne McQueeney  
Kristen Manguso  
Coby Corkle  
Patti Clapper  
Tim Redmond  
Josh Blanchard

### **ALTERNATE**

Kathy Chandler-Henry  
Richard Cimino / Merrit Linke  
Danny Manville  
Steve Child  
Tim Corrigan  
Tamara Pogue

### **MUNICIPALITIES**

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

### **REPRESENTATIVES**

Skippy Mesirow  
Tamra Nottingham Underwood  
William Infante  
Michelle Eddy  
Kristen Brownson  
Carolyn Skowrya  
Geoff Grimmer  
Andy Miller  
Andrew Aerenson  
Jenn Ooton  
Joshua Hardy  
John Crone  
Jeremy Rietmann  
Matthew Mendisco  
Robert McVay  
Dan Stoltman  
George Brodin  
Lesley Davis  
Bob Hill  
Ryan Hyland  
Tom Fridstein  
Michael Buccino  
Scott Robson  
James Dustin  
Keith Riesberg

### **ALTERNATE**

Sara Ott  
Sarah Smith Hymes  
Vacant  
Toby Babich  
Eric Mamula  
Nathan Johnson  
Jim White  
Wesley LaVanchy  
Jessica Burley  
Matt Langhorst  
Ted Cherry  
Vacant  
Lana Bryce  
Vacant  
Christine Lee  
Gover Pryor  
Gusty Kanakis  
vacant  
Duke Gerber  
Ann-Marie Sandquist  
Alyssa Shenk  
Vacant  
Patty McKenny  
Sherry Cure  
Alisha Janes

## **2022 NORTHWEST LOAN FUND (NLF) BOARD**

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

## **2022 NORTHWEST LOAN FUND (NLF) COMMITTEE**

The purpose of the Northwest Loan Fund Committee is to oversee the Northwest Loan Fund at a policy level. Specific loans, including confidential client information are reviewed and approved by the NLF Committee. Additional information regarding the NLF Committee is available upon request.

## **2022 EXECUTIVE COMMITTEE**

The Executive Committee members shall be elected at the annual meeting in January and shall serve until the following January. The Executive Committee consists of nine voting representatives of the council; one member from each of the Region XII counties and four municipal members at large. Each of the elected representatives shall designate an alternate.

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

## **2022 ECONOMIC DEVELOPMENT DISTRICT (EDD) BOARD**

The Economic Development Board members shall be elected bi-annually at the meeting in January and shall serve for 2 years. The EDD Board shall consist of members that broadly represent the principal economic interests of the region: one representative from each of NWCCOG's Member County Governments; at least one representative from a municipality in each of the NWCCOG Member Counties; at least one representative from a municipality in one of NWCCOG's affiliated member municipalities outside Region XII; one economic development organization representative from each of NWCCOG's Member Counties; one representative from workforce; one representative from education; and one representative from each of the region's key industries.

### **COUNTIES**

Eagle  
Grand

### **REPRESENTATIVES**

Jeanne McQueeney  
Kris Manguso

### **REPRESENTING**

Eagle  
Grand

### **POSITIONS**

Representative  
**Secretary-Treasurer**  
Representative  
**Vice-Chair**  
Representative

Jackson  
Pitkin  
Summit

Coby Corkle  
Patti Clapper  
Josh Blanchard

Jackson  
Pitkin  
Summit

### **MUNICIPALITIES**

Eagle  
Eagle  
Grand  
Grand  
Jackson  
Pitkin  
Pitkin  
Summit  
Outside Region 12  
Outside Region 12

### **REPRESENTATIVES**

Jeremy Rietmann  
Mia Vlaar  
Andy Miller  
John Crone  
Sarah Wyatt  
Skippy Mesirow  
Alyssa Shenk  
Carolyn Skowrya  
Jenn Ooton  
Heather Sloop

### **REPRESENTING**

Gypsum  
Vail  
Fraser  
Grand Lake  
Walden  
Aspen  
Snowmass Village  
Dillon  
Glenwood Springs  
Steamboat Springs

### **POSITIONS**

Representative  
Representative  
Representative  
Representative  
Representative  
Representative  
Representative  
Representative  
Representative  
Representative

### **ECONOMIC DEV ORGS**

Eagle  
Grand  
Jackson  
Pitkin  
Pitkin  
Summit  
Outside Region 12

### **REPRESENTATIVES**

Chris Romer  
DiAnn Butler  
Melaine Leaverton  
Kathryn Dziedzic  
Kris Mattera  
Corry Mihm  
John Bristol

### **REPRESENTING**

Vail Valley Partnership  
Grand County ED  
Jackson County Tourism  
Aspen Chamber  
Basalt COC  
Summit Chamber/SPI  
Steamboat COC

### **POSITIONS**

Representative  
**Chair**  
Representative  
Representative  
Representative  
Representative  
Representative

### **WORKFORCE & EDU**

Workforce  
  
Workforce  
  
Education

### **REPRESENTATIVES**

Jessica Valand  
  
Mark Hoblitzell  
  
Shane Larson

### **REPRESENTING**

CO Dept. of Labor & Emp.  
CO Dept. of Labor & Emp.  
CO Mtn. College

### **POSITIONS**

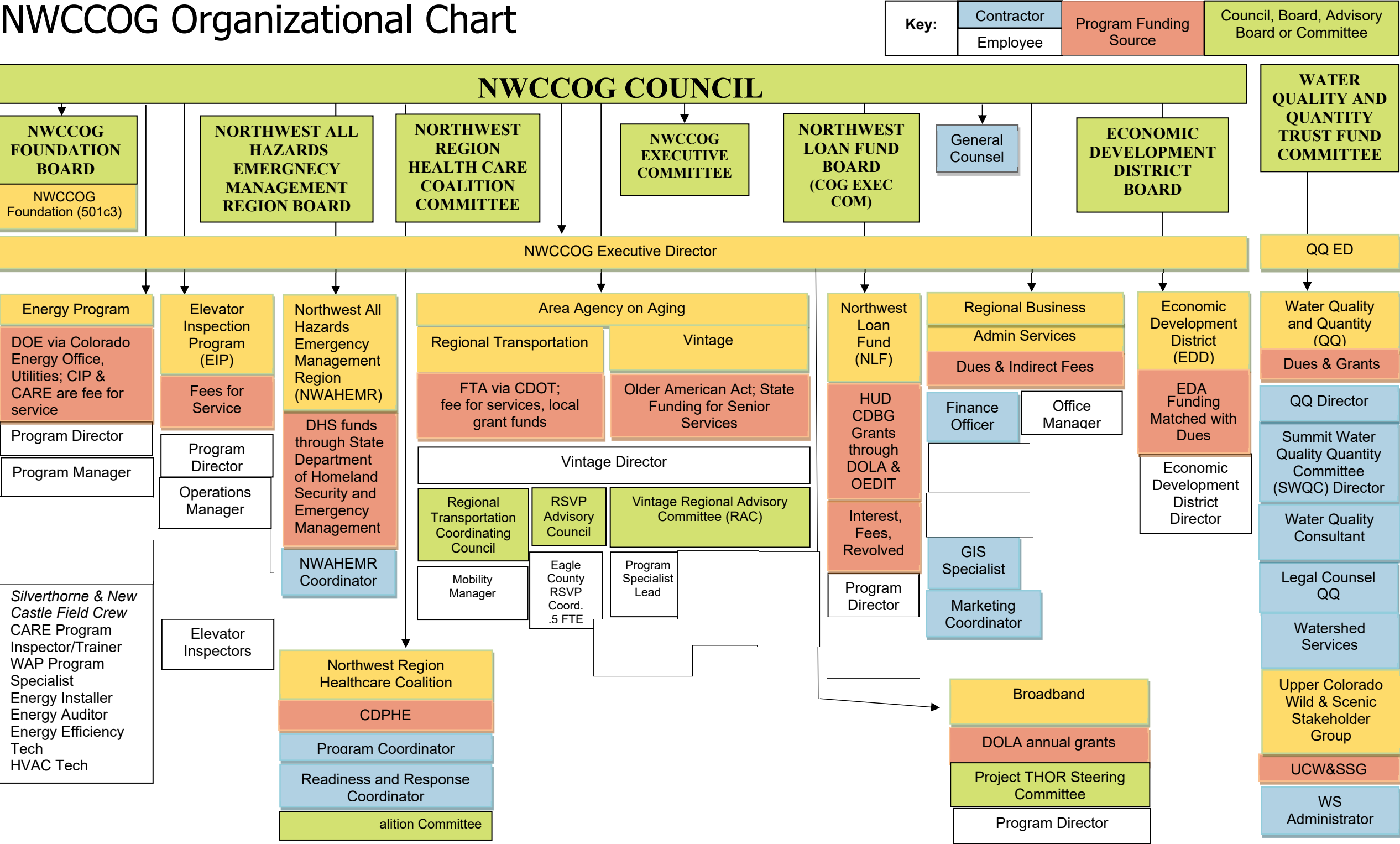
Representative  
  
Representative  
  
Representative

## **2022 NWCCOG STAFF AND CONTRACTORS**

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

<b>EMPLOYEE NAME</b>	<b>PROGRAM, TITLE</b>	<b>EXTENSION</b>
Northwest All Hazards Emergency Management Group	Northwest Region Healthcare Coalition, Coordinator ( <i>Contractor</i> )	970-485-1279
Amanda Rens-Moon	Vintage, Lead Program Specialist	117
Anita Cameron	Northwest Loan Fund, Director	970-406-0025
Anna Drexler-Dreis	Upper Colorado Wild & Scenic Stakeholder Group, Administrator ( <i>Contractor</i> )	414-305-8422
Antonio Alvarado	Energy, Energy Efficiency Technician, New Castle	970-485-5074
Ashley Bembenek	Watershed Services Water Quality Consultant ( <i>Contractor</i> )	970-251-0029
Ashley Oberg	Energy, Energy Efficiency Technician	970-485-1856
Becky Walter	Fiscal Manager	112
Bryanne Busato	EIP, Support Specialist	970-485-4149
Bonita Pfeiffer	Energy Outreach Assistant	970-406-0530
Ceci Peterson	Vintage, Program & Data Support Specialist	103
Chad Smith	Energy, Energy Efficiency Technician, New Castle	970-409-0209
Charles McCarthy	Vintage, Mobility Manager	110
Clay Van Thullenar	Energy, Energy Efficiency Technician	970-409-7483
Dan Mayberry	Energy, CARE Program Manager	970-485-5977
David Harris	EIP, Director	108
David Lambert	Energy, Energy Efficiency Technician	970-409-7484
David Picket-Heaps	EIP, Elevator Inspector	970-409-7330
Doug Jones	Energy, Director	111
Elaina West	Fiscal Assistant	970-409-7252
Emily Hoskins	Energy, Outreach Manager	970-485-3488
Erin Fisher	Vintage, Director	107
Jake Fockelmann	Energy, HVAC Technician	970-333-6000
Jason Broadbent	Energy, Energy Efficiency Technician	970-409-0239
Jeff Woods	EIP, Elevator Inspector	970-968-7237
Jodi Flory	Geographic Information Systems ( <i>Contractor</i> )	970-409-9238
Joe Shankland	EIP, Elevator Inspector	970-485-2284
Jon Stavney	Executive Director	123
Jonnah Glassman	Vintage, SHIP Medicare Coordinator	970-315-1328
Judi LaPoint	Market & Communications ( <i>Contractor</i> )	970-389-6470
Justin Wiseman	Energy, Auditor	970-485-3853
Julian Gonzalez	Energy, WAP Program Specialist, New Castle	970-409-0157
Kim Cancelosi	Northwest All Hazards Emergency Management Region, Coordinator ( <i>Contractor</i> )	970-485-1279
Kimmie Mirto	Elevator Inspection Program, Elevator Inspector	970-485-5697
Nate Speerstra	Energy, Manager	102
Nate Walowitz	Broadband, Director	970-455-1064
Neal Ashforth	Energy, Inspector/Trainer	970-485-5381
Nick Miller	Energy, Energy Efficiency Technician, New Castle	970-485-5355
Nicole Bridgewater	EIP, Administrative Assistant	970-485-4892
Rachel Lunney	Economic Development District, Director	106
Ryan Kidd	Energy, Energy Efficiency Technician	970-409-7482
Sue Hobrock	EIP, Operations Manager	130
Talai Shirey	Office Manager	101
Tina Strang	Vintage, Long Term Care Ombudsman RSVP Coordinator	122
Torie Jarvis	Water Quality/Quantity Committee, Director ( <i>Contractor</i> )	970-596-5039
Tyler Treganza	Energy, CARE Program Specialist, New Castle	970-984-0917
Wayne Martin	EIP, Elevator Inspector	970-409-0311

# NWCCOG Organizational Chart



## **ROLE OF COUNCIL MEMBERS**

- ◆ Commit the time necessary to attend, either in person or via conference call, six council meetings each year. Executive Committee members commit to additional meetings as needed in the months that the full council does not meet to review the organization's financials and oversee the executive staff.
- ◆ Attend all council and committee meetings, either in person or via conference call and appoint an alternate to attend in your place if necessary.
- ◆ Understand NWCCOG's Articles of Incorporation and Bylaws, mission, purpose, programs and budgets.
- ◆ Direct the policy and development of NWCCOG, ensuring adherence to policies, budgets, planning, and development philosophy.
- ◆ Bring information from your community and town/county board to the meetings for appropriate input into regional decision-making.
- ◆ Facilitate connections between the capacity and services offered by NWCCOG and local government.
- ◆ Act as a liaison to your local board, keeping them well-informed of NWCCOG programs, activities, and issues at hand. Bring the issues, concerns and needs of local government to NWCCOG as appropriate.
- ◆ Communicate the value of NWCCOG to the jurisdiction you represent and ensure that jurisdiction's continued membership and participation.
- ◆ Act as a goodwill ambassador of the organization.
- ◆ Participate actively in decision-making.
- ◆ Respect other Councilmembers' ideas and input, balancing constituents' and jurisdiction's needs with the regional goals of NWCCOG.

## **RELATIONSHIP OF STAFF TO COUNCIL**

- ◆ The Executive Director seeks direction and input from the Executive Committee and Council as a group as needed, keeping them apprised of critical issues and developments.
- ◆ The Executive Director attends Council and Executive Committee meetings.
- ◆ The Council as a group establishes policy for the organization and approves annual budget. Staff implements policy.
- ◆ The Executive Director manages the organization on behalf of the Council. The relationship between the Executive Director and Council is one of cooperative teamwork.
- ◆ The Executive Director seeks the input of the council in development of programs.
- ◆ Program Directors are welcome to attend council meetings and may be called upon to brief the council on accomplishments, ideas and information, discuss program issues, and receive direction and feedback. Councilmember requests for assistance from program and support staff are routed through the Executive Director.
- ◆ Staff organizes and plans meetings, delivers council packets, and reminds members of meeting dates.
- ◆ Agendas are supported by clear, relevant background information.
- ◆ The Fiscal Officer, Executive Director, and Program Directors prepare the next year's draft budget and present it to the Council in October. The Council reviews the draft budget in October, makes modifications, and approves the budget by December.





# COUNCIL RULES OF CONDUCT

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

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

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

## RULES of CONDUCT

### Members Ethical Conduct

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

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

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

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

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

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

## Member's Conduct in Public Meetings

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

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

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

## Members Compliance with Colorado Meetings Law

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

## Members Conduct with the Public in Public Meetings

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

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

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

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

## **Members' Conduct with NWCCOG Staff**

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

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

## Member Responsibility in Non-Discrimination and Harassment

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

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

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

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

– 2020 NWCCOG Employee Handbook

## COMPLIANCE

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

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

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

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

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

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

## **IMPLEMENTATION**

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

## Regional Demographic and Economic Data

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

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

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

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

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

**AMENDED AND RESTATED  
ARTICLES OF ASSOCIATION  
NORTHWEST COLORADO COUNCIL OF GOVERNMENTS/ ECONOMIC DEVELOPMENT DISTRICT**

**ARTICLE I  
General Provisions**

**101.** Establishment of Northwest Colorado Council of Governments/Economic Development District

- A. The Member Jurisdictions of Northwest Colorado Council of Governments ("Council" or "NWCCOG") hereby establish an organization known as the Northwest Colorado Council of Governments/Economic Development District (NWCCOG/EDD). The NWCCOG/EDD will serve as an Association of Governments pursuant to Article XIV, Section 18 of the Colorado Constitution, and Section 29-1-201 et seq., 29-1-401 and 29-1-402, Colorado Revised Statutes; and as an Economic Development District pursuant to U.S Code Title 42 Chapter 38, Subchapter II Establishment of Economic Development partnerships. The geographic area of the NWCCOG/EDD shall comprise the Counties of Eagle, Grand, Jackson, Pitkin, Routt and Summit.
- B. The purposes and functions of the NWCCOG/EDD shall comprise regional council of government activities, set forth in Article II, and economic development activities set forth in Article III.

**102.** The NWCCOG/EDD regional council of government activities shall be under the authority of the Council as described in Article II, and the Economic Development District activities shall be under the authority of the EDD Board.

**103.** The activities of the Council and the EDD shall be coordinated by a Coordination Team comprising 2 individuals from the Council and 2 individuals from the EDD Board.

**ARTICLE II  
Purpose, Function and Powers of the Council**

**201. Purpose**

The Council shall promote regional cooperation and coordination among local governments and between levels of government for the geographic area comprising the Counties of Eagle, Grand, Jackson, Pitkin, Routt, and Summit, hereinafter referred to as the "Region".

The need for a Council of Governments is based on the recognition that people in the Region form a single community and are bound together not only physically, but economically and socially. It is the purpose of the Council through its participating membership, staff and

programs, to provide local public officials with the means of responding more effectively to the local and regional problems of this Regional community.

In order to assure the orderly and harmonious development of the Region, and to provide for the needs of future generations, it is necessary for the Council to serve as an advisory coordinating agency to harmonize the activities of Federal, State, County and Municipal agencies within the Region, and to render assistance and service and create public interest and participation for the benefit of the Region.

A regional approach to problem solving and service delivery offers economies of scale, reduces redundancies, and allows each of the member jurisdictions access to funds not available when acting alone. Cooperative efforts among local governments enhance the capacity to address regional issues in the most cost-effective way.

## **202. Functions**

The Council shall promote regional coordination and cooperation through activities designed to:

- A. Strengthen local governments and their individual capacities to deal with local problems.
- B. Serve as a forum to identify study and resolve area-wide problems.
- C. Develop and formulate policies involving Regional problems.
- D. Promote intergovernmental cooperation through such activities as reciprocal furnishing of services, mutual aid and parallel action as a means to resolve local, as well as Regional, problems.
- E. Provide the organizational framework to ensure effective communication and coordination among governmental bodies.
- F. Serve as a vehicle for the collection and exchange of Regional information.
- G. Develop Regional comprehensive plans.
- H. Serve as a spokesman for local governments on matters of Regional and mutual concern.
- I. Encourage action and implementation of Regional plans and policies by local, State and Federal agencies.



- J. Provide, if requested, mediation in resolving conflicts between members and other parties.
- K. Provide a mechanism for delivering financial assistance, in the form of loans, or otherwise, to public or private, for profit or nonprofit ventures, deemed to be in the public interest and to fulfill the purposes and functions of the Council,.
- L. Provide technical and general assistance to members within its staff and financial capabilities. These services are inclusive of, but not limited to:
  - 1. Identify issues and needs which are Regional and beyond the realistic scope of any one local government.
  - 2. Compile and prepare, through staff and from members, the necessary information concerning the issues and needs for Council discussion and decision.
  - 3. Debate and concur in a cooperative and coordinated Regional action to meet the need or issue.
  - 4. Implement the details of the cooperative action among affected member governments, using such devices as interlocal contracts and agreements, parallel ordinances or codes, joint performance of services, transfers or consolidations of functions, or special subordinate operating agencies.
  - 5. And, in general,
    - a. Arrange contracts among officials on an intergovernmental basis.
    - b. Publish reports on functional programs.
    - c. Publish current information of Regional interest.
    - d. Provide advice and assistance on physical land use planning and other functional programs.
    - e. Sponsor Regional training programs.
    - f. Negotiate cooperative agreements.
    - g. Sponsor or oppose legislation on behalf of the Region and its units of local government.

## **203. Powers**

The Council shall, for the purpose of fulfilling its purposes and functions, be a body politic and corporate, and as such, be subject to all rights, duties and obligations as such may affect the members of such Council whereby its activities are of a Regional, area-wide or multi-governmental nature and further, shall constitute the entity to perform those Regional or area-wide functions which may be authorized by Federal or State statute. To effectuate such powers, the Council shall:

- A. Be the approving and contracting agent for all Federal and State regional grants, as required.
- B. Constitute the governmental entity for the purpose of receiving State or Federal assistance to area-wide or Regional governmental entities through designation as grantee for such grants.
- C. Constitute the governmental entity for any existing entities that are Regional in nature and any new entity, Regional in nature, which may be required to be created as a new board or commission by State or Federal statute and, to consummate such purpose, these Articles shall be amended from time to time.
- D. Serve as the Area Clearinghouse and Project Notification Review Agency.
- E. Serve as the Regional Planning Commission pursuant to Section 30-28-105, C.R.S.
- F. Exercise all powers set forth in Section 29-1-201, et seq., C.R.S., and Article XIV, Section 18, Colorado Constitution.
- G. Accept contributions from member local governments or from any other source, commit them to a general fund or funds, or a special fund or funds, and disburse the same for such purposes as the Council may direct at the time the fund or funds are established or at any time thereafter.
- H. Revolving Loan Fund. Subject to the approval of the Board of Directors, a Revolving Loan Fund may be created to assist in the financing of either public or private, for profit or nonprofit ventures, where the retention or creation of employment and the consequent public revenue or benefit to the health, safety and welfare of the Region is deemed by the Board to be in the public interest. The Board shall appoint a Revolving Loan Fund committee of nine persons, one from each county in the service area, under criteria as it shall establish. The Board shall also appoint nine alternates in the event of the inability of any committee member to attend a meeting. The NWCCOG Executive Staff or senior staff member shall serve as a non-voting, ex-officio member of the loan fund committee. The Revolving Loan Fund will create policy for review and approval of its loans including criteria established by agencies of origination from which

capitalization of the Revolving Loan Fund is achieved. In addition, such loans shall be made in full compliance with the Colorado Constitution, the Colorado Revised Statutes and applicable Federal law and regulations. The Revolving Loan Fund committee shall adopt Bylaws for the conduct of its affairs and the administration of the Revolving Loan Fund. Such Bylaws shall not be effective until approved by the Board of Directors of the Council.

#### **204. Membership**

- A. Initial Membership. The Council shall be composed of the following Counties and Municipal Corporations ("Member Jurisdictions"):
  - 1. Counties: Eagle, Grand, Jackson, Pitkin, Routt and Summit
  - 2. Municipal Corporations: Aspen, Basalt, Dillon, Eagle, Fraser, Frisco, Glenwood Springs, Granby, Grand Lake, Gypsum, Hayden, Hot Sulphur Springs, Kremmling, Minturn, Montezuma, Red Cliff, Silverthorne, Steamboat Springs, Vail, Walden, and Winter Park, Glenwood Springs, Steamboat Springs, and Carbondale.
- B. Additional Members. Any other municipal corporations within the Region are eligible to become members of the Council by subscribing to these Articles of Association and Council Bylaws and paying the applicable assessment of dues.

#### **205. Termination of Membership**

Any member government may withdraw from membership in the Council as follows:

- A. A resolution or ordinance shall be adopted by the governing body of the Member Jurisdiction, following notice and public hearing, including findings that it is in the best interest of the public to withdraw from membership in the Council.
- B. Written notice of intent to withdraw from the Council by the governing body of the Member Jurisdiction shall be submitted to the Executive Committee, together with a copy of the duly adopted ordinance or resolution, by June 15, of the year prior to the effective date of withdrawal which date shall be January 1. Provision of services and all other rights and privileges of membership shall remain in effect from the date of written notice of the intent to withdraw and shall terminate on the effective withdrawal date. Any withdrawing Member Jurisdiction shall make a written request to the Executive Director of the Department of Local Affairs and the Governor to revise the designation of Planning and Management Region XII to reflect the member's withdrawal from NWCCOG.

## **206. Council Bylaws**

The Council, acting by resolution at any regular or special meeting, may enact or amend Bylaws in order to efficiently conduct its affairs including creation of and delegation of authority to an Executive Committee, establishment of representation and voting rights of members on the Council, establishing responsibilities of officers and key personnel. Such Bylaws may not contravene or supersede any provision of these Articles.

### **ARTICLE III**

#### **Purpose, Function, and Powers of the Economic Development District**

##### **301. Purpose.**

The EDD shall promote regional cooperation, intergovernmental cooperation, and coordination on economic development activities among local governments and private sector for the geographic area of the District. The geographic area of the District shall include the Counties of Eagle, Grand, Jackson, Pitkin, Routt and Summit Counties and all of the incorporated municipalities within these counties.

##### **302. Functions**

Economic Development functions shall include: Directing the activities of the Economic Development District towards the accomplishments of the goals, objectives, and action plans continued in the Comprehensive Economic Development Strategy; apply for funding that supports these efforts, convene organizations and individuals who purpose is also to work on strengthening the economy within the define region, oversee and operate the District with regarding to fiscal management, budgeting, reporting, and employee hiring, firing and supervision. The EDD Board will be required to cooperate on the hiring, supervision and termination of the joint Executive Director. The District is responsible for updating of the CEDS and other such economic development activities as directed by the EDD Board.

##### **303. EDD Board**

- A. All economic development functions of the NWCCOG/EDD shall be directed by the EDD Board.
- B. The EDD Board shall consist of no less than fifty-one percent (51%) governmental representatives and no less than thirty-five percent (35%) non-governmental representatives. The membership shall comprise the following representation:
  - 1. One (1) elected official, or their chief administrative official, from each county within the District, to be appointed by the individual county.

2. Six (6) representatives of the municipalities located within Region 12, to be elected by ballot vote of the Council.
3. One (1) representative from a non-governmental stakeholder organization from each county within the District, to be appointed by the individual county.
4. One (1) representative of the Colorado Mountain College, to be appointed by the College President.
5. One (1) representative from the State office of Workforce Development, to be appointed by the Colorado Workforce Center.
6. One (1) representative from the resort industry, to be appointed in the first year by the NWCCOG Council and thereafter to be appointed by the EDD Board of Directors
7. One (1) representative from the health care industry, to be appointed in the first year by the NWCCOG Council, and thereafter to be appointed by the EDD Board of Directors
8. One (1) representative from each Member Jurisdiction located outside of Region 12, appointed by the jurisdiction.
9. Each appointing authority may also appoint or elect one alternate for each representative it appoints or elects to the Board.

#### **304. Bylaws**

The EDD Board acting by resolution at any regular or special meeting may enact or amend Bylaws in order to efficiently conduct its affairs including creation of and delegation of authority to an Executive Committee, establishment of representation and voting rights on the Board and, establishing responsibilities of officers and key personnel. Such Bylaws may not contravene or supersede any provision of these Articles.

### **ARTICLE IV** **Effective Date and Amendment**

#### **401. Articles: Effective Date**

These Amended and Restated Articles of Association shall regulate and govern the affairs of the NWCCOG/EDD. These Articles shall become effective upon their adoption by the Council and the EDD Board and ratification by a majority of the Member Jurisdictions of the Council.

#### **402. Articles: Amendment**

These Articles may be amended by resolution approved by the Council and the EDD Board, provided that at least one week's notice in writing be given to all Council members and EDD Board members, setting forth such amendment, and that the approved amendment be ratified by a majority of the Member Jurisdictions of the Council, and the private and public sector entities within the Economic District.



# NWCCOG Articles and Bylaws

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<b>Date Adopted:</b>		<b>Date Revised Adopted:</b>	December 2, 2021
<b>Author:</b>	NWCCOG Administrative Staff		

## **AMENDED AND RESTATED BYLAWS OF THE NORTHWEST COLORADO COUNCIL OF GOVERNMENTS** Colorado Planning and Management Region XII

### **ARTICLE I** **Adoption and Effect**

These Bylaws shall become effective upon the adoption thereof by a majority of the voting representatives of the Northwest Colorado Council of Governments (hereinafter, the "Council" or "NWCCOG") at any regular meeting, and according to the procedure established for voting by the Articles of Association and shall not be construed to operate in contravention of any provision of said Articles of Association. Any provision herein determined to be contrary to or in violation of said Articles of Association shall be null, void, and of no effect.

### **ARTICLE II** **Representation and Voting of Member Jurisdictions**

#### **1. Representatives**

Elected Officials as Representatives. "Member Jurisdictions" shall be entitled to voting representatives as set forth in these Articles. The voting representative shall be a member of the elected governing body of the Member Jurisdiction or a senior administrative official in lieu of an elected official appointed by vote of such governing body to be the NWCCOG representative. The governing body of the Member Jurisdiction may also appoint an alternate who shall meet the same qualifications as the representative.

In the event that the representative or alternate for any jurisdiction cannot attend a meeting, a jurisdiction may notify NWCCOG administrative staff in writing in advance of a meeting that a temporary representative has been authorized to participate in the meeting as a representative of that jurisdiction and to cast a vote on any issue.

## **2. Term**

Representatives to the Council shall be designated by each Member Jurisdiction annually prior to the regular Council meeting in January. Each representative shall serve from the January meeting to the following January unless sooner replaced by the Member Jurisdiction and upon written notification to NWCCOG.

## **3. Casting Votes at Meetings**

Only representatives of those members whose dues payments are current, in accordance with the Bylaws, Article IV.6 are entitled to cast a vote at a meeting of the Council. Each member jurisdiction shall have one vote. The Council shall adopt a Rules of Conduct policy which shall include more detailed requirements for meetings and guidelines for representatives in their role on the NWCCOG Council.

## **4. Vacancies**

Once any NWCCOG representative ceases to hold office on the governing board of the Member Jurisdiction, a vacancy shall exist and the Member Jurisdiction shall notify NWCCOG immediately of such vacancy and appoint an elected official to fill the vacancy as soon as possible.

## **5. Quorum**

A quorum shall consist of at least seven County and/or Municipal representatives or their alternates. In no event, however, shall a quorum consist of less than seven full votes.

## **6. Remote Meeting Attendance**

NWCCOG may hold a regular posted meeting via conference call, or tele-conference, or video technology for convenience, the safety of staff or members, or to reach a quorum as long as the contact information is properly posted on the Agenda. In order to achieve a quorum, the Council may also poll by telephone or email, not more than two of its members, with respect to a specific matter before the Council requiring a vote. Such telephone polling shall constitute the equivalent of a physical presence at the meeting of the representative(s) so polled, shall be carried out by the Chair, and the results of the poll reported to the Council. The minutes for the meeting shall reflect that a telephone poll was taken, the results thereof, and the representative(s) polled. Meetings which are to have a remote attendance option shall be posted with this option shown.

## **7. Proxy Voting**

Proxy voting is not permitted.

## **8. Majority Vote**

A majority of full votes cast at any meeting shall be required to adopt any matter before the Council.



## **ARTICLE III**

### **Executive Committee**

#### **1. Creation**

The Executive Committee shall consist of eleven voting representatives of the Council. The Executive Committee shall comprise one member from each of the Boards of County Commissioners in Region XII and five members from Municipalities within the NWCCOG membership.

No representative may be a member of the Executive Committee unless its Member Jurisdiction is current, as required by the Bylaws Article IV.6, in its dues payments.

a. **Chair:** The Chair shall preside at all meetings of the Council and shall be the chief officer of the Council and the Executive Committee.

b. **Vice Chair:** The Vice Chair shall exercise the functions of the Chair in the Chair's absence or incapacity.

c. **Secretary-Treasurer:** The primary duty of the Secretary-Treasurer is to review the bill schedule in detail and actively participate in the review of the annual budget. The Secretary-Treasurer shall exercise the functions of the Vice Chair in the absence or incapacity of the Vice Chair and shall perform such other duties as may be consistent with his office or as may be required by the Chair.

#### **2. Term of Office**

The Executive Committee members shall be elected by majority vote of the Council at the annual meeting in January and shall serve until the following January. The Executive Committee shall select the Chairman, Vice Chairman and Secretary-Treasurer from among its members. These officers shall serve a two-year term on the Executive Committee and in that office. If during that term, NWCCOG is officially notified by the member jurisdiction which that officer represents that the representative has been replaced, they may remain in their role as an officer at NWCCOG for the remainder of their term or until a replacement is elected at a NWCCOG Council Meeting and NWCCOG staff can complete official change of signatories on the accounts.

#### **3. Meetings**

The Executive Committee shall meet annually or more frequently as necessary. Any meetings may be called by a member of the Executive Committee upon the concurrence of at least four (4) additional members of the Committee, which may include the member calling for the meeting. Meetings of the Executive Committee shall follow notice and posting requirements of regular meetings and minutes shall be taken.

#### **4. Quorum: Action**

A quorum shall consist of five (5) members of the Executive Committee. In order to be effective, any action of the Executive Committee must receive an affirmative vote from the majority of those present. All formal actions of the Executive Committee, whether taken at regular or special meetings, shall be recorded, and shall be incorporated into the formal records of the Council.

## **5. Powers**

The Executive Committee shall have the following powers:

- a. To perform a review not less than annually of the performance of the Executive Director and report such evaluation to the Council is a power which may be delegated from the NWCCOG Council to the Executive Committee by vote of the Council at a meeting prior to the performance review, otherwise this power rests with the Council as a whole.
- b. To periodically review the Goals and Objectives of NWCCOG programs and provide recommendations to the Executive Director.
- c. To periodically review proposals by the Executive Director to revise the Employee Handbook.
- d. To review the performance of the General Counsel and report such review to the Council.
- e. To review organizational procedures, contracts, purchases or payments of the organization and report such review to the Council.
- f. To review the Executive Director's evaluations of program directors or professional staff and to report any such review to the Council.

## **6. Duties**

The Executive Committee shall have the following roles and duties:

- a. The Committee shall act as an appeal board for grievances of employees on personnel actions and such processes as set forth in the Employee Handbook.
- b. Participate in interviews conducted for purpose of hiring administrative staff or program directors at the request of the Executive Director.
- c. May approve Letters of Support and act in taking positions on behalf of NWCCOG as outlined in a policy on Letters of Support which shall be adopted by Council

## **ARTICLE IV Annual Dues Assessment Policies**

### **1. Dues Assessment**

Member Jurisdictions shall pay an annual dues assessment. In recognition of the mandatory nature of regional delivery of many of NWCCOG's services and the matching fund requirements for these services, and the desire of the Membership for a high standard of value and quality, the NWCCOG has created dues assessment structures and policies that serve to ensure the equitable distribution of member assessment obligations.

**2. Calculation and Approval of Total Annual and Individual Member Jurisdiction Dues Assessment**

The base year for calculating the total annual dues to be collected shall be 2002. In each subsequent year the proposed total annual dues assessment will be adjusted by multiplying each individual member's population, as estimated by the State Demographer's Office in the Department of Local Affairs by a per capita monetary amount approved by the Council and the annual assessed valuation, as reported by each member jurisdiction for the previous year, by a mill levy amount approved by the Council. These are then given multipliers that are the same within three different tiers of membership: (a) County; (b) municipalities within Region 12; and (c) municipalities outside of Region 12. The total of the two amounts for each member jurisdiction will serve as that jurisdiction's membership dues for the next year. The proposed total annual dues assessment will be the total of the combined dues of the member jurisdictions and will be presented to the membership for approval at the July or August Council meeting for approval prior to developing the budget for the following year.

**3. Annual Confirmation of Dues Assessment**

By August 31st, the Council shall send notices to each Member Jurisdiction stating the amount of the next calendar year's annual assessment for services, including a confirmation of that annual assessment. The confirmation of intention to pay the assessment must be received by the Council by October 31st. If the confirmation is not received the Council shall contact the non-responding member to remind them of their obligation to respond. If the members(s) has not responded by December 31st, the Council may deem it appropriate to discontinue services to the Member Jurisdiction(s).

**4. Payment of Dues Assessment**

Dues Assessments are due and payable on an annual basis by February 28th of each year. All members who have fulfilled their dues assessment responsibilities by this date will be considered "current" and thereby eligible for all Council rights, privileges, and services for the calendar year.

**5. Non-Payment of Dues Assessment**

If any members' dues payment is more than 20 days delinquent, the Chairman of the Council shall send written notice to each Member Jurisdiction within the county where such delinquent member is located, setting forth in detail the amount of said delinquency and permitting all Member Jurisdictions within that county to collectively contribute the amount of the delinquency. If, at the next regular meeting following said notice, it is determined that the amount of the delinquency will be contributed by the other members, then the delinquent member shall be deemed to be current with respect to its dues assessment. If the amount of the delinquency will not be covered by the other members, then the delinquent member will not be eligible for any membership rights, privileges and services.

**6. Required Withdraw from NWCCOG**

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

## **ARTICLE V**

### **Financial Management**

#### **1. Annual Budget**

Each year between by October 15, the Executive Director shall submit, to the Council an estimate of the budget required for the operation of the Council during the ensuing calendar year. The Council shall vote to adopt the budget no later than the December Council meeting each year.

#### **2. Funding Sources**

The Council has specifically empowered the Executive Director to contract or otherwise participate in and to accept grants, funds, gifts or services from any federal, state or local government or its agencies or instrumentality thereof, and from private and civic sources, and to expend funds received therefrom, in conformance with the grant of funding requirements of the specific NWCCOG program, and each specific grantor, contracted party or funding source as so outlined through adoption of the annual budget and general provisions as may be required of and agreed to by the Council through adopted policies.

#### **3. Accounting**

The Council shall arrange for a systematic and continuous record of its financial affairs and transactions and shall obtain an annual audit of its financial transactions and expenditures.

#### **4. Reserve Accounts**

The Council shall maintain a Restricted Emergency Cash Reserve Account balance equal to ten percent (10%) of the current year budget's projected revenues for internal programs. The purpose of the Restricted Emergency Cash Reserve Account is to provide readily available funds to meet financial emergencies experienced by the Council. Access to the funds can only occur following a two-thirds majority vote by the Executive Committee for a specific use to which the funds will be applied.

The Council shall maintain excess unrestricted funds in an Unreserved Fund. The purpose of the Unreserved Fund is to provide available cash to be applied to any purposes to be determined by the Executive Committee on an as needed basis. Access to the funds can only occur following a two-thirds majority vote of the Executive Committee for a specific use to which the funds will be applied.

In addition, the Council shall maintain cash reserves in an Accrued Leave Payable Account equal to the total amount of accrued annual leave of eligible employees. The purpose of the Accrued Leave Payable Account is to purchase unused annual leave from employees in case of employment separation from the Council.

## **ARTICLE VI**

### **Executive Director**

#### **1. Hiring and Termination**

The Executive Committee shall appoint the Executive Director who shall serve at the pleasure of the Council, and may be hired and/ or terminated only by a vote of the Council, as provided at Article II Section 3 of the Bylaws of Association of the Council.

#### **2. Duties**

The Executive Director shall serve as the chief executive officer of the Council and shall oversee the daily affairs in a manner that carries out the will of the Council, including but not limited to the following authority:

- a. To manage the organization and its employees to achieve the goals and objectives of the organization, and implement personnel policies, and hire, supervise and terminate employees as necessary and in a manner consistent with current and written Council policy
- b. To propose an annual budget to Council and to oversee the finances, and financial well-being of the organization through the year
- c. To enter into contracts for services and materials on behalf of the Council provided, however, that the Council has previously approved budget items encompassing such services and materials, and the contracts.

## **ARTICLE VII**

### **NWCCOG Advisory Councils**

#### **1. Authority and Scope**

These procedures apply to all requests for reconsideration or review of decisions by all advisory councils, committees and advisory boards to the NWCCOG Board of Directors.

#### **2. Decision Procedure for NWCCOG Advisory Councils**

All NWCCOG advisory councils must make required decisions by a majority vote of a quorum of the members of such council. For all NWCCOG advisory councils, a quorum shall be 51% of the membership. No decision may be made without a quorum.

#### **3. Review by the NWCCOG Board of Directors**

All decisions of NWCCOG advisory councils are subject to review and approval or veto by the NWCCOG Council. Actions by the NWCCOG Council on advisory council decisions shall be binding on such councils, committees and advisory boards.

## **ARTICLE VII**

### **APPEAL OF DECISIONS BY VINTAGE, REGION 12'S AGENCY ON AGING**

When the NWCCOG Board of Directors makes a decision in its capacity as the sponsor of the Vintage, Region 12's Agency on Aging (Vintage) pursuant to the provisions of the Older Americans Act, such decisions may be appealed in accordance with the following provisions.

1. Any aggrieved agency seeking to appeal a decision of the NWCCOG Board made while acting in its capacity as sponsor of Vintage may file a Notice of Appeal with the Executive Director of NWCCOG within ten (10) working days of the decision. The Executive Director shall immediately forward a copy of the appeal to the Chairman of NWCCOG. In the event of a conflict of interest by the Chairman, the chair's responsibilities will be taken up by the Vice Chair.
2. The Notice of Appeal shall identify the decision being appealed and shall include a summary of the factual and legal basis for that appeal, a list of any witnesses who will participate in the appeal and a summary of the testimony and evidence that will be presented.
3. Upon receipt of the Notice of Appeal, the Chairman of NWCCOG shall notify all parties that mediation of the dispute is available as an alternative to the appeal process.
4. If any party to the dispute elects not to submit the dispute to mediation, within twenty (20) working days of receipt of the Notice of Appeal by the Chairman of NWCCOG, the Chairman shall appoint an Appeal Panel comprised of three impartial persons, none of whom is a representative of a member of NWCCOG. Within thirty (30) working days of its appointment, the Appeal Panel shall hold a hearing. Written notice of the time and place of the hearing and the matters to be considered on appeal shall be sent to the Appellant, the Chairman of NWCCOG and the Director of Vintage at least twenty (20) working days prior to the hearing.
5. Within ten (10) working days of the hearing, the Director of Vintage shall file a written response to the Notice of Appeal with the Appeal Panel and with the Appellant.
6. At any time prior to the beginning of the hearing, the Appeal Panel may direct the Appellant and the Director of Vintage to engage in formal mediation. The hearing shall be continued until such mediation has been concluded. If the parties are able to resolve their difference through mediation, the hearing shall be vacated upon written request of the Director of Vintage.
7. The hearing shall be limited to a review of the issues raised in the Notice of Appeal and the Appeal Panel shall consider testimony and evidence presented by the Appellant, the Director of Vintage and any interested party. The Appeal Panel shall have the right to limit the amount of time allotted to each of the parties for the presentation of testimony and evidence and may, at its discretion, afford the parties the right to cross-examine witnesses if such cross-examination is deemed necessary for a full understanding of the issues on appeal.

8. The burden shall be on the Appellant to demonstrate that the decision of the NWCCOG Board was based on an improper interpretation of the applicable rules and regulations or otherwise without a reasonable factual or legal basis.

9. Within ten (10) working days from the close of the hearing, the Appeal Panel shall make its written findings and shall send a copy of those findings to the Appellant and NWCCOG.

10. To the extent provided by state regulation, the Appellant may appeal the final decision of the Appeal Panel to the Colorado Department of Human Services/Aging and Adult Services.

#### **ARTICLE VIII** **Amendment**

These Bylaws may be amended by the Council, acting by resolution, in either regular or special meeting.

#### **ARTICLE IX** **Meetings**

The Council shall meet bimonthly beginning each year in January, with the exception of November, and at such other times as the Chair deems necessary. All such meetings shall be open to the public.

**Articles of Association & Bylaws**  
**Amendments**

<b>Topic</b>	<b>Section</b>	<b>Date</b>
Elimination of Routt County	Articles – Art. II, Sec. 201	1/1/99
Elimination of Routt County	Articles – Art. III, Sec. 301	1/1/99
Elimination of Oak Creek, Steamboat Springs, and Yampa	Articles – Art. III, Sec. 301	1/1/99
Elimination of Blue River and Snowmass Village	Articles – Art. III, Sec. 301	1/1/01
Cash Reserve Policy	Bylaws – Art. V, Sec. 4	5/27/99
Elimination of Executive Committee Meeting in month of June	Bylaws – Art. III, Sec. 3	1/27/00
Makeup of Executive Committee	Bylaws – Art. III, Sec. 1	1/25/01
Quorum requirement for Executive Committee	Bylaws – Art. III, Sec. 4	1/25/01
Calculation of membership dues	Bylaws – Art. IV, Sec. 2	7/26/01
Reevaluation of Base Year	Bylaws – Art. IV, Sec. 3	7/26/01
Municipal Representation on Executive Committee	Bylaws – Art. III, Sec.1	12/13/07
Cash Reserve Accounts Change	Bylaws – Art. V, Sec. 4	12/5/13
Addition of Routt County and review to current practices, alignment with various adopted polices since last revision. Removed Art. VII, Art. XI, XIII, XIV. Renumbered VIII, IX, X, XIII	Articles – Art. II, Art. III, Art. IV, Art. V, Art. VI, Art. VII, Art. VIII, Art. IX	10/28/2021
Allow staff to also be Member Rep, correct AAAA to Vintage	Articles II and VII	12/2/2021



**BYLAWS OF THE  
NORTHWEST COLORADO COUNCIL OF GOVERNMENTS  
ECONOMIC DEVELOPMENT DISTRICT**

**ARTICLE I  
Adoption and Effect**

These Bylaws shall become effective upon the adoption thereof by a majority of the voting representatives of the Northwest Colorado Council of Governments Economic Development District (hereinafter, the " District" or "EDD Board") at any regular meeting, and shall not be construed to operate in contravention of any provision of the Articles of Association, Northwest Colorado Council of Governments/Economic Development District ("Articles of Association"). Any provision herein determined to be contrary to or in violation of the Articles of Association shall be null, void, and of no effect.

**ARTICLE II  
Representation, and Voting**

**1. Representation**

The EDD Board shall consist of members that broadly represent the principal economic interests of the region.

A. The EDD Board shall comprise the following representation:

- One representative from each of NWCCOG's Member County Governments (Eagle, Grand, Jackson, Pitkin, Summit).
- At least one representative from a municipality in each of NWCCOG Member Counties.
- At least one representative from a municipality in one of NWCCOG's affiliated member municipalities outside Region 12 (i.e. Steamboat Springs, Carbondale, or Glenwood Springs).
- One Economic Development Organization (EDO) Representative from each of NWCCOG's Member Counties (could be a Chamber of Commerce, Business Association, Visitor's Bureau, DMO, etc.).
- One representative from Workforce.
- One representative from Education.
- One representative from each of the region's key industries.

B. Each appointing authority may also appoint or elect one alternate for each representative it appoints or elects to the Board.

**2. EDD Board Officers.**

EDD Board officers shall be elected by majority vote of the representatives. Officers shall serve for a term of two (2) years from the date of their election.

- a. **Chairman.** The Chairman shall preside at all meetings of the EDD Board and shall be the chief officer of the EDD Board .
- b. **Vice Chairman.** The Vice Chairman shall exercise the functions of the Chairman in the Chairman's absence or incapacity.
- c. **Secretary-Treasurer.** The Secretary-Treasurer shall exercise the functions of the Vice Chairman in the absence or incapacity of the Vice Chairman and shall perform such other duties as may be consistent with the office of Secretary-Treasurer or as may be required by the Chairman.

### 3. **Term of Representation**

Each representative shall serve a two year term unless sooner replaced by the appointing authority. Representatives shall serve on the EDD Board at the will of the appointing authority. All representatives serving on the original EDD Board shall serve from the EDD Board's inception until the second January following the EDD Board's creation.

### 4. **Allocation of Voting Rights**

Each representative shall be entitled to vote on any matter that requires a vote by the Board. Each representative shall have a total of one vote. Only the representatives of those appointing authorities whose dues payments are current are entitled to cast a vote at a meeting of the EDD Board.

### 5. **Quorum**

A quorum shall consist of no less than seven representatives or their alternates. To pass a budget or set dues, the majority of the representatives comprising the quorum shall be government representatives.

### 6. **Telephone Polling**

In order to achieve a quorum, the EDD Board may poll by telephone, not more than two representatives, with respect to a specific matter before the EDD Board on motion or resolution. Such telephone polling shall constitute the equivalent of a physical presence at the meeting of the representative(s) so polled, shall be carried out by the Chairman, and the results of the poll reported to the EDD Board by the Chairman. The minutes for the meeting shall reflect that a telephone poll was taken, the results thereof, and the representative(s) polled by telephone. Further, a memorandum of the telephone poll shall be approved and signed by the

polled representative. If the representative(s) does not approve and sign the memorandum, the action upon which the vote, including the poll, was taken shall be null, void and of no effect.

7. **Electronic Voting**

With prior approval by the EDD Board, the representatives may vote via electronic means on subjects not related to the budget or the setting of dues.

**ARTICLE III**  
**Annual Dues Assessment Policies**

1. **Dues Assessment and Payment**

- a. The EDD Board will receive a dues payment from the Council equal to 50% of the EDD's adopted budget minus other revenues received or budgeted to be received.
- b. The EDD Board shall adopt a voluntary dues structure that applies to private sector representation, to offset the costs of adding the private sector representatives to the EDD Board and to be applied toward matching the federal dollars.
- c. By August 31st, the EDD Board shall send notices stating the amount of the next calendar year's annual dues assessment. Confirmation of intention to pay the assessment is due to the EDD Board by October 31st. Dues assessments are due and payable on an annual basis by February 28<sup>th</sup>.

2. **Required Withdrawal from EDD Board**

In the event of non-payment of dues the EDD Board may by majority vote require that the non-paying entity withdraw its representation on the EDD Board.

**ARTICLE IV**  
**Financial Management**

1. **Annual Budget**

Each year between October 1 and October 15, the Chairman shall submit, by mail, to the EDD Board an estimate of the budget required for the operation of the EDD Board during the ensuing calendar year.

2. **Funding Sources**

The EDD Board is specifically empowered to contract or otherwise participate in and to accept grants, funds, gifts or services from any Federal, State or local government or its agencies or

instrumentality thereof, and from private and civic sources, and to expend funds received therefrom, under provisions as may be required of and agreed to by the EDD Board, in connection with any program or purpose for which the EDD Board exists.

3. **Accounting**

The EDD Board shall arrange for a systematic and continuous record of its financial affairs and transactions and shall obtain an annual audit of its financial transactions and expenditures.

**ARTICLE V**  
**Executive Staff**

1. **Hiring and Termination**

The NWCCOG Executive Committee shall appoint professional Executive Staff who shall serve at the pleasure of the EDD Board, and may be hired and/ or terminated only by a vote of the Council pursuant to Article II Section 3 of the Amended and Restated Bylaws of the Northwest Colorado Council of Governments.

2. **Duties**

The Executive Staff shall serve as the general administrators of the EDD Board and shall oversee the daily affairs in a manner that carries out the will of the EDD Board, including but not limited to the following authority:

- a. The Executive Staff shall implement personnel policies, and shall hire, supervise and terminate employment for the staff of the EDD Board.
- b. The Executive Staff shall have the authority to enter into contracts for services and materials on behalf of the EDD Board provided, however, that the EDD Board has previously approved budget items encompassing such services and materials, and the contracts implement items in the Work Program approved by the EDD Board. In no event may the Executive Staff enter into contracts in excess of \$20,000. The Executive Staff shall have the authority to dispose of, by sale or exchange, property and equipment of the EDD Board up to and including a value of \$1,000 per unit or market lot, as appropriate, without prior approval of the EDD Board. Upon approval of the EDD Board or Executive Committee, as appropriate, the Executive Staff may dispose of EDD Board property or equipment valued in excess of \$1,000.
- c. The Executive Staff shall have the authority to bind the EDD Board during the course of contract negotiations with present or future contractors with the EDD Board provided, however, that the specific contract under negotiation has previously been approved by the EDD Board. The Executive Staff shall have the

authority to implement change orders and contract amendments consistent with the intent and purpose of previously approved contracts.

#### **ARTICLE VI** **Amendment**

These Bylaws may be amended by resolution of the EDD Board, approved by majority vote of the EDD Board.

#### **ARTICLE VII** **Rules of Order**

Except as otherwise provided in these Articles, Robert's Rules of Order shall prevail for the conduct of business of the EDD Board.

#### **ARTICLE VIII** **Meetings**

The EDD Board shall hold meetings open to the public at least twice a year and shall also publish the date and agenda of such meetings sufficiently in advance to allow the public a reasonable time to prepare in order to participate effectively.

The EDD shall provide information sufficiently in advance of decisions to give the public adequate opportunity to review and react to proposals. The EDD shall communicate technical data and other material to the public so they may understand the impact of public programs, available options and alternative decisions.

The EDD shall make available to the public such audited statements, annual budgets and minutes of public meetings, as may be reasonably requested.

The EDD and its board of directors shall comply with all Federal and State financial assistance reporting requirements and the conflicts of interest provisions set forth in CFR § 302.17.

#### **ARTICLE IX** **Committees**

The EDD Board may establish advisory committees as may be necessary from time to time.

#### **ARTICLE X** **Indemnification**

The EDD Board shall indemnify, to the extent permitted by law, any person who is an officer, agent, fiduciary or employee of the EDD Board against any claim, liability or expense arising

against or incurred by such person as a result of actions reasonably taken by him at the direction of the EDD Board. The EDD Board shall further have the authority to the full extent permitted by the law to indemnify its directors, officers, agents, fiduciaries and employees against any claim, liability or expense arising against or incurred by them in all other circumstances and to maintain insurance providing such indemnification.

# **STANDARDS OF OPERATIONS FOR THE NW COLORADO REGIONAL TRANSPORTATION COORDINATING COUNCIL (RTCC)**

## **revision approved 12/6/2017**

### **ARTICLE I – Name**

The name of this board shall be the Northwest Colorado Regional Transportation Coordinating Council (RTCC).

### **ARTICLE II – Objective**

The objective of the RTCC is to serve as the local coordinating council for a seven (7) county rural area of Colorado, including Eagle, Garfield, Grand, Jackson, Routt, Pitkin, and Summit Counties, and to provide regional transportation coordination, especially for the veteran, people with disabilities, older adults, and low-income adult populations.

### **ARTICLE III – Members**

The RTCC consists of the following 25 seats (see appendix A for the list of RTCC representatives):

- Transportation Service Providers: 7 seats
- Human Services Providers: 6 seats (one for each participating county) Current participating counties include Eagle, Garfield, Grand/Jackson, Pitkin, Routt, and Summit.
- Local government elected officials: 2 seats ( 1 municipal level representative + 1 county level representative)
- Veteran Service Providers: 2 seats
- Disability Community: 2 seats (Center for Independence & Mountain Valley Developmental)
- Older Americans Agencies: 1 seat (Vintage)
- Volunteer Driver Programs: 1 seat (Summit County Seniors)
- Hospital Systems/Discharge Planners/Care Managers: 1 seat
- Workforce Center: 1 seat
- Single Entry Point: 1 seat
- Consumer: 1 seat

Each representative can identify an alternate. Only one vote per seat will be recognized.

### **ARTICLE IV – Officers**

Section 1. The Officers of the RTCC shall consist of a Chairperson, Vice Chairperson, and Secretary, and each shall be a RTCC member.

Section 2. The Chairperson shall preside at all meetings of the RTCC.

Section 3. The Vice Chairperson shall, in the case of the absence or disability of the Chairperson, perform the duties of the Chairperson

Section 4. The Secretary shall, in the case of absence or disability of both the Chairperson and Vice Chairperson, perform the duties of Chairperson. The Secretary or designee shall

take responsibility for the recording and maintenance of meeting minutes and other regional documents.

Section 5. The officers shall perform the duties described in the parliamentary authority (e.g., Roberts Rules of Order) and these Standards of Operations.

Section 6. The officers shall be elected by vote at a regularly scheduled RTCC meeting to serve a term of two (2) years or until their successors are elected. Their term of office shall begin upon adjournment of the regular meeting during which the election took place.

Section 7. Elections shall be held at the RTCC meeting in February of every odd numbered year.

Section 8. In the event the Chairperson should resign from the RTCC or a vacancy is created, the Board can vote for a replacement to fill the position until the next scheduled election.

Section 9. In the event the Vice Chairperson should resign from the RTCC or a vacancy is created, the Board can vote for a replacement to fill the position until the next scheduled election.

Section 10. In the event the Secretary should resign from the RTCC or a vacancy is created, the Board can vote for a replacement to fill the position until the next scheduled election.

Section 11. No person shall hold office if he/she is not a member and no member shall hold more than one (1) office at a time.

## **ARTICLE V – Committees**

Section 1. The direction and authority of subgroups or committees will be determined upon their formation.

## **ARTICLE VI – Meetings**

Section 1. A regular meeting of the RTCC shall be held on the first Wednesday of the second month of each quarter (February, May, August, and November). Special meetings may be called by the RTCC Chairperson. Meetings will be held in Eagle County between the hours of 10 a.m. and 3 p.m. and will include a conference call option for participants who wish to call-in. With prior approval of the RTCC board, representatives may vote via electronic means.

Section 2. Notice will be sent to each RTCC member by the RTCC's Coordinator for regular meetings at least one (1) week in advance.

Section 3. All meetings of the RTCC shall be open to the public and interested participants are encouraged to attend.

Section 4. Minutes shall be recorded at every meeting and sent to the RTCC within one (1) week of the meeting.



Section 5. 51% of the membership of the RTCC shall constitute a quorum. There shall be no proxy votes. Designated alternates may vote in the absence of the appointed representative.

Section 6. Decisions will be made through consensus whenever possible. If a vote is needed, a motion may be passed by the majority of the RTCC members in attendance, providing a quorum has been reached.

Section 7. The RTCC may decide to go into Executive Session for matters of personnel or contractual issues.

#### **ARTICLE VII – Regional Coordination**

The RTCC is served by a Regional Mobility Manager. The Regional Mobility Manager is selected by the RTCC. The primary responsibilities of the Regional Mobility Manager are to:

Section 1. Serve as the single contact point to the RTCC and work with the RTCC Chairperson to coordinate and facilitate all meetings, including conference calls, and maintain minutes and summaries of all meetings

Section 2. Work with the Northwest Colorado Council of Governments (NWCCOG) Fiscal Officer to ensure that accountings of all financial activity pertaining to the RTCC, including quarterly grant reports and year-end audits, are completed accurately and in a timely manner.

Section 3. Serve as the purchasing contact for all equipment and training expenditures.

Section 4. Implement and maintain a regional One Click/One Call center. Develop partnerships with all relevant organizations and jurisdictions with the RTCC region.

Section 5. Prepare grant applications for all subsequent grants pertaining to the RTCC.

#### **ARTICLE VIII – Amendment**

These Standards of Operations may be amended at any regular or special meeting of the RTCC by a two-thirds (2/3) or greater vote of the RTCC in attendance, provided that previous notice of the amendment was given to all members at least 1 (one) week in advance and a quorum is present.



INFORMATION | RESOURCES | ADVOCACY

## **Vintage Regional Advisory Council (RAC) By-Laws**

Adopted November, 2000  
Amended: January 10, 2001  
Amended: June 8, 2005  
Amended: March 12, 2008  
Amended: January 11, 2017  
**Amended: September 15, 2021**

### **ARTICLE I AGENCY**

Section 1. Name & Mission of Agency The Agency shall be called Vintage (Region 12 Area Agency on Aging). The mission of Vintage is to provide and connect the community with supports and services that promote aging with independence and dignity for individuals sixty and older and their caregivers in their community of choice.

Section 2. Governing Council The Northwest Colorado Council of Governments Board of Directors (NWCCOG) shall be the Governing Council, grantee, and fiscal agent of the Agency, and shall be responsible for the appointment of an elected official board member to the Vintage Regional Advisory Council.

Section 3. Advisory Council There shall be an Advisory Council to the Agency consisting of older adults who are participants or who are eligible to participate in programs assisted under the Older Americans Act, family caregivers of such individuals, representatives of older individuals, service providers, representatives of the business community, local elected officials, providers of veterans' health care, and the general public. This Advisory Council shall be known as the Vintage Regional Advisory Council (RAC).

Section 4. Area The area to be served by the Advisory Council consists of State Planning and Service Area Region XII. The counties in this region are Eagle, Grand, Jackson, Pitkin, and Summit counties.

Section 5. Nondiscrimination Policy The Regional Advisory Council does not discriminate on the basis of race, creed, color, ethnicity, national origin, religion, sex, sexual orientation, gender expression, age, height, weight, physical or mental ability, veteran status, military obligations, and marital status.

## **ARTICLE II RESPONSIBILITIES OF THE REGIONAL ADVISORY COUNCIL**

Section 1. Responsibilities The Vintage Regional Advisory Council shall provide to NWCCOG and Vintage:

- a. Advise continuously Vintage on all matters relating to the development of the area plan, the administration of the plan, and operations conducted under the plan.
- b. Advice and recommendations on Vintage's policies and procedures.
- c. Review and comment on community policies, programs and actions affecting older individuals; the conduct of public hearings; represent the interests of older persons; and encourage the involvement of older persons.
- d. Review and recommend policies related to how Vintage will address the needs of older people, particularly low-income minority older adults, older adults living in geographically isolated areas, and older adults eligible to participate in the program.
- e. Serve as a link to the community, to county councils on aging, and local elected officials by communicating the purposes, responsibilities and functions of Vintage within the State Planning and Service Area Region XII.
- f. Assist Vintage with compliance with the guidelines and regulations of the State of Colorado (Volume X), the State Office on Aging Policies and Procedures, and the Older Americans Act of 1965 as amended.
- g. Assist Vintage in monitoring and assessing the progress of the subcontractors providing services.

### **ARTICLE III**

#### **COMPOSITION OF THE REGIONAL ADVISORY COUNCIL**

Section 1. Purpose The purpose of the membership requirements for Vintage's Regional Advisory Council are:

- a. To have broad representation on the RAC
- b. To increase the base of support and connection to the senior community
- c. To increase visibility of senior services
- d. To increase possibilities for joint programming and cooperation across the counties and with other agencies
- e. To share experiences, programs, and best practices across Service Area Region XII

The purpose will be achieved by including expertise from and making connections to:

- a. Senior service areas
- b. The business community
- c. Community organizations
- d. Legislative and political administrators
- e. Caregivers

Section 2. Membership The membership of the Vintage Regional Advisory Council shall be as follows:

- a. At least 50% older adults
- b. One (1) local elected official selected by the Northwest Colorado Council of Governments Board of Directors.
- c. County Representative. Two (2) representatives from each county in the Region XII planning and service area. The entity in each county that represents older adults shall appoint these two representatives (County Council on Aging, Senior Center Board, etc.)

- d. Community Representative. Up to ten (10) individuals of any age with expertise in the following areas of interest to senior citizens and aging issues will make up the remaining membership on the council:
 

-Social Services	-Health Services
-Mental Health	-Legal
-Business	-County Government Staff
-Hospital	-Town Government Staff
-Accounting	-Caregiver
-Faith-Based Organizations	-Community Organizations
-Local Leaders	-General Public
-Education	-Media
-Transportation	-Elected Officials: County & Town
-Surrounding counties	
- e. Senior Center Directors. One (1) representatives from each county senior center in the Region XII planning and service area
- f. Each RAC member shall have one (1) vote

Section 3. Terms The terms of the Vintage Regional Advisory Council membership shall be as follows:

- a. The Northwest Colorado Council of Governments Board of Directors selected elected official representative shall be appointed in odd numbered years for two-year terms beginning on July 1.
- b. County Representatives shall be appointed for two year terms beginning on July 1. Terms shall be staggered with new member representatives from:
  - i) Jackson, Summit and Pitkin counties appointed in even numbered years
  - ii) Eagle and Grand counties appointed in odd numbered years.
- c. Community Representatives serve two year terms.
- d. Senior Center Directors serve so long as they are so employed
- e. Each RAC member shall be limited to 3 consecutive terms, unless a waiver is granted by a quorum.

- Section 4. Absences After two (2) consecutive unexplained absences from regular meetings in one year, the RAC shall notify the RAC member in writing that if they have a third (3rd) unexplained absence, their RAC membership shall be terminated.
- Section 5. Recruitment The RAC shall assist in the recruitment of the Community Representatives. The entity in each county that represents older adults and the NWCCOG Board of Directors shall be responsible for the recruitment of their designated representatives.
- Section 6. The Regional Advisory Council shall have an obligation to conduct business in a manner that both recognizes and prohibits actual or potential conflict of interest.
- a. An actual or potential conflict of interest occurs when a RAC member is in a position to influence a decision that may result in a personal gain for that Regional Advisory Council (RAC) member or relative as a result of the region's business dealings. For the purposes of this policy, a relative is any person who is related by blood or marriage, or whose relationship with the employee is similar to that of persons who are related by blood or marriage.
  - b. No "presumption of guilt" is created by the mere existence of a relationship with outside firms. However, if the RAC members have any influence on transactions involving purchases, contracts, or leases, it is imperative that they disclose to the chairperson of the RAC as soon as possible the existence of any actual or potential conflict of interest so that the designated policy can be followed.
  - c. Members of the RAC who are board members of agencies, or otherwise affiliated with an agency, that have submitted applications for an award of funds to Vintage shall not take part in the review process that evaluates such applications and shall abstain from casting a vote to approve or disapprove of such application. Neither shall there be participation in any evaluation, assessment, or review of an Vintage's grantee's operations on the part of RAC member, nor participation in any other activity that can be considered a conflict of interest because such member's official relationship with the grantee organization.
  - d. Members may still be involved in the review, evaluation, and assessment process for services where a conflict of interest does

not exist.

#### **ARTICLE IV GRANT REVIEW COMMITTEE**

- Section 1. Purpose The Grant Review Committee shall review applications for funds and recommend the allocation of funds for services.
- Section 2. Membership Regional Advisory Council members or other interested persons who have no conflict of interest can serve on the Grant Review Committee. The Committee shall have at least five (5) and no more than nine (9) members' preference to be being given to membership from each county and shall be selected for two years.
- Section 3. Conflict of Interest See Article III, Section 6

#### **ARTICLE V OFFICERS**

- Section 1. Officers The officers of the Vintage Regional Advisory Council shall be a Chairperson and Vice-Chairperson. The Chairperson and Vice-Chairperson shall be elected by the RAC at a biannual meeting for a term of at least two successive years. Terms of officers begin July 1.
- Section 2. Vacancy A vacancy in the office of Chairperson or Vice-Chairperson may be filled by the RAC for the unexpired portion of the term.
- Section 3. Chairperson The Chairperson shall preside at all meetings of the RAC, except as otherwise authorized by resolution of the Regional Advisory Council members.
- Section 4. Vice-Chairperson The Vice-Chairperson shall perform the duties of the Chairperson in the absence or incapacity of the Chairperson; and in the event of the resignation or death of the Chairperson, the Vice-Chairperson shall perform such duties as are imposed on the Chairperson until such time as the RAC elects a new Chairperson.
- Section 5. Removal of Officers Upon an affirmative vote of a majority of the members of the RAC, any officer may be removed, either with or without cause, and

his/her successor elected at any regular meeting of the RAC, or at any special meeting of the RAC called for such purpose.

- Section 6. Officers shall be limited to 3 consecutive terms, unless a waiver is granted by a majority of members.

## **ARTICLE VI MEETINGS**

- Section 1. Annual Meetings An Annual meeting shall be held in the month of June each year.
- Section 2. Regular Meetings At least four (4) regular meetings shall be held on a schedule approved by the RAC, at a places and time designated by the RAC. Public Notice of meetings shall be sent at least ten (10) days prior to such meetings. The meeting agenda must be delivered at least ten (10) days prior to the time of the regular meeting to each member.
- Section 3. Special Meetings Special meetings of the RAC may be called by the Chairperson or at least five RAC members. Such special meetings shall be held to transact any business designated in the call. The call for a special meeting must be delivered at least seven (7) days prior to the time of proposed meeting to each member.
- Section 4. Quorum A quorum shall consist of 51% of the RAC members. Presence at a meeting shall be in person, by electronic means or such other method that allows the member to participate.
- Section 5. Waiver of Notice Attendance at Meeting. Any notice provided or required to be given to the members may be waived in writing or electronically by any of them, whether before, at, or after the time stated therein. Attendance of a member at any meeting shall constitute a waiver of notice of such meeting except where the member attends for the express purpose, and so states at the opening of the meeting, of objecting to the transaction of any business because the meeting is not lawfully called or convened.

## **ARTICLE VII RULES OF ORDER**

- Section 1. Rules of Order The rules contained in Robert's Rules of Order shall govern the Agency and RAC in all cases to which they are applicable and in which they are not inconsistent with the By-Laws.



## **ARTICLE VIII AMENDMENTS**

- Section 1. Amendments to By-Laws The By-Laws of the Agency shall be amended only with the approval of two-thirds (2/3) majority of members in attendance having been given, at least, seven days (7) written notice.

## **ARTICLE IX DISSOLUTION OF THE AGENCY**

- Section 1. Dissolution Upon the dissolution of the Agency, the Governing Board shall, after paying and making provision for the payment of all of the liabilities of the Agency, dispose of all of the assets of the Agency exclusively for charitable, educational, religious, or scientific purposes as shall at the time qualify as an exempt organization or organizations under section 501(c)(3) of the Internal Revenue Code of 1954 (or the corresponding provision of any future United States Internal Revenue Law), as the Governing Board shall determine. Any such assets to be disposed of shall be disposed of by the Court of Common Peace of the county in which the principal office of the Agency is located, exclusively for such purposes or to such organization or organizations as said court shall determine.

## **ARTICLE X ADMINISTRATIVE REVIEW PROCEDURES**

- Section 1. Review and Decision Procedures Vintage shall abide by NWCCOG Resolution No. 1982-1.

**NORTHWEST COLORADO COUNCIL OF GOVERNMENTS**

A RESOLUTION ADOPTING A POLICY FOR THE ADMINISTRATIVE REVIEW OF ACTION TAKEN BY ADVISORY COUNCILS TO THE BOARD OF DIRECTORS OF THE NORTHWEST COLORADO COUNCIL OF GOVERNMENTS.

WHEREAS, the Northwest Colorado Council of Governments is an intergovernmental association of local governments in Colorado formed pursuant to Article 18, Section 2 of the Colorado Constitution and Section 29-1-201, et seq., C.R.S. 1973 and

WHEREAS, NWCCOG has been designated as a regional planning commission pursuant to Section 30-28-105, C.R.S. 1973, and

WHEREAS, in order to assist its in its administration of certain federal, state and local grants programs, the NWCCOG Board of Directors, has, from time to time, created "advisory councils," and

WHEREAS, the Board of Directors has determined it to be in the best interest of NWCCOG, its member local governments, and the ultimate recipients of funds from such federal, state and local grant programs to establish an administrative review procedure for actions taken by the advisory councils created by the NWCCOG Board of Directors.

NOW THEREFORE, be it resolved by the Board of Directors of the Northwest Colorado Council of Governments, as follows:

1. There is hereby established an administrative review procedure whereby persons desiring to challenge or have reconsidered any decision of any NWCCOG advisory council may have recourse to a defined process for that purpose.

**NWCCOG RESOLUTION NO. 1982-1  
(Amendments to By-Laws of the Northwest Colorado Council of Governments)**

**ARTICLE VIII**

**ADMINISTRATIVE REVIEW PROCEDURE  
FOR ALL NWCCOG ADVISORY COUNCILS**

**1. Authority and Scope**

These procedures apply to all requests for reconsideration or review of decisions by all advisory councils to the NWCCOG Board of Directors.

**2. Decision Procedure for NWCCOG Advisory Councils**

All NWCCOG advisory councils must make required decisions by a majority vote of a quorum of the members of such council. For all NWCCOG advisory councils, a quorum shall be 51% of the membership. No decision may be made without a quorum.

**3. Review by the NWCCOG Board of Directors**

All decisions of the NWCCOG advisory councils are subject to review and approval or veto by the NWCCOG Board of Directors. Actions by the NWCCOG Board of Directors on advisory council decisions shall be binding on such councils. Members of the Board of Directors may participate in a review of the NWCCOG advisory council decision if the decision is general and region wide in nature, provided however, members of the Board of Directors may not vote concerning decisions of NWCCOG advisory councils which affect exclusively the county or municipality from which the NWCCOG Director is a representative.

**BYLAWS**  
**OF**  
**THE NORTHWEST COLORADO COUNCIL OF GOVERNMENTS**  
**WATER QUALITY/QUANTITY COMMITTEE**

Date: June 29, 2011

The purpose of these bylaws is to formalize the internal affairs of Northwest Colorado Council of Governments Water Quality/Quantity Committee and provide definition and consistency to its structure and operation.

**ORGANIZATION**

The Northwest Colorado Council of Governments Water Quality/Quantity Committee (“QQ”) is a group of local governments in the headwaters of the Colorado River Basin dedicated to protecting the region’s water quality and quantity. The group funds and oversees litigation and advocacy support, monitoring of legislative activities, policy formulation and analysis, and provides technical assistance to members. QQ directs a team of consultants to carry out these activities. The consultants are guided by policies adopted by QQ members. QQ also maintains and oversees a legal defense fund.

QQ was first established by a subset of Northwest Colorado Council of Governments (“NWCCOG”) members in 1978 as a way to coordinate and fund legal and technical activities among headwater local governments related to transmountain diversions. Since that time, its membership has expanded to include counties and municipalities outside the NWCCOG region, as well as water and wastewater providers. QQ is governed by its members, these bylaws and its policies.

**MEMBERSHIP**

QQ members may include counties, municipalities, and special districts within the headwaters of the Colorado River Basin, and any other entities as approved by the membership. The QQ members may also allow non-voting associate members to join.

**FINANCIAL ADMINISTRATION**

QQ funds and expenditures shall be administered by the membership in accordance with an annual budget. Revenues shall consist of annually-leveled dues from members, grants, and other sources identified and approved by QQ. QQ funds shall be maintained in any type of account as determined by the members.

## **MEETINGS**

QQ shall meet quarterly or as needed. Notice of the date time and place of any meeting shall be given to all members at least one week before the meeting is convened. All meetings shall be open to the public. The members may vote to go into executive session to receive legal advice and for other matters allowed by law. Meetings may be attended by the elected officials and staff of QQ members.

## **OFFICERS**

The membership shall elect a Chair and Vice Chair to oversee meetings and serve as day to day contact for consultants as necessary.

## **DECISION MAKING**

QQ encourages decision making by consensus. If a vote is deemed appropriate, a majority vote is required to pass any measure. No vote shall be taken unless a quorum is present. A quorum shall consist of seven members.

## **AMENDING THE BYLAWS**

A two-thirds vote of those members present at meeting is required to amend the bylaws.

## **LEGAL DEFENSE FUND**

QQ shall maintain a legal defense fund. The purpose of the legal fund is to fund unanticipated professional services such as legal counsel, engineering consultation, or other experts to conduct work that goes beyond the annually-approved scope of services and budget. Challenges to land use authority, transmountain diversion proposals, state rulemaking proceedings, and other unanticipated legal actions may create the need for these increased professional services.

Expenditures from the legal defense fund shall be approved by the QQ members.

## **POLICIES**

QQ may adopt various policy statements on matters of concern to guide the consultants' work and to provide a unified focus for its members. The existing policy statements are attached and incorporated as Exhibit A. QQ will periodically review its policies and make changes as needed.

# Process and guidelines for selection of QQ Leadership

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

## **OFFICERS**

*The membership shall elect a Chair and Vice Chair to oversee meetings and serve as day to day contact for consultants as necessary.*

## **DECISION MAKING**

*QQ encourages decision making by consensus. If a vote is deemed appropriate, a majority vote is required to pass any measure. No vote shall be taken unless a quorum is present. A quorum shall consist of seven members.*

## **Selection and Affirmation of QQ Leadership**

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

## **Process for Nomination**

- To apply, email current leadership or contract staff ahead of time.
- Nominations can be submitted by other QQ board members, interested member, or a nomination from the floor.
- QQ leadership will vet the willingness and time availability to serve in leadership.
- Once vetted, nominations will be distributed to members in advance of board meeting to review candidates.
- If a vote is necessary, the QQ board will vote according to its bylaws: *QQ encourages decision making by consensus. If a vote is deemed appropriate, a majority vote is required to pass any measure. No vote shall be taken unless a quorum is present. A quorum shall consist of seven members.*

## **Leadership Positions & Duties**

### **Chair.** Duties include:

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

### **Vice-Chair.** Duties include:

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

### **Secretary.** Duties include:

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

## **Desirable qualities**

### **For all leadership positions:**

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

### **Chair**

- County Commissioner

### **Vice-Chair**

- County Commissioner

### **Secretary**

- Representative from member organization (staff or elected official)

## **Exhibit A**

### **QQ POLICIES**

- I. **PROTECT AND IMPLEMENT LOCAL GOVERNMENT AUTHORITY TO PROTECT WATER RESOURCES**
  - A. Defend against attacks on 1041 and other local government regulatory authority.
  - B. Strengthen and implement water quality provisions of municipal and county land use codes.
  - C. Support legislation or policies designed to minimize impacts of transmountain diversions.
- II. **BUILDING COALITIONS AND EDUCATION**
  - A. Advocate the headwater communities' water quality and quantity interests throughout the State. Identify and work with other groups statewide that share QQ's concerns. Develop educational tools for varied audiences.
  - B. Coordinate with elected officials, private sector and other decision-makers on water quality issues. Develop working relationships with governmental entities, the private sector and others where appropriate.
  - C. Foster cooperative regional management of water resources. Minimize redundant systems.
  - D. Seek support of other local governments and organizations in efforts to protect headwaters interests.
- III. **TRANSMOUNTAIN DIVERSION OVERSIGHT**
  - A. Transmountain diversion projects will not be supported by QQ unless all socioeconomic and environmental impacts are mitigated to the satisfaction of the affected governmental units.
  - B. Existing water projects should be operated to minimize local impacts where possible.
  - C. Transmountain diversion water should be re-used to extinction to the extent allowed by law.
  - D. Cooperate to determine water quality and quantity impacts caused by new or expanded transmountain diversion; identify measures and conditions that would help mitigate those impacts; and assist the local government with 1041 permitting of water projects.



- E. Implement intergovernmental agreements among member jurisdictions to extend regulatory oversight beyond individual jurisdictional boundaries so that the impacts of water diversion projects can be fully addressed.
- F. Educate Front Range elected officials on transmountain diversion impacts in the headwaters communities.

#### **IV. WATER QUALITY**

- A. Water development activities should not have an adverse effect on the quality of water resources.
- B. Local wastewater facilities should be protected from increased operational costs caused by hydrologic modifications and transmountain diversions.
- C. Regional water quality interests should be protected during rulemaking hearings before the Water Quality Control Commission and the Colorado Water Conservation Board that affect the upper Colorado River Basin.
- D. Defend and update the regional Water Quality Management Plan (208 Plan).
- E. Coordinate local governments' efforts to adopt Water Quality Protection Standards and other measures to protect local water quality.

#### **V. STATEWIDE WATER POLICY**

- A. West Slope consumptive and non-consumptive needs should be integral to state-wide water policy.
- B. Oppose water policies that protect east slope interests at the expense of headwater water quality and quantity.
- C. Water conservation and efficiency measures in Colorado should be increased.
- D. Instream flow programs should be protected.
- E. Programs that allow agricultural users to transfer water to municipal uses on a temporary basis should be implemented.

## How to Read NWCCOG Bill Schedule

<b>* COG PROGRAM FUNDS</b>	R: Revenues to this Code Ex: Primary Expenses to this Code P: Purpose
<b>0000 - General</b>	
<b>1100- Regional Business</b>	R: 80% Member Dues, 20% DOLA Grant Income Ex: Executive Director wages, matches to programs P: Organization Leadership, Member Needs
<b>1200- Broadband</b>	R: 50% Member Dues, 50% DOLA Grant Ex: Regional Broadband Director wages, costs P: Technical Assistance for Broadband
<b>1300 - Project THOR</b>	R: MMC Host Monthly plus startup DOLA Grants Ex: THOR Operator Contract, circuits, cap costs P: Operate Middle-Mile Broadband Network
<b>2100- Elevator Inspection</b>	R: 100% Fee for Services Ex: Staff wages, backfill BB P: Health and Safety for Conveyances/users
<b>2915 - RSVP 94.002</b>	R: 100% Federal CNCS Funding Ex: Eagle County Retired Senior Volunteer Program expenses P: Volunteerism for Eagle County residents 55+
<b>2925 - SHIP</b>	R: DORA funding \$10k per year Ex: State Health Insurance Program expenses P: Medicare Counseling
<b>30120 - VINTAGE 21/22</b>	
<b>36522 - COVID ARPA Funding</b>	R: American Rescue Plan Act funds Ex: Can be used for any AAA Service P: Stimulus Funding
<b>36422 - COVID Cons. Bill</b>	R: CARES Act Ex: Can be used for any AAA Service P: Stimulus Funding
<b>36022 - NWCCOG Matching</b>	R: 10% NWCCOG Dues Ex: Can be used for any AAA need P
<b>35222 - NSIP - C2</b>	R: Nutrition Services Incentive Plan - Home Delivered Meals Ex: NSIP allocations may only be used to purchase domestically produced food such as milk, fruit, vegetables, protein products, etc. that are used in a meal P: Senior Nutrition
<b>35122 - NSIP - C1</b>	R: Nutrition Services Incentive Plan - Congregate Meals Ex: NSIP allocations may only be used to purchase domestically produced food such as milk, fruit, vegetables, protein products, etc. that are used in a meal P: Senior Nutrition
<b>34522 - HCPF Dental</b>	R: Health Care Policy & Financing \$16044 SFY Ex: Qualified Dental Services

	P: Low-income dental procedures for qualified older adults
33422 - State Part E	R: State Funding for Senior Services (SFSS) Ex: Caregiver P: Caregiver
33222 - State Services	R: State Funding for Senior Services (SFSS) Ex: Can be used for all AAA services P: Can be used for all AAA services
33122 - State Admin	R: State Funding for Senior Services (SFSS) Ex: Can be used for all AAA admin needs P: Can be used for all admin needs
32622 - Homestead Admin	R: State Homestead Funding Ex: Can be used for all AAA admin needs P: Can be used for all admin needs
32522 - Homestead Exemption	R: State Homestead Funding Ex: Can be used for all AAA needs P: Can be used for all needs
31922 - EAP	R: Federal Elder Abuse Prevention Funding Ex: Must be used in context of Elder Abuse Prevention activities P: Elder Abuse Prevention activities
31822 - Ombudsman	R: Federal Long Term Care Ombudsman Funding Ex: Must be used for the Long-Term Care Ombudsman program P: Long Term Care Ombudsman
31622 - Part E	R: Federal Funding for Caregiving Programs Ex: Caregiver P: Caregiver
31522 - Part D	R: Federal Funding for Evidence Based Health Promotion Services (NCOA Approved) Ex: Falls Prevention P: Evidence Based Health Promotion Services
31422 - Part C-2	R: Federal Funding for Home Delivered Meals Ex: Home Delivered Meals P: Home Delivered Meals
31322 - Part C-1	R: Federal Funding for Congregate Meals Ex: Meals in Senior Centers P: Congregate Meals
31122 - Part B	R: Federal Funding for AAA Activities and services Ex: Any AAA Activity or Service P: AAA Services and staff
31022 - Fed Admin	
3710 – Watershed and 208 Planning	R: CDPHE 604(b) funds (80%), COG match (20%) Ex: Water quality consultants P: Regional water quality mgmt. (208) plan & action
3800- Econ Develop District	R: EDA 3-year grant with 50% Match from Dues Ex: EDD Director and operational costs P: Facilitate Regional Economic Development, Grants
3830 - EDA CARES Act	R: 3-year Recovery Grant Ex: Recovery Activities approved by EDA

	P: Post COVID Recovery ED
3835 - USDA HPG 2020	R: USDA HPG fund Ex: Direct to County Housing Auth. project specific P: Preserve existing affordable housing
3840 - Rural Business Development	
3845 - RLF Grant	
4001-WX-Non-Grant	See Following 3 sub-categories
4005 - CARE	R: Energy Outreach Colorado yearly contract Ex: Operational and Admin program costs P: Installing utility rebate driven efficiency upgrades (13 county area)
4010 - CIP	R: Energy Outreach Colorado yearly contract Ex: Operational and Admin program costs P: Providing emergency heating assistance (18 county area)
4015 - BEECH	R: Eagle County, Walking Mtns., Holy Cross Energy (1 county) Ex: overhead costs P: Electrical upgrades/ancillary costs to install B.E. measures
4020 - WX 21/22	Yearly funding through Colorado Energy Office Contract (13 counties)
46021 - CEO-WX SOLAR	R: CEO contract, Xcel utility rebates Ex: Admin. Costs and subcontractor installations P: PV panels for qualifying WAP clients
48021 - CEO-WX CAPEQ	R: CEO contract Ex: Administrative costs and large purchases P: Property or equipment over \$5K useful life of more than 1 year.
47521 - CEO-WX ADMIN	R: CEO contract Ex: Administrative costs P: Program Director and Manager
47021 - CEO-WX BE	R: CEO contract Ex: Electric/air source heat pump upgrades P: Replacing high cost fossil fuel appliances with BE
45021 - STX-EE OPS	R: CEO contract, Severance taxes Ex: Energy Efficiency operations P: Braided funding to supplement WAP services
43321 - LEAP T&TA	R: CEO contract, Low-Income Energy Assistance Program Ex: Administrative costs and Training and Technical Assistance P: Weatherization related trainings and training materials
43221 - LEAP H&S	R: CEO contract, LEAP federal funding Ex: Labor and materials, possible subcontractors P: Reduction or elimination of health or safety hazards in WAP homes
43121 - LEAP OP	R: CEO contract, LEAP federal funding Ex: Labor and materials P: Weatherizing all non-DOE homes through WAP
41420 - LEAP T&TA C/O	Same as 43321 carry over from previous grant year
41320 - LEAP LIABILITY	R: CEO contract, LEAP federal funding Ex: Yearly pollution insurance P: Additional required insurance coverage
41220 - LEAP HS C/O	Same as 43221 carry over from previous grant year
41120 - LEAP OP C/O	Same as 43121 carry over from previous grant year

<b>42721 - DOE T&amp;TA</b>	R: CEO contract, Department of Energy funding Ex: Administrative costs and Training and Technical Assistance P: Weatherization related trainings and training materials
<b>42821 - DOE H&amp;S</b>	R: CEO contract, DOE federal funding Ex: Labor and materials, possible subcontractors P: Reduction or elimination of health or safety hazards in WAP homes
<b>42521 - DOE ADMIN</b>	R: CEO contract, DOE federal funding Ex: Administrative costs P: Program Director and Manager
<b>42621 - DOE OP</b>	R: CEO contract, DOE federal funding Ex: Labor and materials, possible subcontractors P: Weatherizing all DOE qualified homes through WAP
<b>6100- Homeland Security</b>	R: Homeland Security Grand Fund Ex: tools and trainings for regional preparedness P: Community disaster preparedness and recovery
<b>6118 - SHSG 2018</b>	(specific to year)
<b>6119 - SHSG 2019</b>	(specific to year)
<b>6120 - SHSG 2020</b>	(specific to year)
<b>6600-HCC Health Care Coalition</b>	R: CDPHE and OEPR Ex: regional healthcare preparedness activities P: Strengthen regional preparedness for healthcare
<b>6635 - HCC COVID 2</b>	(specific to COVID response)
<b>6625 - HCC COVID 1</b>	(specific to COVID response)
<b>6621 - HCC 2021-2022</b>	(specific to year)
<b>8100- Foundation</b>	R: Donations for specific purpose Ex: Pass through for those purposes, Admin Fees P: Provide NPO for Member uses as useful
<b>RTCC Group</b>	
<b>5410 - Mobility Manager</b>	R: CDOT 5320 annual Grant, local transit match EX: Program Coordinator, other work P: Enhance Regional Mobility, add value to agencies
<b>5420 - NEMT</b>	This program ended with Mtn Ride Call Center closure, some funds remain
<b><u>5000- EXTERNAL PROGRAMS</u></b>	
<b>5100- QQ</b>	R: QQ Member Dues, grants some years Ex: Three Admin Contractors, Operational Costs P: Regional water QQ protection, advocacy
<b>5110- Q/Q-UpCo Wild &amp; Scenic</b>	R: CWCB funds, W&S SG dues Ex: Admin Contractor, Water Qual. Monitoring P: Protect Upper Colo. River values
<b><u>8800- Northwest Loan Fund</u></b>	R: HUD Housing CDBG through OEDIT, +other Ex: Direct Loans, Admin Costs P: Loan to businesses to add jobs for EcDev
<b><u>9000- Internal Service Funds</u></b>	See Each Below
<b>9100 - Indirect</b>	R: Fees to Programs internal and external EX: Admin and Fiscal Staff, office & overhead costs P: Support all aspects of Organization

<b>9200 - Office Condo</b>	R: Rent Charges to Programs Ex: CAM, Assessments, R&M, Replacement
<b>9400 - Motor Pool</b>	R: Charges to Motor Pool Vehicle Users Ex: General Auto, Replacement Funds P: most charges go direct to programs, Contingency



# 2022 BUDGET AND 2021 REVISED BUDGET



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## Letter from Executive Director & Finance Manager

2022 BUDGET (October 2021)

NWCCOG Council and all Members,

Welcome to the proposed 2022 Budget for the Northwest Colorado Council of Governments, presented at the October meeting and to be approved at the December meeting as required by Article V of the Amended and Restated Bylaws of the Northwest Colorado Council of Governments.

**Payroll:** The 2022 budget proposes a **1.5% merit wage increase with a 3.5% COLA increase** (reflects the “2021” Denver-Boulder-Greeley Consumer Price Index calculated by the Department of Labor, months ending in July 2021) 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. This summer we performed a Wage Range analysis per each position to better align our wages to the current market, including many of the nearby local governments we serve. This exercise resulted in many wages in most programs being adjusted in the 2022 budget within the parameters of what each program could afford to cover in consideration with the usual factors in employee compensation.

**General Administration:** We submit to CDOT for approval our Indirect Rate each year (15% currently) to confirm that it is in compliance with 2 CFR 200. The 15% indirect rate includes all the Office Manager’s time as well as a portion of the in-house Finance Manager and Fiscal Coordinator positions. In adding both fiscal positions, we have removed the Executive Director portion from Indirect. The 2022 Indirect budget totals \$484,024 and represents 5.35% of the total budget. Rent for each program was increased 5% again this year to bolster the fund balance for the aging NWCCOG office building. After mortgage, CAM and planned maintenance, this will leave the building fund balance at \$72,255 by the end of 2022 even after significant office upgrades in 2021 which are covered by a transfer from the Elevator Program. The Building Fund and Indirect Funds supported a significant IT Security Infrastructure project in 2020-2021. Ongoing IT support costs are charged to Indirect.

**Dues:** The projected 2021 Member Dues (jurisdictions confirm participation by December 1) are \$369,001 following a vote of approval from NWCCOG Council at the July Meeting. Combined with Indirect and fees for service from the Elevator Program, dues are the “General Fund” of NWCCOG. Note that revenues transferred from the Elevator Inspection Program and Regional Business (Dues) provide the local match required to for the Broadband Director position. Note that QQ projected dues for 2022 are estimated at \$159,809. This is most of the QQ operating budget. QQ also keeps a \$100,000 Legal Defense Fund balance and continues to build on beginning fund balance. All incorporated municipalities in Region 12 as well as 3 others are now NWCCOG Members. When the Governors’ order is issued, Routt will return to Region 12 membership again after more than a decade hiatus.

**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 2022, the following estimated amounts are submitted for approval with the budget:

Vintage	\$ 42,017 - cash
Broadband Grant	\$ 60,000 - cash
Economic Development District	\$ 70,000 - cash
Watershed Services	\$ 10,000 – cash

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TOTAL	\$182,017	(49% of Dues)
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The Bylaws require Restricted Emergency Reserve Account to be 10% of the current year’s internal programs’ projected revenues, which is \$7,095,349. The balance of the reserve fund is estimated to be \$792,533 at the beginning of 2022 and is anticipated to be \$903,516 at the end of 2022 which equals 11.28% of the internal program budgeted revenues.

We feel confident that the 2022 budget continues NWCCOG’s commitment to provide high-quality, cost-effective services to our members.

Jon Stavney, Executive Director 

Becky Walter, Finance Manager 

## **Additional NWCCOG Budget Narrative Background from the Executive Director**

The bulk of the revenues at NWCCOG come from narrowly targeted funding streams from federal and state programs or grants, each of which is managed by a different state or federal department or agency, and only permissible for specific uses within specifically tailored programs at NWCCOG designed around a nexus of services needed across the region and the boundaries of that funding stream. NWCCOG programs work with approximately eight different federal agencies and nine different state agencies. This is one reason for so many specialized departments and programs, and many silos of expertise built upon the scope, guidelines and criteria of those funding streams.

The Energy Program receives an allotment of dollars for a fiscal year and must tailor staffing and the number of jobs around utilizing those allotted dollars. The Northwest All Hazards Emergency Management Region and the Northwest Healthcare Coalition have a somewhat similar situation as the total grant to the region is defined tri-annually and annually respectively. The Economic Development District receives annual funding from the Economic Development Administration to run the program, but must apply for grants for specific projects. The Northwest Loan Fund is annually allotted monies by the state on an as requested basis and is only distributed those dollars as it closes on qualified loans. Staffing for NLF is paid from a 16% administrative fee allowed for each loan.

Programs at the AAA are funded by federal dollars through the Older Americans Act and state dollars through the State Funding for Senior Services. The RSVP grant is federally funded through the Corporation for National and Community Service and the SHIP Medicare program is funded through a small state grant (funds less than 25% of the program) and AAA state funding. Some of the support for people over 60 years of age is directly provided by AAA, but much of it is subcontracted to providers within the region, many of whom bring additional funds to the programs for services such as congregate meals, home delivered meals and legal assistance. These are all funded through the annual federal budget process.

The Elevator Inspection Program is the only fully fee-for-service program at NWCCOG and supplements the Regional Business and Broadband programs. The Energy Program in 2018 continued to expand two programs which are fee-for-service. These funds were less than 15% of the program in 2017 and remained within the Weatherization overall budget. The goal is to increase these fee-for-service programs to stabilize and diversify the program to counter the fluctuations of annual federal appropriations to WAP.

Most of the programs above pay into the indirect fund to help cover the general costs of managing NWCCOG, the office manager, copier, payroll, accounting, audits and other costs that would be onerous to track and bill out to specific departments. This indirect calculation is re-approved annually by a state and a federal agency. Watershed Services, and QQ, with contract staff that are out of the NWCCOG office pay a lesser amount into Indirect as a fee. Indirect is not allowed by the NWAHEMR grant requirements, so that group contracts directly with Summit Bookkeeping for accounting, and with the NWCCOG auditor for those services. The Healthcare Collaborative grant allows for an administrative fee, which was proposed and accepted annually as 10% of the grant.

These are quite different models than most of our member jurisdictions (municipalities and counties) which collect sales or property taxes and then have relatively broad latitude for prioritizing and distributing those funds across departments. Some of those county and municipal departments may charge fees for service which may or may not cover the cost of running that department and may or may not just return to the general fund. The closest analogue to most of our programs is for municipalities with designated Enterprise Funds in which a specific service (water, wastewater or other utility) must build a fee structure for revenues to balance against expenses.



# History & Mission Statement

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2022 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 27 municipalities therein. Routt County re-addition to Region 12 is pending as of the date of this draft budget. Additional member, Glenwood Springs, from outside Region XII. Many programs serve customer bases larger than Region 12, some serving as many as 9 counties, for various reasons – including critical mass and opportunity.

## MISSION STATEMENT

The purpose of Northwest Colorado Council of Governments is to be responsive to our members' needs and interests by providing guidance and assistance in problem solving, information sharing, and partnership building, advocating members' interests and needs with local, state, and federal entities and providing quality services that are relevant, effective, and efficient.



## **2021 Year NWCCOG Council Members**

(Who Vote on the 2022 BUDGET)

### **COUNTIES**

Eagle  
Grand  
Jackson  
Pitkin  
Summit

### **REPRESENTATIVES**

Jeanne McQueeney\*  
Kristen Manguso\*  
Coby Corkle\*  
Patti Clapper, Vice Chair\*  
Josh Blanchard\*

### **ALTERNATE**

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

### **MUNICIPALITIES**

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

### **REPRESENTATIVES**

Ward Hauenstein  
Tamra Nottingham Underwood  
Bill Infante  
Toby Babich  
Brian Waldes  
Carolyn Skowyra, Sec-Treasurer\*  
Brandy Reitter  
Andy Miller\*  
Andrew Aerenson  
Matt Langhorst  
Joshua Hardy  
Jonah Landy  
Jeremy Rietmann  
Matthew Mendisco  
Robert McVay  
Dan Stoltman  
Gusty Kanakis  
Lesley Davis  
Bob Hill  
Ryan Hyland  
Tom Fridstein  
Sonja Macys  
Scott Robson  
James Dustin  
Keith Riesberg

### **ALTERNATE**

Skippy Mesirow  
Sarah Smith Hymes  
vacant  
Michelle Eddy  
Eric Mamula  
Nathan Johnson  
vacant  
Wesley LaVanchy  
Jessica Burley  
Jenn Ooton  
Ted Cherry  
John Crone  
Lana Bryce  
Vacant  
Christene Lee  
Gover Pryor  
vacant  
vacant  
Duke Gerber  
Ann-Marie Sandquist  
Alyssa Shenk\*  
vacant  
Patty McKenny\*  
Sherry Cure  
Alisha Janes  
\*Denotes Executive  
Committee Members

#### **Program Categorization:**

##### **Internal Programs:**

Internal programs are managed by NWCCOG employees. NWCCOG is the sponsoring agency for Vintage, Elevator Inspection Program (EIP), Energy Management, 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 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. In 2021, with the retirement of Lane Wyatt, the Summit Water Quality Committee (SWQC) is managed by a contractor, and the joint fiscal agency roles of Silverthorne and NWCCOG are to be taken on entirely by the Town of Silverthorne in 2022.

##### **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 efficient for NWCCOG staff to do so. In recent years leased vehicles are being charged directly to the programs in which they are assigned.



# Annual Dues Assessment Policy

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2022 BUDGET

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

**2. CALCULATION AND APPROVAL OF TOTAL ANNUAL DUES ASSESSMENT:** The proposed total annual dues assessment will be adjusted by the latest available population estimates and assessed valuation and a factor calculation for each. The proposed total dues assessment shall be calculated by adding the individual jurisdictions' dues amounts together. The proposed total annual dues assessment will be presented to the membership for approval at the July Council meeting (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 2022 Dues Confirmation

Reply requested by 11/01/21

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

County	2022 NWCCOG DUES	2022 Q/Q DUES (3% increase approved at 9/15/21 meeting)	2022 TOTAL DUES	Signature to confirm jurisdiction's intent to participate in 2022
Eagle County	\$75,561	\$23,493	\$99,054	
Grand County	\$18,778	\$23,493	\$42,271	
Gunnison County	\$0	\$5,464	\$5,464	
Jackson County	\$2,009	\$0	\$2,009	
Pitkin County	\$54,872	\$23,493	\$78,365	
Routt County	\$29,937	\$0	\$29,937	
Summit County	\$45,942	\$23,493	\$69,435	
<b>Municipality</b>				
Aspen	\$28,207	\$7,430	\$35,637	
Avon	\$6,952	\$0	\$6,952	
Basalt (Eagle & Pitkin)	\$4,697	\$1,366	\$6,063	
Blue River	\$1,167	\$0	\$1,167	
Breckenridge	\$11,620	\$5,737	\$17,357	
Carbondale	\$0	\$3,551	\$3,551	
Crested Butte	\$0	\$1,639	\$1,639	
Dillon	\$1,631	\$820	\$2,451	
Eagle	\$5,588	\$1,913	\$7,501	
Fraser	\$1,448	\$765	\$2,213	
Frisco	\$4,851	\$1,913	\$6,764	
Glenwood Springs	\$8,736	\$0	\$8,736	
Granby	\$2,019	\$765	\$2,784	
Grand Lake	\$914	\$765	\$1,679	
Gypsum	\$5,947	\$2,186	\$8,133	
Hayden	\$1,345	\$0	\$1,345	
Hot Sulphur Springs	\$495	\$218	\$713	
Kremmling	\$1,028	\$1,093	\$2,121	
Minturn	\$959	\$711	\$1,670	
Montezuma	\$69	\$0	\$69	
Red Cliff	\$222	\$0	\$222	
Silverthorne	\$5,716	\$1,858	\$7,574	
Snowmass Village	\$7,930	\$0	\$7,930	
Steamboat Springs	\$17,205	\$2,732	\$19,937	
Vail	\$20,404	\$6,830	\$27,234	
Walden	\$379	\$0	\$379	
Winter Park	\$2,373	\$1,366	\$3,739	
Yampa	\$0	\$218	\$218	
<b>Associations</b>				
Colorado River Water Conservation District	\$0	\$3,824	\$3,824	
Upper Gunnison River Water Conservation District	\$0	\$546	\$546	

## NWCCOG 2022 Dues Confirmation

Reply requested by 11/01/21

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

<b>Water &amp; San Districts</b>				
Basalt Sanitation District	\$0	\$109	\$109	
Bellyache Ridge Metro District	\$0	\$109	\$109	
Copper Mountain Consolidated Metro District	\$0	\$984	\$984	
Dillon Valley District	\$0	\$546	\$546	
Eagle River Water & Sanitation District	\$0	\$2,186	\$2,186	
East Dillon Water District	\$0	\$546	\$546	
Granby Sanitation Dist	\$0	\$546	\$546	
Grand County Water&San Dist	\$0	\$546	\$546	
Hamilton Creek Metro District	\$0	\$109	\$109	
Kremmling Sanitation District	\$0	\$109	\$109	
Mid Valley Metro District	\$0	\$109	\$109	
Silver Creek Water & San Dist	\$0	\$109	\$109	
Snake River Water District	\$0	\$546	\$546	
Snowmass Water & Sanitation	\$0	\$2,186	\$2,186	
Three Lakes Water & San Dist	\$0	\$0	\$0	
Town of Silverthorne - SDJSA	\$0	\$2,186	\$2,186	
White Horse Springs Water District	\$0	\$109	\$109	
Winter Park Ranch Water & San	\$0	\$546	\$546	
Winter Park Water&San Dist	\$0	\$546	\$546	
<b>Total Dues</b>	<b>\$369,000.93</b>	<b>\$159,809</b>	<b>\$528,809.93</b>	

**Northwest Colorado Council of Governments** – Dues calculated using a formula applying a \$.52 multiplier on population and .00001330 multiplier on assessed valuation.

**Water Quality & Quantity** – Dues for QQ for each municipality are based on the percentage of the region's total treated water that is served by a particular municipality. Associate Members based on a contribution.

**Source of Data:** Certification of Levies & Revenues as of 1/1/2020, Year 2019 49th Annual Report, Division of Property Taxation, State of Colorado

**Population:** 2019 population estimates, Colorado Department of Local Affairs, Demography Section



## 2022 Indirect Cost Rate

### 2022 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 2022 Indirect Cost Center is comprised of support services, which provide fiscal accountability, communication services, and basic office functions.

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

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

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

**Management:** With the Fiscal duties being managed entirely in-house by NWCCOG employees in 2021 the Executive Director time related to internal management of NWCCOG including human resources, building, motor pool and other matters of general organizational concern will no longer be charged to Indirect, but will return primarily to Regional Business and EDD. Occasionally the ED will charge hours of extended focus on a specific program. The intent of this is to allow the bulk of ED time to be charged to Regional Business with a focus on delivering value outward to the membership.

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

YEAR	RATE
2022	15.00
2021	15.00
2020	15.00
2019	15.33
Four Year Total	60.33
Four Year Average	15.08

## Indirect Budget

	<b>FUND BALANCE - BEGIN</b>	<b>(45,872)</b>	<b>(30,493)</b>		<b>(95,394)</b>	<b>44,242</b>
					<b>Projected</b>	
		<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2021</b>	<b>2022</b>
<b>ACCT #</b>	<b>ACCOUNT NAME</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>Actual</b>	<b>BUDGET</b>
4250	ADMINISTRATION				2,096	
4450	CREDIT CARD REBATES		2,402		2,971	4,000
4540	OTHER INCOME	2,207		2,500		1,000
4620	REIMBURSED FEES/EXPENSES	693	700			
4550	INTERNAL INDIRECT REVENUE	298,153	318,048	331,255	338,275	398,076
4560	EXTERNAL INDIRECT REVENUE - HCC		19,825	16,000	21,000	6,200
4560	EXTERNAL INDIRECT REVENUE - Other	36,388	36,519	17,729	12,049	15,281
4610	INSURANCE PROCEEDS		5,732		757	
	<b>TOTAL REVENUES</b>	<b>337,441</b>	<b>383,227</b>	<b>367,484</b>	<b>377,148</b>	<b>424,558</b>
6110	SALARIES - Executive Director	24,968	23,805	27,834		
6121	SALARIES - Program Staff	2,033	4,989		5,845	
6131	SALARIES - Office Support	82,169	55,665	56,421	62,328	56,000
6141	SALARIES - Fiscal		45,482	36,590	56,002	107,218
6210	TAXES & BENEFITS	38,078	45,023	41,810	52,000	57,886
6410	CONTRACT STAFF	12,708	720			
6420	FISCAL OFFICER CONTRACT	32,012	33,720	36,000	27,439	5,000
6421	FISCAL ASSISTANT EXPENSE		1,204			
6510	CONTRACT SERVICES- GENERAL	3,254	75,942		9,337	50,000
	<b>TOTAL SALARIES AND BENEFITS</b>	<b>195,222</b>	<b>286,549</b>	<b>198,655</b>	<b>212,951</b>	<b>276,104</b>
6130	MEETING EXPENSE		(76)		15	
6310	FLEX PLAN ADMIN	1,326	2,409		(530)	
6311	BACKGROUND CHECK	421				
6430	LEGAL EXPENSE	332	488	2,000	500	
6440	AUDIT SERVICES	23,300	24,650	24,500	25,675	27,500
6610	OFFICE SUPPLIES	13,298	12,466	11,000	18,500	10,000
6620	BANK CHARGES					
6640	POSTAGE	404	288		264	300
6650	PRINTING & PUBLICATION	228	4,193			
6660	ADVERTISING	2,383	79		700	800
6670	INTERNET/WEB SITE ADMIN	4,005	16,523	60,000	17,210	
6675	IT SECURITY				64,805	60,000
6680	DUES & SUBSCRIPTIONS	12,354	16,189	20,000	20,000	20,000
6690	COPIER CHARGES	864				
6730	TELEPHONE	16,615	11,615	15,000	8,751	12,000
6740	REPAIR AND MAINTENANCE		3,244		15,781	
6750	OFFICE REPAIRS, JANITOR & MAINT.		2,313	3,000		
6760	INSURANCE	12,613	16,261	15,000	13,945	15,000
6750	JANITORIAL/TRASH EXPENSE	600				
6800	EQUIP. MAINT. & REPAIRS	1,650		2,000		
6830	EQUIPMENT LEASE - Copier	15,081	18,231	17,000	17,000	17,000
6830	EQUIPMENT LEASE - Postage	1,441	1,989	2,000	2,000	2,000
7130	TRAVEL & MEETINGS	1,074	1	1,000	50	500
7150	TRAINING & TECH ASSISTANCE	534	163	500	300	8,000
	<b>TOTAL PROGRAM EXPENSES</b>	<b>108,523</b>	<b>131,026</b>	<b>173,000</b>	<b>204,967</b>	<b>173,100</b>
	<b>OTHER EXPENSES</b>					
6720	RENT	18,317	30,552	28,735	32,246	34,820

## Indirect Budget

	<b>FUND BALANCE - BEGIN</b>	<b>(45,872)</b>	<b>(30,493)</b>		<b>(95,394)</b>	<b>44,242</b>
					<b>Projected</b>	
		<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2021</b>	<b>2022</b>
<b>ACCT #</b>	<b>ACCOUNT NAME</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>Actual</b>	<b>BUDGET</b>
8000	CAPITAL OUTLAY			2,000		
	<b>TOTAL EXPENSES</b>	<b>322,062</b>	<b>448,127</b>	<b>402,390</b>	<b>450,164</b>	<b>484,024</b>
	Transfers from other programs				212,652	14,000
	<b>REVENUE OVER EXPENDITURES</b>	<b>15,379</b>	<b>(64,900)</b>	<b>(34,906)</b>	<b>(73,017)</b>	<b>(59,466)</b>
	<b>FUND BALANCE - END</b>	<b>(30,493)</b>	<b>(95,394)</b>		<b>44,242</b>	<b>(1,224)</b>

\*Transfer in From EIP to cover IT upgrades

OK Jon 10/13/2021

\*Office Supplies 2021 - IT hardware

\*Training and Tech assistance 2022 - IT HIPAA requirements

\*Contract services 2022 - IT expenses

\*IT security account created in 2021

\*Energy program estimates hiring between 6-12 employees in 2022 which will increase internal ID revenue.

Indirect increases roughly \$7500 for an employee salaried at \$50,000/year. This is not budgeted, but would make up for the deficit.

\*ECO trails admin income is unknown for 2022 and not included in revenues

Jon and Becky reviewed 11-16-21

## Building - 249 Warren Avenue

	<b>REPLACEMENT FUND -BEGIN</b>	<b>57,707</b>	<b>69,898</b>		<b>79,991</b>	<b>100,232</b>
					<b>Projected</b>	
		<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2021</b>	<b>2022</b>
<b>ACCT #</b>	<b>ACCOUNT NAME</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>ACTUAL</b>	<b>BUDGET</b>
4530	DIRECT CHARGES INCOME	80,797	83,786	87,993	87,993	92,183
4810	RENTAL INCOME					
	<b>TOTAL REVENUES</b>	<b>80,797</b>	<b>83,786</b>	<b>87,993</b>	<b>87,993</b>	<b>92,183</b>
6510	CONTRACT SERVICES- GENERAL			500	500	
6610	OFFICE SUPPLIES	-	-	-	-	-
6680	DUES & SUBSCRIPTIONS	-	-	-	-	-
6710	MORTGAGE EXPENSE	38,160	38,160	38,160	38,160	38,160
6720	RENT - COG Storage/ Parking Spaces	6,000	5,295	6,000		
6745	CAM FEES	17,723	16,687	17,723	16,687	20,000
6740	REPAIRS & MAINTENANCE.	2,772	2,627	10,000	35,000	2,500
8000	CAPITAL IMPROVEMENT		7,525		16,505	10,000
6750	JANITORIAL/TRASH EXPENSE	3,951	3,400	3,600	3,900	6,500
	<b>TOTAL EXPENSES</b>	<b>68,606</b>	<b>73,693</b>	<b>75,983</b>	<b>110,752</b>	<b>77,160</b>
	<b>REVENUE OVER EXPENDITURES</b>	<b>12,191</b>	<b>10,093</b>	<b>12,010</b>	<b>(22,759)</b>	<b>15,023</b>
	<b>TRANSFERS FROM OTHER PROGRAMS</b>				<b>43,000</b>	
	<b>REPLACEMENT FUND -END</b>	<b>69,898</b>	<b>79,991</b>		<b>100,232</b>	<b>115,255</b>

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

\*Increased R&M costs in 2021 are for security, rewiring and office improvements

OK Jon 10/7/2020

Jon and Becky reviewed 11-16-21

\*EIP transfer added from 2021 revenues to help reach \$100,000 fund balance

# Motor Pool

	<b>REPLACEMENT FUND -BEGIN</b>	<b>66,757</b>	<b>42,923</b>		<b>35,155</b>	<b>56,732</b>
					<b>Projected</b>	
		<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2021</b>	<b>2022</b>
<b>ACCT #</b>	<b>ACCOUNT NAME</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>ACTUAL</b>	<b>BUDGET</b>
4530	MOTOR POOL BILLINGS	18,535	6,734	5,000	2,860	
4610	INSURANCE PROCEEDS	6,447	696		215	
4010	GAIN ON SALE				19,038	
	<b>TOTAL REVENUES</b>	<b>24,982</b>	<b>7,430</b>	<b>5,000</b>	<b>22,113</b>	<b>-</b>
6141	SALARY - FISCAL			585		
6210	BENEFITS			158		
6420	CONTRACT - FISCAL OFFICE	2,232	2,304	2,304	1,728	
	<b>TOTAL SALARIES AND BENEFITS</b>	<b>2,232</b>	<b>2,304</b>	<b>3,047</b>	<b>1,728</b>	<b>-</b>
6610	OFFICE SUPPLIES				101	
6640	POSTAGE	13				
6660	ADVERTISING	2,700				
6760	INSURANCE	2,894	1,877	2,000	1,407	
6800	EQUIP REPAIR/MAINTENANCE/SUPPLY		24			
6810	VEHICLE REPAIR	11,070	1,760	1,000	-	
6811	GAS, OIL & VEHICLE SUPPLIES	9,247	717	1,000	487	
6830	EQUIPMENT LEASE	20,366	8,348	8,500	6,721	
7120	LICENSE & PERMITS				36	
7130	TRAVEL & MEETING	294	168	100	55	
	<b>TOTAL PROGRAM EXPENSES</b>	<b>46,584</b>	<b>12,893</b>	<b>12,600</b>	<b>8,808</b>	<b>-</b>
	<b>OTHER EXPENSES</b>					
8000	CAPITAL OUTLAY					10,000
9130	TRANSFERRED BETWEEN PROGRAMS					
	<b>TOTAL EXPENSES</b>	<b>48,816</b>	<b>15,197</b>	<b>15,647</b>	<b>10,536</b>	<b>10,000</b>
	<b>NET REVENUE</b>	<b>(23,834)</b>	<b>(7,768)</b>	<b>(10,647)</b>	<b>11,577</b>	<b>(10,000)</b>
	<b>TRANSFERRED FROM PROGRAMS</b>				<b>10,000</b>	
	<b>REPLACEMENT FUND - END</b>	<b>42,923</b>	<b>35,155</b>		<b>56,732</b>	<b>46,732</b>

\* Increase in mileage to .54/mile

\*In 2019 began a lease program in which Elevator and Regional Business vehicles are charged directly to those program

\*Vehicle cost includes expense plus buyout, insurance and other costs

\*No vehicles in motor pool in 2022; retaining fund for potential buyout at end of lease or future vehicle purchases

Jon and Becky reviewed 11-16-21

\*\$10,000 EIP transfer from 2021 revenues to pay for 2022 down payment on new EIP vehicle



# PROGRAM SUMMARIES

## 2022 BUDGET AND REVISED 2021 BUDGET





## ECONOMIC DEVELOPMENT DISTRICT

### 2022 BUDGET NARRATIVE PROGRAM SUMMARY

<b>Program Established:</b>	2012
<b>Program Director:</b>	Rachel Lunney

#### Recent Program Highlights:

- a. The Five-Year update to the Comprehensive Economic Development Strategy (CEDS) was completed in 2022, and submitted to the EDA on September 30<sup>th</sup>. The updated CEDS covers the period October 1, 2022 – September 30, 2026, and serves as the economic development roadmap for the NWCCOG Region.
- b. NWCCOG EDD was successful in securing additional funding for the region for capacity building and COVID recovery in 2020. In 2021, these grant funds were spent as follows:
  - a. \$200,000 in EDA CARES Act funding: total grant was \$400,000; \$200,000 was spent in 2021 on Mountain Migration study, grants directly to each of the five counties in the NWCCOG Region for their own individual COVID recovery and resiliency projects; funding towards NLF Business Loan Assistant's salary for work done on COVID-related business grants and loans; funding towards a portion of the NWCCOG Executive Director's salary and benefits for COVID recovery activities.
  - b. \$24,000 USDA Rural Business Development Grant – these funds were spent to support the Summit Prosperity Initiative's Business Bootcamp program for business owners entrepreneurs to start and/or grow their business. NWCCOG was a supporter of this event, along with USDA, Summit Chamber, and Freeport McMoRan. In 2021, over 30 businesses and entrepreneurs participated in four cohorts.
  - c. \$87,990 USDA Housing Preservation Grant – these funds were used to complete a multi-year project for the Golden Eagle Senior Apartments in Eagle, Colorado. The funds were used in 2021 to construct a second egress by replacing dining room window with a sliding glass door and deck. The final 12 units (out of 36 units total) were completed in 2021 with this funding. Golden Eagle Senior Apartments provide affordable housing to approximately 45 low and very-low income seniors.

**Budget Notes:** EDA CARES Act funding began July 1, 2020: of the total funding of \$400,000, \$300,000 was spent in 2020 and 2021. The remaining \$100,000 will be spent in 2022 to be used for County grants, NLF Loan Assistant time and benefits (portion), and NWCCOG Executive Director time and benefits (portion). NWCCOG EDD plans on holding the Regional Economic Summit again in 2022, and \$5,000 has been budgeted for this event.

#### General Program Description:

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

# Economic Development District

	<b>FUND BALANCE - BEGINNING</b>	<b>16,855</b>	<b>20,027</b>		<b>-</b>	<b>-</b>
					<b>Projected</b>	
		<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2021</b>	<b>2022</b>
<b>ACCT #</b>	<b>ACCOUNT NAME</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>Actual</b>	<b>Budget</b>
4100	FEDERAL CONTRACT	70,000	170,000	442,990	374,838	170,000
4200	STATE GRANT REVENUE					
4630	NWCCOG MATCHING	69,996	69,996	70,000	70,000	70,000
4640	CARRY OVER REVENUE from prior				46,142	83,428
4650	CARRY OVER REVENUE to next period		(26,115)	24,000	(83,428)	(18,945)
	<b>TOTAL REVENUES</b>	<b>139,996</b>	<b>213,881</b>	<b>536,990</b>	<b>407,552</b>	<b>304,483</b>
6110	SALARIES - Executive Director	16,006	22,969	30,061	30,000	36,720
6121	SALARIES - EDD Director	71,258	74,821	94,152	77,140	80,998
6210	TAXES & BENEFITS - ED & EDD Director	29,174	32,062	44,910	44,910	40,243
6121	SALARIES- NLF Loan Assistant		3,151		25,352	25,000
6210	TAXES & BENEFITS - NLF Loan Assistant				1,921	6,921
6410	CONTRACT STAFF			65,000		
6510	OUTSIDE CONTRACT		5,417	70,000	33,020	
	<b>TOTAL SALARIES AND BENEFITS</b>	<b>116,438</b>	<b>138,419</b>	<b>304,123</b>	<b>212,344</b>	<b>189,882</b>
6610	OFFICE SUPPLIES	224				
6640	POSTAGE	19	13	20	10	10
6650	PROGRAM EXPENSE		219			6,000
6660	ADVERTISING	2,507	1,043	10,000	5,000	
6670	INTERNET / WEBSITE	3,104	24	3,000	500	1,000
6680	DUES & SUBSCRIPTIONS	1,129	352	1,500	1,500	1,500
7110	PROGRAM SUPPLIES			100		
7130	TRAVEL & MEETINGS	2,351	308	7,712	500	2,500
7150	TRAINING & TECH. ASSISTANCE	1,059	56	1,000	500	1,000
	<b>TOTAL PROGRAM EXPENSES</b>	<b>10,393</b>	<b>2,014</b>	<b>23,332</b>	<b>8,010</b>	<b>12,010</b>
	<b>OTHER EXPENSES</b>					
6720	RENT	1,913	1,984	2,084	2,084	2,183
7910	INDIRECT COSTS APPLIED	13,090	15,141	22,025	17,736	21,408
7320	PASSED THROUGH	(5,010)	56,322	172,990	167,377	79,000
	<b>TOTAL EXPENSES</b>	<b>136,824</b>	<b>213,881</b>	<b>524,554</b>	<b>407,552</b>	<b>304,483</b>
	<b>REVENUES OVER EXPENDITURES</b>	<b>3,172</b>	<b>-</b>	<b>12,436</b>	<b>-</b>	<b>-</b>
	<b>FUND BALANCE - ENDING</b>	<b>20,027</b>	<b>20,027</b>			

\*Carry Over Revenue is from CARES act billed at beginning of quarter

\*6410 Contract for RBRC, only used partial

\*6420 Outside Contract -- Payments To Counties in 2021 budget charged to 7320

\*Executive Director 6110 is partially CARES Act 3830 for 2021 and 2022

\*2022 Program Expense acct is for sponsorships to partners for events, initiatives, and projects

\*Removed starting/ending fund balance effective 2021

\*OK Jon 10/12/2021

Becky and Jon reviewed 11-16-21

## EDD Budget Detail

	<b>FUND BALANCE - BEGINNING</b>	-			
		<b>2022</b>	<b>EDD General</b>	<b>EDD CARES</b>	<b>EDD RLF</b>
<b>ACCT #</b>	<b>ACCOUNT NAME</b>	<b>Budget</b>	<b>3800</b>	<b>3830</b>	<b>3845</b>
4100	FEDERAL CONTRACT	170,000	70,000	100,000	47,000
4200	STATE GRANT REVENUE				
4630	NWCCOG MATCHING	70,000			
4640	CARRY OVER REVENUE from prior	83,428			
4650	CARRY OVER REVENUE to next period	(18,945)			
	<b>TOTAL REVENUES</b>	<b>304,483</b>			
6110	SALARIES - Executive Director	36,720	31,720	5,000	
6121	SALARIES - EDD Director	80,998	80,998		
6210	TAXES & BENEFITS - ED & EDD Director	40,243	37,843	2,400	
6121	SALARIES- NLF Loan Assistant	25,000		25,000	
6210	TAXES & BENEFITS - NLF Loan Assistant	6,921		6,921	
6410	CONTRACT STAFF				
6510	OUTSIDE CONTRACT				
	<b>TOTAL SALARIES AND BENEFITS</b>	<b>189,882</b>			
6610	OFFICE SUPPLIES				
6640	POSTAGE	10	10		
6650	PROGRAM EXPENSE	6,000	6,000		
6660	ADVERTISING				
6670	INTERNET / WEBSITE	1,000	1,000		
6680	DUES & SUBSCRIPTIONS	1,500	1,500		
7110	PROGRAM SUPPLIES				
7130	TRAVEL & MEETINGS	2,500	2,500		
7150	TRAINING & TECH. ASSISTANCE	1,000	1,000		
	<b>TOTAL PROGRAM EXPENSES</b>	<b>12,010</b>			
	<b>OTHER EXPENSES</b>				
6720	RENT	2,183	2,183		
7910	INDIRECT COSTS APPLIED	21,408	16,908	4,500	
7320	PASSED THROUGH	79,000		79,000	47,000
	<b>TOTAL EXPENSES</b>	<b>304,483</b>			
	<b>REVENUES OVER EXPENDITURES</b>	<b>-</b>			
	<b>FUND BALANCE - ENDING</b>				

\*RLF Grant shows funds available to request but not yet received or used



## ELEVATOR INSPECTION PROGRAM

### 2022 BUDGET NARRATIVE PROGRAM SUMMARY

<b>Program Established:</b>	1993
<b>Program Director:</b>	David L Harris

#### Review of projected end of year budget projections for 2021:

1. Since 2019 the program continues to perform at a level that made it a model program for the State of Colorado.
2. Annual revenues for 2021 again exceeded projections, specifically with the enforcement program which exceeded revenues by over 100%. Other revenues also exceeded expectations. This has allowed the EIP program to contribute to the BB program budget, pay for significant office space and IT improvements, and to pay off a residual beginning fund balance deficit in Indirect which has accomplished its purpose of bringing the Indirect rate of 15%
3. Annual inspection billing **(4410)** may fall short of projections but with the addition of new admin staff we should start seeing the collections ramp up. We plan for this revenue stream to be back on track early in 2022. Other service income **(4430)** is mostly reserved for 5yr witnessed tests and failed acceptance inspections which exceeded projections greatly. Permit review fees were higher than expected also. In all, EIP actual Revenues for 2021 are far above the actual expectations.

#### General overview of projected 2022 budget:

In general, the overall budget for 2022 remains the same with exception of the following.

1. The EIP is proposing an increase in annual inspection fees by 5% in order to off-set the cost of doing business. The addition of Snowmass Village will also bring in additional revenue from both enforcement and annual inspection fees however the total increase will not be entirely known until mid-year.
2. There has been increases to staffing salaries that will affect the total revenue however with continued enforcement and the addition of a new Jurisdiction we feel confident that the impact will be truly felt.

#### Program Summary:

The EIP is moving ahead strong in fulfilling program requirements, the office support team as well as the field inspection staff is finally working together in manner that is consistent and fluid. There have been many changes in the program within the last 3 years and there are several more positive changes to come. The addition of an enforcement program has been tough for not only conveyance owners but for conveyance contractor and the EIP program. However, the number of elevators that have a valid certificate of operation has increased from 55% to 74% since its implementation and with persistence that number should rise to 85% 2022. In closing, the program staff is operating sharper than ever, especially with so many changes in the last two years and the program only looks to improve moving forward.

## Elevator Inspection Program

		2019	2020	2021	Projected	
ACCT #	ACCOUNT NAME	ACTUAL	ACTUAL	BUDGET	2021 ACTUAL	2022 BUDGET
4410	ANNUAL INSPECTION FEES	329,325	487,700	565,000	453,000	615,000
4430	OTHER SERVICES INCOME (5 Yrs & Failed Accept)	180,178	178,080	145,000	376,000	210,000
4440	PERMIT REVIEW FEES	255,425	266,000	150,000	279,000	150,000
4460	FINES & PENALTIES	244,500	425,300	200,000	362,000	220,000
4430	MISCELLANEOUS INCOME				3,600	
4520	OTHER LOCAL FUNDING		385			
	<b>TOTAL REVENUES</b>	<b>1,009,428</b>	<b>1,357,465</b>	<b>1,060,000</b>	<b>1,473,600</b>	<b>1,195,000</b>
6110	SALARIES - Executive Director	473	395			
6112	SALARIES - Program Director	99,750	104,737	109,085	109,085	125,000
6121	SALARIES - Inspectors	285,911	311,673	307,394	283,100	329,382
6131	SALARIES - Office Support	99,704	110,455	137,581	126,600	173,919
6100	PAYROLL EXPENSES - OTHER		8,518			
6210	TAXES & BENEFITS	124,977	173,030	192,384	159,500	213,813
6510	CONTRACTOR	24,504	1,702	13,000	7,000	13,000
6560	OTHER CONTRACTOR (3rd Party)	4,622	17,410	30,000	30,000	30,000
	<b>TOTAL SALARIES AND BENEFITS</b>	<b>639,941</b>	<b>727,920</b>	<b>789,444</b>	<b>715,285</b>	<b>885,114</b>
6310	MEETING EXPENSE		250			
6610	OFFICE SUPPLIES	2,668	2,429	3,000	8,500	10,000
6630	CREDIT CARD FEES	383				
6640	POSTAGE	585	325	600	50	600
6650	PRINTING	38		500		
6655	PROGRAM EXPENSE		43			
6660	ADVERTISING	1,171	189	1,000	100	1,000
6670	INTERNET/WEBSITE		1,065			
6680	DUES & SUBSCRIPTIONS	839	48	1,200	1,250	1,250
6730	TELEPHONE	3,132	4,412	3,900	6,000	6,000
6760	INSURANCE	689	60	60	600	60
6800	EQUIP. MAINT. & REPAIRS	50				
6830	VEHICLE LEASE	27,597	31,706		34,400	39,000
6811	VEHICLE SUPPLIES/TIRES	6,019	7,689		8,200	12,000
6840	TOOLS & EQUIPMENT	5,118		2,000		2,000
6930	BAD DEBT WRITTEN OFF	4,750	800	4,000	700	4,000
7120	LICENSE & PERMITS	1,183	1,534	2,500	400	2,500
7110	PROGRAM SUPPLIES	717	613		10	1,000
7130	TRAVEL & MEETINGS	39,920	29,189	35,000	37,000	40,000
7150	TRAINING & TECH. ASSISTANCE	6,146	175	6,000		6,000
	<b>TOTAL PROGRAM EXPENSES</b>	<b>101,005</b>	<b>80,525</b>	<b>59,760</b>	<b>97,210</b>	<b>125,410</b>
	<b>OTHER EXPENSES</b>					
6720	RENT & UTILITIES	8,540	8,598	9,030	9,030	5,309
7910	INDIRECT COSTS APPLIED	72,876	80,367	81,954	78,000	94,245
	<b>TOTAL EXPENSES</b>	<b>822,362</b>	<b>897,410</b>	<b>940,188</b>	<b>899,525</b>	<b>1,110,078</b>
	<b>REVENUES OVER EXPENDITURES</b>	<b>187,066</b>	<b>460,055</b>	<b>119,812</b>	<b>574,075</b>	<b>84,922</b>
9130	TRANSFERED TO OTHER PROGRAMS			63,000	394,652	84,922
	<b>REPLACEMENT FUND RESERVE</b>	<b>22,500</b>	<b>22,500</b>	<b>22,500</b>		

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

\*End Replacement Fund Reserve in 2022 --was for next vehicle

OK Jon 10/13/2021



## ENERGY PROGRAM

### 2022 BUDGET NARRATIVE PROGRAM SUMMARY

<b>Program Established:</b>	1978
<b>Program Director:</b>	Doug Jones

#### Recent Program Highlights:

- The BEECH program that we developed has been adopted by CEO as part of the weatherization measures installed in a home and is now being implemented state-wide. Governor Polis has issued a press release on this project and The Colorado Sun, Colorado Public Radio, and Colorado Public Broadcasting have covered Project BEECH or are in the process of reporting on this project.
- Solar Panels were installed on WAP homes producing in excess of 30 kW. Additional funding from CEO was requested for a solar array on the Summit County Advocates against Abuse shelter for 10 kW and 60 kW for a low-income apartment complex in Chaffee County.
- ASHPs were installed in 5 WAP homes for PY 20/21 and for PY 21/22 it will be 20 more installs.
- Continuing education for all staff including Universal EPA 608 certification that allows staff to safely work with refrigerants and allows all ASHP installs to be done in-house. Building Performance Institute certifications for all staff.
- Purchase of 5 new vehicles to replace an aging fleet and new equipment like combustion analyzers and insulation machines.
- The New Castle satellite office has moved into new office space above the warehouse providing more room for staff and making more storage room in the warehouse.
- Increased funding allowed increased staff (currently at 19.5) and an increase in homes serviced.
- The annual evaluations done by CEO for both field and administrative practices found the Energy Program to be in compliance with both policies and procedures.

#### Budget Notes:

In PY 15/16 when new management first took over the Energy Program the budget was \$1,000,570 and the contract was for 105 homes with 10 employees. In PY 20/21 the budget is \$2,850,000 and among all the programs we will service 341 homes and have almost doubled the staff. Going into 21/22 Colorado legislation will provide an additional \$3,000,000 in funding for residential energy efficiency upgrades. It is expected that on a federal level there will also be an increase in available funding.

## **Energy Sub-Program Descriptions:**

The Energy Program provides the Weatherization Assistance Program (WAP), the Colorado Affordable Residential Energy Program (CARE), the Crisis Intervention Program (CIP) and the Beneficial Electrification of Eagle County Housing program (BEECH) to qualified Coloradans in northwest part of the state. The territory covers 13 counties and is geographically larger than the state of West Virginia.

**WAP** is funded by the Department of Energy, the Low-Income Energy Assistance Program (LEAP), state funding provided through the Colorado Energy Office (CEO), and available utility rebates. The Energy Program does outreach and qualifies clients. The Energy Auditor evaluates the home. The Energy Efficiency Technicians on staff install all the measures that have been proven to be cost-effective. These include such things as: insulation, lighting upgrades, heating upgrades, energy efficient refrigerators, reducing the air leaks in the building shell, and storm windows. A thorough battery of health and safety tests is also done. Issues like gas leaks, venting or moisture issues, and excessive carbon monoxide are all tested for and fixed.

The **CARE** program provides very similar measures to lower the client's utility bill. The health and safety tests are still incorporated but the measures for the home are based on parameters agreed upon with the local utility provider. The Energy Program has gone from 20 jobs the initial year to 175 jobs in 2021 including 20 jobs in Mesa County.

**CIP** is an emergency program to repair or replace a broken or dangerous heating system. The service begins every October and continues until the funding runs out. LEAP clients automatically qualify for this service.

The **BEECH** program started as a pilot project with Eagle County, Holy Cross Energy, Walking Mountain Science Center and the owner of the Dotsero Mobile Home Park. All fossil fuel use was to be replaced with electric power incorporating air sourced heat pump (ASHP) technology, more efficient appliances like induction ovens and EnergyStar™ refrigerators. The manufactured home would also be weatherized. The five homes done in the pilot project proved that utility bills were lowered and client comfort and safety were improved. In 2021, the Energy Program agreed to finish twenty more homes in the park with a goal of converting the entire park to beneficial electrification. The park owner, Holy Cross Energy and CEO are in talks with the Energy Program to install a large solar garden on available land west of the park to further reduce the residents' utility burden.

# Energy Program Budget

					Projected	
		2019	2020	2021	2021	2022
ACCT #	ACCOUNT NAME	ACTUAL	ACTUAL	BUDGET	ACTUAL	BUDGET
4100	FEDERAL CONTRACT REVENUE	1,005,063	1,034,045	1,465,691	1,766,512	1,836,170
4200	STATE CONTRACT REVENUE	750,090	318,140			
4200	CARE/CIP/BEECH REVENUE	58,341	615,714	357,316	958,318	1,050,000
4430	OTHER SERVICES INCOME		(40)			
4620	REIMBURSED EXPENSES	10,393	(148)			
4620	LOCAL REVENUE	34,596		12,000		
4610	INSURANCE PROCEEDS		7,387		5,931	
4660	MATCHING FUNDS		7,030			
4830	GAIN ON SALE / INSURANCE PROCEEDS	2,689			3,000	
4640	CARRYOVER REVENUE		14,562			
	<b>TOTAL REVENUES</b>	<b>1,861,172</b>	<b>1,996,690</b>	<b>1,835,007</b>	<b>2,733,761</b>	<b>2,886,170</b>
6112	SALARIES - Program Director		92,865	95,481	95,481	115,000
6115	SALARIES - Program Manager	88,200	75,059	77,330	77,330	81,201
6131	SALARIES - Outreach Manager	9,526	52,983	54,105	58,181	63,008
6115	SALARIES - Outreach Assistant		34,416	38,601	41,600	43,680
6121	SALARIES - Weatherization Hourly	622,867	480,599	565,353	675,987	706,481
6141	SALARIES - Fiscal		12,333	19,905	22,887	39,218
6124	WX STAFF BONUS		58,313			98,000
6210	TAXES & BENEFITS	250,578	300,421	307,806	385,473	427,248
6410	CONTRACT STAFF	5,483		14,055		
6420	CONTRACT - FISCAL	9,485	5,608	8,418	8,417	
6510	CONTRACT SERVICES	144,382	23,506	42,263	75,088	77,340
6511	H&S CONTRACTOR		22,113		13,126	13,779
6520	OUTSIDE CONTRACT - OTHER		3,536			
	<b>TOTAL SALARIES AND BENEFITS</b>	<b>1,130,521</b>	<b>1,215,013</b>	<b>1,223,317</b>	<b>1,453,569</b>	<b>1,664,955</b>
6430	LEGAL EXPENSE			500		500
6610	OFFICE SUPPLIES	10,436	27,989	3,952	11,363	10,119
6630	CREDIT CARD FEES	514	396	396		396
6640	POSTAGE	1,284	3,360	620	1,181	1,240
6650	PRINTING	1,789	134	600	100	250
6655	PROGRAM EXPENSE	10,257	6,437			
6660	ADVERTISING	5,992	3,592	500	6,500	6,703
6670	INTERNET/WEBSITE EXPENSE		2,808		1,500	1,615
6680	DUES & SUBSCRIPTIONS	637	1,323	1,236	1,236	275
6730	TELEPHONE	10,848	11,469	8,198	14,556	14,556
6760	INSURANCE - vehicles/tools	10,329	6,229	14,894	5,288	5,288
6761	INSURANCE DEDUCTIBLE		1,124		700	797
6762	LIABILITY INSURANCE				3,000	3,893
6800	EQUIP. MAINT & REPAIR	2,433	1,813	5,955	4,772	4,271
6810	VEHICLE REPAIR/MAINTENANCE	24,126	33,080	18,763	18,217	30,706
6811	GAS, OIL & SUPPLIES	35,244	29,436	33,921	41,504	43,579



# Energy Program Budget

					Projected	
		2019	2020	2021	2021	2022
ACCT #	ACCOUNT NAME	ACTUAL	ACTUAL	BUDGET	ACTUAL	BUDGET
6830	EQUIPMENT LEASE - LONG TERM		5,625		6,609	6,609
6840	TOOLS AND EQUIPMENT	67,969	127,987	7,449	89,031	78,813
7120	LICENSE & PERMIT FEES	476	180	1,000	4,000	4,072
7130	TRAVEL & MEETINGS	54,838	20,030	38,393	26,589	24,889
7150	TRAINING & TECH ASSISTANCE	14,636	33,512	8,961	6,870	6,106
7425	SOLAR	2,985				
7410	MATERIALS	399,844	346,986	267,020	678,289	688,831
	<b>TOTAL PROGRAM EXPENSES</b>	<b>654,637</b>	<b>663,512</b>	<b>412,358</b>	<b>921,304</b>	<b>933,508</b>
	<b>OTHER EXPENSES</b>					
7910	INDIRECT COSTS APPLIED	108,085	129,216	127,616	131,747	157,288
6720	OUTSIDE RENT & UTILITIES	59,741		53,801	75,160	77,415
6720	WX - COG GARAGE			13,081	13,081	13,704
6720	COG OFFICE RENT & UTILITIES		69,021	4,834		300
9140	DEFERRED EXPENSE		(43,170)		43,170	
8000	CAPITAL OUTLAY		16,922		149,347	39,000
	<b>TOTAL EXPENSES</b>	<b>1,952,984</b>	<b>2,050,514</b>	<b>1,835,007</b>	<b>2,787,378</b>	<b>2,886,170</b>
	<b>REVENUES OVER EXPENDITURES</b>	<b>(91,812)</b>	<b>(53,824)</b>	<b>0</b>	<b>(53,617)</b>	<b>-</b>

*New in 2022 BEECH					
*New in 2017 CARE & CIP					
*Contract staff is temp labor, contract services are outside vendors					

\*Materials variance 2021: more funding received for add'l solar jobs, additional \$375,000 received for Beneficial Electrification

\*Potential for 2022 revenues to increase 100% or more due to State of CO house bill, infrastructure bill, and Build Back Better, unable to currently budget because future funding is unknown

\*Transit Vans moved from Tools & Equipment to Capital Outlay

\*Additional staffing will be needed for growth starting at beginning of program's 2022-23 fiscal year; future positions not budgeted

OK Jon 11/16/2021

Jon and Becky reviewed 11-16-21



## NWCCOG FOUNDATION INC.

### 2022 BUDGET NARRATIVE PROGRAM SUMMARY

<b>Program Established:</b>	1996
<b>Program Director:</b>	Jon Stavney (NWCCOG Executive Director)

#### Recent Program Highlights:

In 2018-2021 the NWCCOG Foundation was minimally utilized. Some QQ funds pass through the Foundation. In 2021 a request from Eagle County ECO Trails for the foundation to support private donations to complete the core trail project was accepted by Council with terms negotiated by staff, and a web page for donations has been established. As of the draft of this budget in October 2021 only two donations have been received, though ECO staff is confident 2022 will have robust donations. NWCCOG has decided to budget conservatively regarding income related to this project in 2022 while hoping the donations are much more robust than budgeted.

There has been a fund balance in the Foundation for many years which the Executive Director has researched to be Admin fees from past project which were never transferred to NWCCOG as payment for those services, primarily Fiscal. In 2022, it is proposed that roughly half of that balance be transferred to the Indirect Fund where fiscal costs reside. As the extent of Admin income from the ECO project is determined, those fees will also be transferred to Indirect with a budget revision a year from now.

#### Budget Notes:

The NWCCOG Foundation is a separate entity from NWCCOG Council and the Organization (although they share the same board members). All motions made regarding Foundation actions, including adopting of this budget are made with the board called to order and acting in that capacity in a meeting which has been posted as a NWCCOG Foundation meeting. It is "included" in this NWCCOG budget only for the convenience of the Council.

#### General Program Description:

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

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

# NWCCOG Foundation

	<b>BEGINNING FUND BALANCE</b>	<b>32,567</b>	<b>29,738</b>		<b>29,897</b>	<b>29,872</b>
					<b>Projected</b>	
		<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2021</b>	<b>2022</b>
<b>ACCT #</b>	<b>ACCOUNT NAME</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>ACTUAL</b>	<b>BUDGET</b>
4003	FUNDRAISING INCOME					
4200	STATE GRANT INCOME					
4250	DONATIONS		153		5,500	3,500
4300	LOCAL FUNDING / MATCH					
4400	FOUNDATION & TRUSTS	329				
4800	PROGRAM FEES					1,000
7010	INTEREST EARNINGS	52	6		5	
	<b>TOTAL REVENUES</b>	<b>381</b>	<b>159</b>	<b>-</b>	<b>5,505</b>	<b>4,500</b>
6050	CONTRACT LABOR	1,200				
6141	SALARIES - Fiscal					
6210	FRINGE BENEFITS					
6520	OUTSIDE CONTRACT					
	<b>TOTAL SALARIES AND BENEFITS</b>	<b>1,200</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
6155	BANK SERVICE CHARGES				30	
6180	OFFICE SUPPLIES					
6195	POSTAGE					
6230	TELEPHONE					
6240	INTERNET/WEBSITE					
6250	TRAVEL & MEETINGS					
6260	LICENSE & PERMITS					
6660	ADVERTISING					
6800	PRINTING & PUBLICATION					
6810	OUTREACH					
	<b>TOTAL PROGRAM EXPENSES</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
	<b>OTHER EXPENSES</b>					
7320	PASS THROUGH FUNDS	2,000			5,500	3,500
7910	INDIRECT COST ALLOCATION	10				
	<b>TOTAL EXPENSES</b>	<b>3,210</b>	<b>-</b>	<b>-</b>	<b>5,530</b>	<b>3,500</b>
	<b>REVENUES OVER EXPENDITURES</b>	<b>(2,829)</b>	<b>159</b>	<b>-</b>	<b>(25)</b>	<b>1,000</b>
	Transfer to COG for administrative costs					(14,000)
	<b>ENDING FUND BALANCE</b>	<b>29,738</b>	<b>29,897</b>	<b>-</b>	<b>29,872</b>	<b>16,872</b>

\*As of Oct 2021 only \$35 in for ECO Donations, no idea how to accurately budget for 2022.

OK Jon 10/12/2021

Jon and Becky reviewed 11-16-21



## NORTHWEST ALL-HAZARDS EMERGENCY MANAGEMENT REGION

### 2022 BUDGET NARRATIVE PROGRAM SUMMARY

<b>Program Established:</b>	2003
<b>Program Director:</b>	Kim Cancelosi (Coordinator)

#### Recent Program Highlights:

- a. NWAHEMR is awarded \$226,934 for federal fiscal year through the State Homeland Security Grant Program, the grants are 3-year grants and overlap
- b. The Grant was underspent because its' purpose is for preparation for emergencies, and for most of 2020 and 2021, all counties and the state have been in an emergency or recovery from the pandemic, so there has been less time to do planning work. Some the Grant projects continuing this year include Phase 3 of the mobile light generator project, the continued expansion of the credentialing project, training as well as regional capability assessment and threat analysis.

#### General Program Description:

The Governor of Colorado designated nine All Hazard Emergency Management Regions within the state to plan, implement and administer on a regional basis, the functions related to all hazards within the region. The Northwest All Hazards Emergency Management Region (NWAHEMR) is guided by a regional committee comprised of the emergency managers from each of the 10 counties within the region and one regional representative for each of 12 functional areas. The 10 participating counties include Eagle, Garfield, Grand, Jackson, Mesa, Moffat, Pitkin, Rio Blanco, Routt, and Summit. The 12 functional areas include Communications, Coroners, Emergency Medical Services (EMS), Emergency Management, Fire, Government Administration, Hazmat, Healthcare, Information Technology (IT)/Geographic Information Systems (GIS), Law Enforcement, Public Health, and Public Works. NWCCOG serves the NWAHEMR as the regional coordinator and fiscal agent for the region.

# Northwest All Hazards Emergency Management Region

		2019	2020	2021	Projected 2021	2022
ACCT #	ACCOUNT NAME	ACTUAL	ACTUAL	BUDGET	ACTUAL	BUDGET
4100	FEDERAL FUNDS - SHSG	261,410	204,816	240,325	240,325	240,325
4100	FEDERAL FUNDS - M & A			12,649	12,649	12,649
	<b>TOTAL REVENUES</b>	<b>261,410</b>	<b>204,816</b>	<b>252,974</b>	<b>252,974</b>	<b>252,974</b>
6410	CONTRACT STAFF	52,873	41,822	65,000	65,000	50,000
6420	FISCAL CONTRACT	4,200	1,479		4,332	4,332
6520	OUTSIDE CONTRACT			13,739	10,000	
	<b>TOTAL SALARIES AND BENEFITS</b>	<b>57,073</b>	<b>43,301</b>	<b>78,739</b>	<b>79,332</b>	<b>54,332</b>
6440	AUDIT EXPENSE	2,500	2,500	2,500	2,500	2,500
6620	BANK CHARGES		45			
6640	POSTAGE	32	1	50	100	
6680	DUES & SUBSCRIPTIONS	450	16	50	50	250
6670	INTERNET / WEBSITE			200		
6840	TOOLS & EQUIPMENT	13,594	155,959		150,000	
7130	TRAVEL & MEETINGS	9,840	1,656	20,000	2,000	
7150	TRAINING & TECHNICAL ASSISTANCE		1,338	1,500	1,338	
7160	EXERCISE - TRAINING			17,000	17,654	
	<b>TOTAL PROGRAM EXPENSES</b>	<b>26,416</b>	<b>161,516</b>	<b>41,300</b>	<b>173,642</b>	<b>2,750</b>
	<b>OTHER EXPENSES</b>					
6720	RENT					
7320	PASS THROUGH FUNDS	58,426				195,892
8000	CAPITAL OUTLAY	119,496		132,935		
	<b>TOTAL EXPENSES</b>	<b>261,411</b>	<b>204,816</b>	<b>252,974</b>	<b>252,974</b>	<b>252,974</b>
	<b>REVENUES OVER EXPENDITURES</b>	<b>(1)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

\*Revised and approved by Kim Cancelosi 10-14-21

\*Federal 2022 budget not yet available, all numbers are estimates

Jon and Becky reviewed 11-16-21



## NORTHWEST (BUSINESS) LOAN FUND

### 2022 BUDGET NARRATIVE PROGRAM SUMMARY

<b>Program Established:</b>	2013
<b>Program Director:</b>	Anita Cameron (Director of Business Lending)

#### Recent Program Highlights:

- It is very difficult as of October to project whether a number of loans in the queue and currently under consideration will close in 2021 so these are not projected in this first draft budget. Any which have closed will be added to the revised 2021 budget at the December meeting with the Final Revised Budget.
- Though the cost of two employees in the NLF are not covered fully by even the customary \$500,000 allocation, it is still considered strategically important to manage it as such.
- After March 2020 and into 2021, much time was spent checking in with existing clients and suspending interest to help keep those clients solvent. Interest payments have resumed.
- Last summer, we advertised for and hired a Loan Assistant who has increased capacity of the program significantly.

#### Budget Note:

After a very slow start and a strange year due to COVID in 2020 that extended well into 2022, as of this writing, it appears that the NLF may not loan the budgeted amount of CDBG funds which will cover the estimated admin income. The current 16% administration revenues from the CDBG program (assuming \$500,000 in loans closed in the year) roughly covers wages for the Director if overhead and other costs of the program are not included. Any costs over the CDBG revenue is covered by revolved funds or interest income—and this year an EDA recovery grant is supplementing the Loan Assistant Salary.

#### General Program Description:

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

The NLF is governed by the NLF Board which mirrors the NWCCOG Council. That group approves Loan Committee members as recommended by Director. The NLF loan committee which is comprised of a volunteer from each of the nine counties in the service territory. The Executive Director of the Northwest Colorado Council of Governments serves as Ex Officio Member. Loan size ranges from \$5,000 to \$500,000 with a one-job-per-\$20,000-loaned guideline, with 51% of the new jobs filled by persons from low to moderate income backgrounds (per HUD guidelines).

# Northwest Loan Fund

	<b>Beginning Fund Balance</b>	<b>2,795,071</b>	<b>3,065,207</b>		<b>3,236,548</b>	<b>2,269,469</b>
				<b>PROJECTED</b>		
		<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2021</b>	<b>2022</b>
<b>ACCT #</b>	<b>ACCOUNT NAME</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>ACTUAL</b>	<b>BUDGET</b>
4200	OEDIT STATE OEDIT CONTRACT	25,000	30,000			-
4100	CDBG FEDERAL CONTRACT	237,340	396,000	500,000	133,000	1,315,000
4110	STATE ENERGIZE GRANT		1,688,994	100,000	33,847	
4251	STATE OEDIT CONTRACT -ADMIN		21,284			-
4250	CDBG CONTRACT- ADMIN	37,974	63,360	80,000	10,000	80,000
4620	REIMBURSED EXPENSES	(20)	20			
4710	INTEREST EARNINGS	2,934	1,400	1,000	3,599	2,000
4720	LOAN INTEREST REVENUE	101,688	51,488	100,000	55,000	55,000
4730	ORINATION FEE	-	1,443	15,000	9,948	10,000
	MISCELLANEOUS	2,829	1,735	-	60	
	<b>TOTAL REVENUES</b>	<b>407,745</b>	<b>2,255,724</b>	<b>796,000</b>	<b>245,454</b>	<b>1,462,000</b>
58000	<b>* Less AMOUNT TO BE LOANED OUT</b>			<b>500,000</b>	<b>954,898</b>	<b>500,000</b>
	<b>NET REVENUES</b>	<b>407,745</b>	<b>2,255,724</b>	<b>296,000</b>	<b>(709,444)</b>	<b>962,000</b>
6112	SALARIES - Program Director	79,269	83,233	85,813	85,813	90,104
6121	SALARIES - Program Staff		17,682	34,539	34,539	31,925
6141	SALARIES - Fiscal		212			
6210	TAXES & BENEFITS	16,473	19,270	30,374	23,064	27,726
6410	CONTRACT STAFF	5,610				
6510	OUTSIDE CONTRACT SERVICES	1,491	6,555	-		
6511	LOAN ASSISTANT			2,000		
6420	FISCAL SERVICES	1,935	1,860	2,000	2,000	2,000
	<b>TOTAL SALARIES AND BENEFITS</b>	<b>104,778</b>	<b>128,811</b>	<b>154,726</b>	<b>145,416</b>	<b>151,755</b>
6130	MEETING EXPENSE		315			
6550	CONSULTANT				173	
6610	OFFICE SUPPLIES	724	609	2,000	700	1,500
6615	LOAN LOSS RESERVE	-	223,555	-	17,707	
6618	BAD DEBTS WRITTEN OFF				51,148	
6620	BANK CHARGES	22	12	25	25	25
6640	POSTAGE	290	356	300	150	200
6650	PRINTING	90				
6655	PROGRAM EXPENSE	1,653	4,698	4,000	4,248	5,000
6660	ADVERTISING	1,247	1,524	1,200	(763)	1,200
6670	INTERNET/WEBSITE		100			
6680	DUES & SUBSCRIPTIONS	2,624	4,872	4,000	4,329	4,500
6730	TELEPHONE EXPENSE	657	859	800	1,241	1,250
6760	INSURANCE PREMIUM EXPENSE	19				
6840	TOOL & EQUIPMENT	550	1,382			
7110	PROGRAM SUPPLIES		2,051	500	600	1,000
7120	LICENSE-PERMITS	42	10	1,000	-	50
7130	TRAVEL & MEETINGS	10,451	8,469	12,000	11,550	12,000
7150	TRAINING & TECH. ASSISTANCE	25				
7321	PASSTHROUGH - LOANS MADE		1,688,994	100,000		
	<b>TOTAL PROGRAM EXPENSES</b>	<b>18,394</b>	<b>1,937,807</b>	<b>125,825</b>	<b>91,108</b>	<b>26,725</b>

# Northwest Loan Fund

	<b>Beginning Fund Balance</b>	<b>2,795,071</b>	<b>3,065,207</b>		<b>3,236,548</b>	<b>2,269,469</b>
				<b>PROJECTED</b>		
		<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2021</b>	<b>2022</b>
<b>ACCT #</b>	<b>ACCOUNT NAME</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>ACTUAL</b>	<b>BUDGET</b>
	<b>OTHER EXPENSES</b>					
6720	RENT & UTILITIES	2,504	2,596	2,727	2,727	2,857
7910	INDIRECT COSTS APPLIED	11,933	15,169	18,053	18,385	18,304
	<b>TOTAL EXPENSES</b>	<b>137,609</b>	<b>2,084,382</b>	<b>301,330</b>	<b>257,635</b>	<b>199,641</b>
	<b>REVENUES OVER EXPENDITURES</b>	<b>270,136</b>	<b>171,341</b>	<b>(5,330)</b>	<b>(967,079)</b>	<b>762,359</b>
	<b>ENDING FUND BALANCE</b>	<b>3,065,207</b>	<b>3,236,548</b>		<b>2,269,469</b>	<b>3,031,828</b>

\*Fund Balance includes Loan Receivables and funds available for Loans

\*EDA CARES Act is covering \$25k of Loan Assistant salary in 2022

\*Funds loaned out of revolved funds in 2021 to be reimbursed in 2022, and will show in fund balance at that time

\*As of 11-16-21 it is possible that additional CDBG loans in process will be closed before the end of the fiscal year. These are not s

\*As of 11-16-21 it is possible that additional CDBG Covid funding could be received before the end of fiscal year. The total amount is unknown and therefore not shown.

Becky and Jon reviewed 11-16-2021





# Northwest Colorado Regional Healthcare Coalition (NWRHCC)

## 2022 BUDGET NARRATIVE PROGRAM SUMMARY

<b>Program Established:</b>	2017
<b>Program Coordinator:</b>	Addy Marantino, NWRHCC Coordinator

### Recent Program Highlights:

- a. The Colorado Department of Health and Environment (CDPHE) awarded NWCCOG Fiscal Agent status in July of 2017 and extended this through June 2020 and again through June of 2022.
- b. Because of the wealth of other COVID emergency and recovery funds available to Healthcare this year, the HCC fund is significantly underspending from its projected budget. It is unclear how this may impact future allocations and budgets.
- c. 2020-2021 is the fourth year of the NWRHCC in this current format. There are a list of deliverables from CDPHE that the NWRHCC is to complete by June 2022.
- d. NWRHCC website at [www.colorado-nwrhcc.org](http://www.colorado-nwrhcc.org). Information about the Coalition and its members can be found on the website.

### General Program Description:

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

### Budget Note:

The NWCCOG receives 10% of the grant for administrative services.

# Health Care Coalition

	<b>FUND BALANCE - BEGINNING</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>
					<b>Projected</b>	
		<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2021</b>	<b>2022</b>
<b>ACCT #</b>	<b>ACCOUNT NAME</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>Actual</b>	<b>BUDGET</b>
4200	STATE GRANT REVENUE	216,620	218,070	212,430	260,472	212,430
4640	CARRY OVER REVENUE					
	<b>TOTAL REVENUES</b>	<b>216,620</b>	<b>218,070</b>	<b>212,430</b>	<b>260,472</b>	<b>212,430</b>
6410	OUTSIDE CONTRACT	118,343	103,960	101,040	100,340	101,040
	<b>TOTAL SALARIES AND BENEFITS</b>	<b>118,343</b>	<b>103,960</b>	<b>101,040</b>	<b>100,340</b>	<b>101,040</b>
6610	OFFICE SUPPLIES					200
6640	POSTAGE	33	-			
6655	PROGRAM EXPENSE	21,361	-	3,190	-	2,000
6660	ADVERTISING	-				800
6670	INTERNET/WEBSITE EXPENSE	100			99	500
6680	DUES & SUBSCRIPTIONS	-	-		200	400
7130	TRAVEL & MEETINGS	13,967	2,168	5,750	2,500	6,000
	<b>TOTAL PROGRAM EXPENSES</b>	<b>35,461</b>	<b>2,168</b>	<b>8,940</b>	<b>2,799</b>	<b>9,900</b>
	<b>OTHER EXPENSES</b>					
7320	PASS THROUGH CONTRACTUAL PAYMENT	43,124	92,117	81,207	133,654	82,178
7910	INDIRECT	19,693	19,825	21,243	23,679	19,312
	<b>TOTAL EXPENSES</b>	<b>216,621</b>	<b>218,070</b>	<b>212,430</b>	<b>260,472</b>	<b>212,430</b>
	<b>REVENUES OVER EXPENDITURES</b>	<b>(1)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
	<b>FUND BALANCE - ENDING</b>	<b>-</b>	<b>-</b>		<b>-</b>	<b>-</b>

In 2019 all funds considered pass through, including contractor  
2022 repeating 2021 budget numbers OK Jon 10/12/2021  
Jon and Becky reviewed 11-16-21



## REGIONAL BUSINESS

### 2022 BUDGET NARRATIVE PROGRAM SUMMARY

<b>Program Established:</b>	1972
<b>Program Director:</b>	Jon Stavney (NWCCOG Executive Director)

#### Recent Program Highlights:

- a. Published highly successful Mountain Migration Report which has brought considerable media attention to NWCCOG and the membership
- b. Completed internally managed Wage Range analysis, approved by Council
- c. Re-wrote bylaws, Employee Handbook and various policies (IT policy pending)
- d. Completed successful transition to the Fiscal office from contractor to in-house staff
- e. Completed full revision of NWCCOG Website, and adding new content such as videos and success stories monthly
- f. Brought Routt County into membership
- g. Increased visibility of NWCCOG
- h. Continued services to membership
  - a. Assisted Fraser with Interim Manager and permanent Manager positions
  - b. Assisted Avon Council in Town Manager Evaluation
  - c. Continued GIS contract services for Fraser and Winter Park
  - d. Provided Health Plans for Kremmling, Hot Sulphur Springs, Walden and Red Cliff
- i. Assisted Program directors in highly performing, innovative programs
- j. Completed Office Remodel – new carpet, new meeting room and IT Closet
- k. Completed (ongoing) full IT security overhaul of NWCCOG
- l. Still planning Capital Funding Study of Members in late 2021, early 2022 with DOLA grant
- m. Applied for two DOLA grants, expect to be awarded both
- n. Continue concept planning for Project THOR, including Network Operator RFP, expansion and future management concept planning with partners

#### Budget Notes:

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

#### General Program Description:

The Regional Business budget provides for the administration, oversight and leadership to the NWCCOG. Dues paid by 29 local government members support the activities of the Regional Business program which in turn provides matching funds for the Alpine Area Agency on Aging, QQ, Watershed Services, the Economic Development District and various DOLA grants. The primary expense in Regional Business is funding of the Executive Director position, which besides supporting and managing the NWCCOG organization, continues to identify and support member needs, share information and be a resource for local governments and officials across the regions' membership.

# Regional Business

					Projected	
		2019	2020	2021	2021	2022
ACCT #	ACCOUNT NAME	ACTUAL	ACTUAL	BUDGET	Actual	BUDGET
4200	STATE GRANT REVENUE	12,404	28,859	73,000	27,131	50,000
4250	ADMINISTRATION		2,512		1,332	
4310	COUNTY PLEDGES	161,740	177,655	177,656	177,655	227,099
4320	MUNICIPAL PLEDGES	110,602	127,411	127,411	127,199	141,902
4420	SPECIAL SERVICES INCOME		31,400		28,720	28,450
4520	OTHER LOCAL FUNDING	26,400		26,400	10,000	
4610	INSURANCE PROCEEDS		1,028			
4620	REIMBURSED EXPENSES	2,085				
4820	INTEREST INCOME	27,119	8,836	15,000	354	
4997	PROGRAM INCOME	655				
49900	UNCATEGORIZED		16			
	<b>TOTAL REVENUES</b>	<b>341,005</b>	<b>377,716</b>	<b>419,467</b>	<b>372,391</b>	<b>447,451</b>
6110	SALARIES - Executive Director	87,108	84,934	81,275	102,031	133,280
6121	SALARIES - Program Staff	170				
6131	SALARIES - Office Support	415				
6100	SALARIES - Bonus				10,200	
6210	TAXES & BENEFITS	28,803	28,918	21,260	24,000	30,811
6410	CONTRACT STAFF	26,820	26,400	26,400	38,000	35,450
6510	OUTSIDE CONTRACTOR	6,212				
	<b>TOTAL SALARIES AND BENEFITS</b>	<b>149,528</b>	<b>140,252</b>	<b>128,935</b>	<b>174,230</b>	<b>199,541</b>
6430	LEGAL EXPENSES			2,500	183	
6130	MEETING EXPENSE		10			
6610	OFFICE SUPPLIES	584	574	600	600	600
6620	BANK SERVICE CHARGES	717	732	450	450	500
6640	POSTAGE	103	155	200	120	200
6650	PRINTING & PUBLICATIONS	50	8,133	1,000	1,100	100
6655	PROGRAM EXPENSE	100	(3)			
6660	ADVERTISING	1,890			925	0
6670	INTERNET/WEBSITE		566	50		
6680	DUES & SUBSCRIPTIONS	1,980	450	2,000	500	500
6730	TELEPHONE	637	965	1,200	1,200	1,500
6760	INSURANCE PREMIUM EXPENSE	136				
6800	EQUIPMENT REPAIR/MAINT/SUPPLY	1,073	115	250		
6810	VEHICLE REPAIR		500			
6910	CHARITABLE DONATIONS		905			
6830	VEHICLE LEASE	5,431		5,785	6,609	6,800
6811	VEHICLE GAS, SUPPLIES, REPAIR	1,110		2,500	850	1,000
6830	EQUIPMENT LEASE - LONG TERM		6,558			
7120	LICENSE & PERMITS		10			
7130	TRAVEL & MEETINGS	8,447	9,069	12,000	4,000	7,000
7150	TRAINING & TECHNICAL ASSISTANCE	3,043	1,792	1,500	1,816	1,500
7311	PURCHASED FOOD		80			
7352	LEGAL ASSISTANCE		549			
7381	PROGRAM DEVELOPMENT		18,300			
	<b>TOTAL PROGRAM EXPENSES</b>	<b>25,301</b>	<b>49,459</b>	<b>30,035</b>	<b>18,354</b>	<b>19,700</b>
	<b>OTHER EXPENSES</b>					
6720	RENT & UTILITIES	3,803	3,944	4,142	4,142	4,339
7910	INDIRECT COSTS APPLIED	13,142	12,740	12,191	13,500	19,992
7320	PASS THROUGH - MINI GRANTS	32,446	38,053	73,000	47,998	50,000
7950	CASH MATCH TO PROGRAMS	150,030	178,904	166,472	181,529	182,017
	<b>TOTAL EXPENSES</b>	<b>374,250</b>	<b>423,351</b>	<b>414,775</b>	<b>439,753</b>	<b>475,589</b>
	<b>Transfer from Elevator inspection program</b>		<b>45,635</b>		<b>68,000</b>	<b>27,770</b>
	<b>REVENUE OVER EXPENDITURES</b>	<b>(33,245)</b>	<b>(0)</b>	<b>4,692</b>	<b>638</b>	<b>(368)</b>

\*RB Matches \$70K to EDD, \$42.017 to Vintage, \$60,000 to BB, \$10,000 to Watershed  
 \*Broadband program separated from Region Business in 2018  
 \*ID portion of ED salary moved to RB in 2021  
 Reviewed by Jon, OK 10/12/2021



## REGIONAL BUSINESS – BROADBAND and THOR Budgets

### 2022 BUDGET NARRATIVE PROGRAM SUMMARY

<b>Program Established:</b>	2013
<b>Program Director:</b>	Nate Walowitz (Regional Broadband Coordinator)

#### Recent Program Highlights:

- a. 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.
- b. NWCCOG continues to provide technical assistance to partners across the region and as a requirement of DOLA funding, across ½ the geography of the State of Colorado
- c. The Regional Director Position grant is 2 years, through December of 2021. As of the draft of this budget a grant requesting funding for the next two years is pending at DOLA. Budget numbers for the program are based on what was proposed in that grant.
- d. The monthly reports reveal extensive activity by this program across all counties and many municipalities in the region and many beyond

#### General Program Description:

The Regional Broadband program delivers technical assistance, education, inter-jurisdiction coordination, project and, program management for broadband, cellular, and public safety communications throughout the 9-County program area.

The primary expense in Regional Broadband is funding of the Regional Broadband Coordinator position, which besides supporting and managing the NWCCOG Regional Broadband Program, continues to identify and support member needs, share information and be a resource for local governments and officials across the region membership.

## Broadband Program Budget

		2019	2020	2021	Projected 2021	2022
ACCT #	ACCOUNT NAME	ACTUAL	ACTUAL	BUDGET	ACTUAL	BUDGET
4200	STATE GRANT REVENUE Jan-Jun PROGRAM	55,775	48,691	51,000	50,350	65,000
4200	STATE GRANT REVENUE Jul-Dec PROGRAM	43,250	51,481	51,000	50,350	65,000
4630	LOCAL CASH MATCH - NWCCOG Jan-Jun	19,251	33,688	40,000	35,000	30,000
4630	LOCAL CASH MATCH - NWCCOG Jul-Dec	19,251	33,688	40,000	35,000	30,000
	<b>TOTAL REVENUES</b>	<b>137,526</b>	<b>167,548</b>	<b>182,000</b>	<b>170,701</b>	<b>190,000</b>
6110	SALARIES - EXECUTIVE DIRECTOR		1,493			
6121	SALARIES - PROGRAM STAFF	140,177	152,669	153,793	153,793	161,483
6210	TAXES & BENEFITS	33,784	36,728	37,590	39,664	38,601
6510	OUTSIDE CONTRACT			7,000	1,975	
	<b>TOTAL SALARIES AND BENEFITS</b>	<b>173,961</b>	<b>190,891</b>	<b>198,383</b>	<b>195,432</b>	<b>200,084</b>
6655	PROGRAM EXPENSE	213				
6660	ADVERTISING	50		1,500		
6670	INTERNET	60				
6650	PRINTING AND PUBLICATIONS		113			
6680	DUES & SUBSCRIPTIONS	250	1,336	1,500	1,000	1,000
6730	TELEPHONE	601	649	700	616	800
6811	VEHICLE GAS/OIL/SUPPLIES		329		501	2,000
6830	EQUIP LEASE - LONG TERM		6,763	6,000	6,824	7,000
7130	TRAVEL & MEETINGS	3,521	2,279	9,000	1,100	9,000
	<b>TOTAL PROGRAM EXPENSES</b>	<b>4,695</b>	<b>11,470</b>	<b>18,700</b>	<b>10,041</b>	<b>19,800</b>
	<b>OTHER EXPENSES</b>					
6720	RENT & UTILITIES	2,389	2,389	3,447	3,447	3,045
7910	INDIRECT	21,027	23,124	23,069	23,069	24,222
	<b>TOTAL EXPENSES</b>	<b>202,072</b>	<b>226,381</b>	<b>243,600</b>	<b>231,989</b>	<b>247,152</b>
	<b>Transfer from Elevator Inspection program</b>	<b>64,546</b>		<b>61,600</b>	<b>61,000</b>	<b>57,152</b>
	<b>REVENUES OVER EXPENDITURES</b>	<b>0</b>	<b>(58,832)</b>	<b>0</b>	<b>(289)</b>	<b>0</b>

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

\*Project THOR costs were revised in 2019 Budget after DOLA grant was awarded and Local Contracts were signed--Feb 2019

\*Project THOR will have a separate budget starting in 2021

OK Jon 10/12/2021

Jon and Becky reviewed 11-16-21

## Project THOR Program Budget

	<b>FUND BALANCE - BEGINNING</b>	<b>0</b>	<b>443,717</b>		<b>197,566</b>	<b>153,699</b>
					<b>Projected</b>	
		<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2021</b>	<b>2022</b>
<b>ACCT #</b>	<b>ACCOUNT NAME</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>ACTUAL</b>	<b>BUDGET</b>
4200	STATE GRANT REVENUE Jan-Jun THOR		733,472			
4200	STATE GRANT REVENUE July-Dec THOR	391,777	131,937			
4320	MUNICIPAL PLEDGES		53,956			
4360	LOCAL JURISDICTIONS		1,031,184			
4520	OTHER LOCAL FUNDING Jan-Jun PROGRAM				515,934	547,816
4520	OTHER LOCAL FUNDING Jul-Dec PROGRAM	527,109		1,031,868	515,934	547,816
4520	OTHER LOCAL FUNDING THOR NRC				137	
4520	OTHER LOCAL FUNDING THOR MRC			82,132		
4630	LOCAL CASH MATCH - NWCCOG Jan-Jun		10,644			
4630	LOCAL CASH MATCH - NWCCOG Jul-Dec	777,690				
	<b>TOTAL REVENUES</b>	<b>1,696,576</b>	<b>1,961,193</b>	<b>1,114,000</b>	<b>1,032,005</b>	<b>1,095,632</b>
6110	SALARIES - EXECUTIVE DIRECTOR		4,393			
6121	SALARIES - PROGRAM STAFF		351			
6210	TAXES & BENEFITS					
	<b>TOTAL SALARIES AND BENEFITS</b>	<b>-</b>	<b>4,744</b>	<b>-</b>	<b>-</b>	<b>-</b>
7510	THOR MONTHLY RECURRING COST	375,556	1,097,299	1,044,000	895,125	884,737
7530	FIBER LEASE (IRU)				74	
7540	NETWORK OPERATOR FEE				151,200	120,000
7570	NETWORK EQUIPMENT SUPPORT					90,895
	<b>TOTAL MONTHLY RECURRING COSTS</b>	<b>375,556</b>	<b>1,097,299</b>	<b>1,044,000</b>	<b>1,046,399</b>	<b>1,095,632</b>
6430	LEGAL EXPENSE	18,422	4,392	10,000	1,000	1,000
6655	PROGRAM EXPENSE					
6740	REPAIR & MAINTENANCE				0	4,000
6840	TOOL & EQUIPMENT	858,871	27,725		212	
7520	THOR NON-RECURRING COST		214,081		3,261	
7550	NETWORK OPERATION EQUIP.		512,772		25,000	50,000
7560	NETWORK OPERATIONS LICENSES		345,672			
	<b>TOTAL CAPITAL AND NRC's</b>	<b>877,293</b>	<b>1,104,641</b>	<b>10,000</b>	<b>29,473</b>	<b>55,000</b>
	<b>OTHER EXPENSES</b>					
6720	RENT & UTILITIES					
7910	INDIRECT	10	659			
9110	CONTINGENCY			60,000		
	<b>TOTAL EXPENSES</b>	<b>1,252,859</b>	<b>2,207,343</b>	<b>1,114,000</b>	<b>1,075,872</b>	<b>1,150,632</b>
	<b>REVENUES OVER EXPENDITURES</b>	<b>443,717</b>	<b>(246,151)</b>	<b>-</b>	<b>(43,867)</b>	<b>(55,000)</b>
	<b>FUND BALANCE - ENDING</b>	<b>443,717</b>	<b>197,566</b>		<b>153,699</b>	<b>98,699</b>

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

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

\* Contingency to cover consultant project oversite plus possible legal, approximately additional \$3,158 per entity per 6 month MRC

\*Network equipment support acct created in 2022

OK Jon 10/12/2021

Jon and Becky reviewed 11-17-21



## REGIONAL TRANSPORTATION COORDINATING COUNCIL

### 2022 BUDGET NARRATIVE PROGRAM SUMMARY

<b>Program Established:</b>	2010
<b>Program Director:</b>	Charles McCarthy (Mobility Manager)

#### **Recent Program Highlights:**

- a. Reimagined and developed the Mountain Ride website
- b. Worked with county HHS directors and RTCC members to implement new strategies for transportation since the IntelliRide shift.
- c. Helped bring two new transportation providers to the rural Colorado area.
- d. Maintained the same budget while continuing to develop RTCC's role in the 7-County area.
- e. Changed RTCC from a call center to a supporting resource for rural transportation
- f. As of mid-October, still waiting on CDOT grant for Jan 2022 to fund Mobility program.
- g. Developed a post COVID gap analysis for the RTCC area of responsibility.
- h. Helped develop a new program for rehabilitation transportation services.

#### **General Program Description:**

The RTCC is the local coordinating council for a 7-county rural area of northwest Colorado and strives to improve transportation coordination and options, especially for veterans, people with disabilities, seniors, and low-income adults. Participating counties include Eagle, Garfield, Grand, Jackson, Pitkin, Routt and Summit. Formed in 2010 as a result of the Rural Resort Region study, the RTCC identified a primary gap of transportation options available for travel across county boundaries to access healthcare and other critical services. The RTCC's efforts are focused on coordinating the existing public and private transit providers with health and human services professionals by promoting, enhancing and facilitating seamless access to transportation services through a coordinated system that is easily available to customers from anywhere in the region.

While continuing to facilitate regional discussions with transportation and human service entities, RTCC currently has one main project, to bring safe transportation to our area of responsibility.

After closing the Mountain Ride Call Center, we've found a way to reimagine Mountain Ride as a full-time solution for those looking for safe, efficient transportation in rural Colorado. The RTCC has focused on filling gaps in service by commissioning a Gap Analysis which will help further the efforts to fund transportation. Alternatively, the Mobility Manager has been working with other coalitions such as RAS/COL in developing things such as free sober buddy transportation shuttles that take riders back and forth to AA/NA appointments and outpatient treatment centers. Coming into 2022, we're looking at expanding on the information which the Gap Analysis provides as well as development of travel training programs and more partnership between coalitions.



## RTCC - Mobility Manager Program Budget

	FUND BALANCE - BEGINNING	52,873	102,536		121,933	103,998
					<b>Projected</b>	
		<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2021</b>	<b>2022</b>
<b>ACCT#</b>	<b>ACCOUNT NAME</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>ACTUAL</b>	<b>BUDGET</b>
4100	FTA 5310 MOBILITY MANAGEMENT FUNDS	119,896	92,015	128,000	85,865	97,480
4200	NEMT - STATE GRANT INCOME	380,218	172,769			
4510	LOCAL REVENUE - MATCH	116,089	58,772	20,000	4,000	33,300
4520	OTHER LOCAL FUNDING	11,557				
4630	NWCCOG MATCHING			5,600		
4530	DIRECT CHARGES INCOME		1,132			
	<b>TOTAL REVENUES</b>	<b>627,760</b>	<b>324,688</b>	<b>153,600</b>	<b>89,865</b>	<b>130,780</b>
6112	SALARIES - Program Director	385	198	2,352		2,469
6121	SALARIES - Program Staff	126,751	103,455	51,468	51,468	63,000
6131	SALARIES - Office	207				
6210	TAXES AND BENEFITS	18,358	17,901	15,684	15,648	16,731
6520	OUTSIDE CONTRACTORS	820		23,006	15,799	17,300
	<b>TOTAL SALARIES AND BENEFITS</b>	<b>146,521</b>	<b>121,554</b>	<b>92,510</b>	<b>82,915</b>	<b>99,500</b>
6310	MEETING EXPENSE				400	
6610	OFFICE SUPPLIES & MATERIALS	164	1,321	200		200
6620	BANK CHARGES	60	47			
6640	POSTAGE	892	345	400		75
6650	PRINTING	335	86	1,500		1,000
6655	PROGRAM EXPENSE					1,500
6660	ADVERTISING	1,440		1,800		
6670	INTERNET/WEBSITE	1,984	3,110	3,000	(29)	700
6680	DUES AND SUBSCRIPTIONS	9,660		1,500		
6730	TELEPHONE	1,598	241	575		
6740	REPAIR & MAINTENANCE	391				
6840	TOOLS & EQUIPMENT					1,500
7110	PROGRAM SUPPLES		24			
7130	TRAVEL & MEETINGS	2,895	687	5,500	500	5,500
7150	TRAINING & TECHNICAL ASSISTANCE	355	400	1,381	82	1,381
7311	PURCHASED FOOD		246			
	<b>TOTAL PROGRAM EXPENSES</b>	<b>19,774</b>	<b>6,508</b>	<b>15,856</b>	<b>953</b>	<b>11,856</b>
	<b>OTHER EXPENSES</b>					
6720	RENT & UTILITIES	9,070	9,406	9,878	9,878	10,349
7910	INDIRECT COSTS	19,047	15,548	8,073	7,720	9,820
7320	PASS THROUGH FUNDS	383,685	158,609			
9160	DEFERRED EXPENSE		(6,335)		6,335	
	<b>TOTAL EXPENSES</b>	<b>578,097</b>	<b>305,290</b>	<b>126,317</b>	<b>107,801</b>	<b>131,525</b>
	NEMT INTERNAL MATCH				11,618	
	<b>REVENUES OVER EXPENDITURES</b>	<b>49,663</b>	<b>19,398</b>	<b>27,318</b>	<b>(6,318)</b>	<b>(745)</b>

FUND BALANCE - ENDING	102,536	121,933	103,998	103,252
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\*Begin match from Transit Agencies \$5K each in 2022, and cover difference with Fund Balance. OK Jon 10/12/2021

\*Fund balance 2021 to cover year without CDOT and IT expenses

Jon and Becky reviewed 11-16-21



## VINTAGE

### 2022 BUDGET NARRATIVE PROGRAM SUMMARY

<b>Program Established:</b>	1978
<b>Program Director:</b>	Erin Fisher

#### Recent Program Highlights:

- Added three providers – A Little Help, EagleCo HHS, and Sally Ayotte, R.D.
- Worked to get NWCCOG Certified Age Friendly Employer (CAFÉ) designation
- Provided six-month marketing to older adult series for providers and partners
- Two years compliance-free State Unit on Aging annual evaluation
- Completed department Continuity of Operations Plan (COOP)
- Completed voluntary Management Systems Review to identify strengths and opportunities for growth in abuse risk management measures in our department
- Free in-person and livestreamed caregiver conference featuring internationally recognized dementia care expert, Teepa Snow
- Two Vintage staff worked with State Unit on Aging assessment taskforce to create new, statewide client assessment forms for aging network in English and Spanish

**Budget Notes:** Contract revenues were higher in 2021 and anticipated to be in 2022 due to additional federal COVID stimulus funding.

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

#### Programs provided directly through the Vintage include:

- **RSVP** – Retired & Senior Volunteer Program in Eagle County
- **SHIP** – State Health Insurance Assistance Program Medicare Counseling Program
- **Voucher Programs**
  - Material Aid – provides funds for dental and vision assistance
  - Transportation – provides funds for mileage reimbursement
  - In-Home Services – provides funds for chore, personal care, and homemaking services
  - Emergency Needs – to assist with “outside the box” needs that have particularly arisen during COVID
- **Low Income Senior Dental Program** – dental services for qualified seniors through Health Care Policy and Finance (HCPF – Colorado’s Medicaid Program) contract
- **Information & Assistance** – information for older adults and their families about services & resources
- **Public Information** – Vintage website and quarterly e-magazine called [The Momentum](#)
- **Caregiver Services** – services and supports for caregivers providing care for someone 60+ and grandparents raising grandchildren
- **Long Term Care Ombudsman Program** – resident advocate for people living in long term care facilities
- **Nymbl** – Evidence Based Falls Prevention App

#### Programs provided through contractual agreements, through Vintage partners include:

Nutrition Education and Counseling, Chore, Home Delivered Meals, Congregate Meals, Transportation, Caregiver Support Groups, Case Management, Legal Services, Reassurance, and Material Aid Food.

## VINTAGE

		2019	2020	2021	Projected 2021	2022
ACCT #	ACCOUNT NAME	ACTUAL	ACTUAL	BUDGET	ACTUAL	BUDGET
	<b>Revenue</b>					
4100	FEDERAL CONTRACT REVENUE	777,539	547,129	626,044	683,720	660,087
4120	FEDERAL REVENUE - NSIP/usda		3,978	20,000	16,000	15,000
4200	STATE CONTRACTS REVENUE	495,857	509,112	708,428	924,498	700,050
4200	HCPF LOW INCOME DENTAL GRANT			11,998	8,165	16,044
4210	STATE CASH MATCH		-	3,664	7,276	3,683
4510	OTHER LOCAL FUNDING	178	-	-		-
4620	REIMBURSED FEES - SR ID, ETC		-	-		-
4630	LOCAL CASH MATCH - NWCCOG	34,536	64,578	31,972	25,902	42,017
4640	FEDERAL CONTRACT CARRYOVER		-	-		-
4660	MATCHING FUNDS		-	-		-
4400	FOUNDATIONS & TRUSTS		-	49,432	49,432	49,432
4640	CARRYOVER from prior period		(43,077)			
4650	CARRYOVER to next period					
	<b>TOTAL REVENUES</b>	<b>1,308,110</b>	<b>1,081,721</b>	<b>1,451,538</b>	<b>1,714,993</b>	<b>1,486,313</b>
6112	SALARIES - Program Director	86,516	99,305	91,723	91,723	96,310
6121	SALARIES - Program Staff	170,470	110,553	216,297	216,297	270,410
6141	SALARIES - Fiscal	2,539	-	1,464	1,464	-
6210	TAXES & BENEFITS	86,831	68,196	103,100	103,100	108,571
6110	PAYROLL EXPENSES - Other		979	-		-
6510	CONTRACT SERVICES - Other	7,090	190	18,000		1,500
6410	CONTRACT STAFF		277			
6420	CONTRACT - Fiscal	2,882	-	-		-
6560	OTHER CONTRACTOR	1,315	120	41,357	-	27,600
	<b>TOTAL SALARIES AND BENEFITS</b>	<b>357,643</b>	<b>279,621</b>	<b>471,941</b>	<b>412,584</b>	<b>504,390</b>
6430	LEGAL EXPENSE	250	-	-		360
6311	BACKGROUND CHECK		100		60	1,500
6130	MEETING EXPENSE		91		450	
6320	EE REIMBURSEMENTS		2,351			
6610	OFFICE SUPPLIES	6,939	3,439	5,350	7,245	10,000
6620	BANK CHARGES		120	120	90	150
6640	POSTAGE	996	895	925	1,750	2,175
6650	PRINTING		-	800	180	400
6655	PROGRAM EXPENSE		52			
6660	ADVERTISING	1,524	11,881	2,500	100	11,100
6670	INTERNET/WEBSITE	26,564	15,609	600	25,900	625
6680	DUES & SUBSCRIPTIONS	2,245	386	2,950	4,200	3,955
6730	TELEPHONE	961	534	700	700	700
6762	LIABILITY INSURANCE				487	-
7110	PROGRAM SUPPLIES		1,397	1,600	-	5,500
7130	TRAVEL & MEETINGS	29,972	1,355	2,913	3,958	2,950
7150	TRAINING & TECHNICAL ASSISTANCE	9,583	2,137	4,500	10,434	13,058
7160	EXERCISE		327		-	
7310	SENIOR AWARDS CEREMONY	2,354	-	3,000	500	3,000
7311	PURCHASED FOOD	2,274	172	3,070	500	3,000
7312	RAC TRAVEL/MEETINGS		111	-	500	300
7313	VOLUNTEER TRAVEL REIMBURSEMENT		17,185	31,218	-	23,799
7315	RSVP RECOGNITION EVENT		2,571	-	927	
7320	PASS THRU SERVICE FUNDS - SUBCONTRACTORS	766,772	704,893	643,024	870,572	665,369
7340	PASS THRU NSIP FUNDS - SUBCONTRACTORS		-	20,000	16,000	15,000
7340	VINTAGE AAA - DIRECT SERVICES DELIVERY		-	200,000	235,000	204,000
	<b>TOTAL PROGRAM EXPENSES</b>	<b>850,434</b>	<b>765,607</b>	<b>923,270</b>	<b>1,179,553</b>	<b>966,941</b>
	<b>OTHER EXPENSES</b>					
6720	RENT	13,653	9,492	14,869	14,869	15,576
7910	INDIRECT COSTS APPLIED	38,944	27,000	46,423	46,423	49,804
8000	CAPITAL OUTLAY	-	-	-	57,642	-
	<b>TOTAL EXPENSES</b>	<b>1,260,674</b>	<b>1,081,720</b>	<b>1,456,503</b>	<b>1,711,071</b>	<b>1,536,710</b>
	<b>REVENUES OVER EXPENDITURES</b>	<b>47,436</b>	<b>1</b>	<b>(4,965)</b>	<b>3,922</b>	<b>(50,397)</b>

\*2022 funding unconfirmed; budget will zero after state carryover received  
Jon and Becky reviewed 11-16-21



## WATERSHED SERVICES

### 2022 BUDGET NARRATIVE PROGRAM SUMMARY

<b>Program Established:</b>	1979
<b>Program Director:</b>	Torie Jarvis and Ashley Bembenek

#### Recent Program Highlights:

- a. WSP represents NWCCOG as a Cooperating Agency in the Bureau of Reclamations NEPA analysis of alternatives to improve clarity in Grand Lake. In addition WSP participates in the Grand Lake Adaptive Management Committee which coordinates with the Bureau of Reclamation on the operation of the Colorado Big Thompson project in a manner that protects water quality in Three Lakes.
- b. Watershed Services and QQ are staffed by the same contractors, much of the technical work related to water quality on behalf of local jurisdictions, monitoring, commenting on regulations and referred development reviews, etc. is funded through this NWCCOG program instead of QQ since these are roles played as the Region's 208 Plan manager
- c. WSP assisted QQ in the development of regional water efficiencies plans. These will be included in the next update of the 208 Plan which will be initiated in 2021.
- d. Staff continues to monitor and participate in activities of the Colorado Water Quality Control Commission and related entities on behalf of the membership. In 2019, this effort drilled down into facilitation of a local response to proposed changes to statewide molybdenum standards proposed by Freeport McMoRan and protecting the current conditions of Ten Mile Creek in Summit County in the interim. In addition, WSP worked closely with QQ on appropriate standards in French Gulch and the Blue River with an eye on protecting investments in a mine wastewater treatment plant installed and operated by Summit County and the Town of Breckenridge.
- e. With the retirement of Lane Wyatt and those duties being absorbed by a Contracting Agency, the fiscal duties for the Summit Water Quality Committee which were split between Silverthorne and NWCCOG will be transferred entirely to Silverthorne in 2022.

#### General Program Description:

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

## Watershed Services

	<b>FUND BALANCE BEGINNING</b>	<b>958</b>	<b>958</b>	<b>967</b>	<b>958</b>	<b>11,051</b>
					Projected	
		<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2021</b>	<b>2022</b>
<b>ACCT #</b>	<b>ACCOUNT NAME</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>ACTUAL</b>	<b>BUDGET</b>
4200	STATE CONTRACT -208	12,900	5,541	16,000	20,059	37,500
4630	LOCAL REVENUE - COG	6,996	6,996	6,996	6,996	6,996
4640	CARRY OVER (Used & Carried forward)	(5,941)	(2,624)	-	8,780	8,780
	<b>TOTAL REVENUES</b>	<b>13,955</b>	<b>9,914</b>	<b>22,996</b>	<b>35,835</b>	<b>53,276</b>
6410	CONTRACT STAFF	12,263	7,859	16,000	24,084	48,621
6520	OUTSIDE CONTRACT SERVICES			6,791		
	<b>TOTAL SALARIES AND BENEFITS</b>	<b>12,263</b>	<b>7,859</b>	<b>22,791</b>	<b>24,084</b>	<b>48,621</b>
6430	LEGAL EXPENSE - GENERAL		488			
6120	DUES & SUBSCRIPTIONS			100		
6640	POSTAGE	9			3	
6720	RENT & UTILITIES					
7130	TRAVEL & MEETINGS	125		2,291		2,949
	<b>TOTAL PROGRAM EXPENSES</b>	<b>134</b>	<b>488</b>	<b>2,391</b>	<b>3</b>	<b>2,949</b>
	<b>OTHER EXPENSES</b>					
7910	INDIRECT COSTS APPLIED	1,558	1,558	1,655	1,655	1,706
	<b>TOTAL EXPENSES</b>	<b>13,955</b>	<b>9,905</b>	<b>26,837</b>	<b>25,742</b>	<b>53,276</b>
	<b>REVENUES OVER EXPENDITURES</b>	<b>-</b>	<b>9</b>	<b>(3,841)</b>	<b>10,093</b>	<b>0</b>
	CHANGE IN CARRYOVER	-	9	(3,841)	10,093	0
	<b>END OF YEAR FUND BALANCE</b>	<b>958</b>	<b>967</b>	<b>(2,874)</b>	<b>11,051</b>	<b>11,051</b>



## WATER QUALITY/QUANTITY COMMITTEE (QQ)

### 2022 BUDGET NARRATIVE PROGRAM SUMMARY

<b>Program Established:</b>	1978
<b>Program Director:</b>	Torie Jarvis, senior consultant with Dynamic Planning + Science

#### Recent Program Highlights:

- In 2021, QQ commissioned [Rocky Mountain Climate Organization reports](#) along with Eagle County, Summit County, Breckenridge, and Frisco detailing analyses of what the climate models project for temperature and precipitation in specific locations in Eagle and Summit County. QQ served as a project manager and fiscal agent for the project.
- Participated in the Water Quality Control Commission (WQCC) hearings. In 2021, QQ participated in a review of statewide water quality standards, successfully averting a proposal that could have allowed additional water quality degradation without social and economic benefit review in the QQ region. QQ continues to support Breckenridge and Summit County to prevent adverse outcomes on French Gulch drainage, which bears a costly water quality treatment plan already. QQ also continues supporting members regarding a proposed future molybdenum standard change
- Continued to advocate for the region at the legislature and forge new relationships with the Colorado General Assembly and administration to implement Colorado's State Water Plan.
- Continued to support members efforts to integrate water quality and quantity protection in to local codes, policies, and plans, including through reviewing comprehensive plans, land use code updates, and participating in the development of various stream management planning efforts and to integrate recommendations from QQ's 2019 [Water Savings Resource Guide for the Headwaters](#).

#### Budget Notes

QQ has not changed dues amounts since 2017. At its September meeting, QQ determined to raise dues by 3% in 2022. QQ is not charged the standard indirect rate, as consultants utilize less of the kind of resources charged to indirect. The program is charged an administrative fee of less than the +/- 15% indirect cost. Last year, that was 8%.

#### General Program Description:

The annual QQ budget is also reviewed and approved by that Committee, which has direct oversight of the consultants who work with QQ. Dues from QQ fund most program activities. QQ approved its budget in September of 2021.

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

## Water Quality/Quantity Committee

	<b>LEGAL DEFENSE FUND</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>
	<b>FUND BALANCE - BEGINNING</b>	<b>18,537</b>	<b>14,413</b>		<b>8,111</b>	<b>11,887</b>
					<b>Projected</b>	
		<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2021</b>	<b>2022</b>
<b>ACCT #</b>	<b>ACCOUNT NAME</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>ACTUAL</b>	<b>BUDGET</b>
4200	STATE GRANT INCOME	79,981		-		
4310	COUNTY PLEDGES	97,885	96,541	96,541	96,541	106,195
4320	MUNICIPAL PLEDGES	42,749	42,386	42,598	42,598	46,858
4330	ASSOCIATE MEMBER PLEDGES	4,259	4,263	4,243	4,243	4,667
4350	WATER & SAN. DIST. PLEDGES	11,574	11,667	11,773	11,180	12,298
4510	OTHER LOCAL FUNDING		22,000		6,000	
4535	MEETING REGISTRATION		1,295			
4620	REIMBURSED EXPENSES	33,499	85			
	CWCB GRANT LEFTOVER			1,500		
4820	INTEREST INCOME	2,778	512	2,000	20	
	<b>TOTAL REVENUES</b>	<b>272,725</b>	<b>178,749</b>	<b>158,655</b>	<b>160,582</b>	<b>170,018</b>
6410	QQ CONTRACT STAFF	129,721	129,789	129,304	119,814	129,304
6520	OUTSIDE CONTRACT	119,013	38,894	8,300	22,500	16,000
	<b>TOTAL SALARIES AND BENEFITS</b>	<b>248,734</b>	<b>168,682</b>	<b>137,604</b>	<b>142,314</b>	<b>145,304</b>
6130	MEETING EXPENSE		75			
6610	OFFICE SUPPLIES	93				
6620	BANK & CREDIT CARD FEES	30				
6640	POSTAGE	50	21	50	25	50
6650	PRINTING	228		200		200
6670	WEBSITE/INTERNET			30		30
6680	DUES & SUBSCRIPTIONS	1,943	2,068	2,000	1,200	2,100
6730	TELEPHONE	300				
6760	INSURANCE	1,500				
7130	TRAVEL & MEETINGS	11,572	1,806	9,000	100	8,759
	<b>TOTAL PROGRAM EXPENSES</b>	<b>15,716</b>	<b>3,969</b>	<b>11,280</b>	<b>1,325</b>	<b>11,139</b>
	<b>OTHER EXPENSES</b>					
6720	RENT					
7610	INDIRECT COSTS APPLIED	12,399	12,399	13,167	13,167	13,575
	<b>TOTAL EXPENSES</b>	<b>276,849</b>	<b>185,050</b>	<b>162,051</b>	<b>156,806</b>	<b>170,018</b>
	<b>REVENUES OVER EXPENDITURES</b>	<b>(4,124)</b>	<b>(6,301)</b>	<b>(3,396)</b>	<b>3,776</b>	<b>-</b>
	<b>FUND BALANCE - ENDING</b>	<b>14,413</b>	<b>8,111</b>	<b>-</b>	<b>11,887</b>	<b>11,887</b>

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

\*Pending grant reimbursement expected to cover fund balance in 2021

OK Jon 10/12/2021

Torie revised and approved 10/19/21

Jon and Becky reviewed 11-16-21

## NWCCOG 2022 Budget Summary

Est. 2022

	Beginning	2022						2022		Transfer	Ending
	Fund	Budgeted						Budgeted		between	Fund
<b>Internal programs</b>	Balance	Income	Salaries	Benefits	Rent	Indirect	Other	Expense	Net	Programs	Balance
Broadband		190,000	161,483	38,601	3,045	24,222	19,801	247,152	(57,152)	57,152	-
Economic Development		304,483	142,718	47,164	2,183	21,408	91,010	304,483	-		-
Elevator Inspection		1,195,000	671,301	213,813	5,309	94,245	125,410	1,110,078	84,922	(84,922)	-
Energy Management	96,958	2,886,170	1,237,707	427,248	91,419	157,288	972,508	2,886,170	-		96,958
Homeland Security		252,974	54,332				198,642	252,974	-		-
Project Thor	153,699	1,095,632					1,150,632	1,150,632	(55,000)		98,699
Regional Business		447,451	168,730	30,811	4,339	19,992	251,717	475,589	(28,138)	27,770	
Regional Transportation	204,286	130,780	82,769	16,731	10,349	9,820	11,856	131,525	(745)		203,541
Vintage	17,143	1,486,313	395,820	108,571	15,576	49,804	966,941	1,536,712	(50,399)		(33,256)
Subtotal	472,086	7,988,803	2,914,860	882,939	132,220	376,779	3,788,517	8,095,315	(106,512)		365,943
NWCCOG Fund Balance	1,055,713								(106,512)		949,201
<b>Internal Service Funds Funds</b>											
Indirect	(14,758)	424,558	218,218	57,886	34,820	-	173,100	484,024	(59,466)	14,000	(60,224)
Motor Pool	56,732	-	-	-	-	-	10,000	10,000	(10,000)		46,732
Office Condo	100,232	92,183	-	-	-	-	77,160	77,160	15,023		115,255
Subtotal	142,206	516,741	218,218	57,886	34,820	-	260,260	571,184	(54,443)		101,763
<b>External Programs</b>											
High Country Forest Collaborative - CBBC	-	-	-	-	-	-	-	-	-		-
Health Care Coalition		212,430	101,040	-	-	19,312	92,078	212,430	-		-
NWCCOG Foundation	29,872	4,500	-	-	-	-	3,500	3,500	1,000	(14,000)	16,872
Northwest Loan Fund	2,269,469	962,000	124,029	27,726	2,857	18,304	26,725	199,641	762,359		3,031,828
Summit Water Quality Committee	-	-	-	-	-	-	-	-	-		-
Water Quality/Quanity	111,887.00	170,018	145,304	-	-	13,575	11,139	170,018	-		111,887
Watershed Services	11,051	53,276	48,621	-	-	1,706	2,949	53,276	-		11,051
Subtotal	2,422,279	1,402,224	418,994	27,726	2,857	52,897	136,391	638,865	763,359		3,171,638
<b>Total non-duplicated budget</b>	<b>2,894,365</b>	<b>9,391,027</b>	<b>3,333,854</b>	<b>910,665</b>	<b>135,077</b>	<b>429,676</b>	<b>3,924,908</b>	<b>8,734,180</b>	<b>656,847</b>		<b>3,537,581</b>
<b>Grand Total</b>	<b>3,036,571</b>	<b>9,907,768</b>	<b>3,552,072</b>	<b>968,551</b>	<b>169,897</b>	<b>429,676</b>	<b>4,185,168</b>	<b>9,305,364</b>	<b>602,404</b>		<b>3,639,343</b>



# NWCCOG 2021 Final Revised Budget - (December 2021)

## 2021 Budget Revision Summary

	Revenue			Expense			
	Original 2021	Revised	Change	Original 2021	Revised	Change	Revised
	Budgeted	Revenue	in Revenue	Budgeted	Expense	in Expense	Budget
Program	Revenue	Budget	Budget	Expense	Budget	Budget	Net
<b>Internal Program Funds</b>							
Broadband Program	182,000	170,701	(11,299)	243,600	231,989	(11,611)	(61,288)
Economic Development District	536,990	407,552	(129,438)	524,554	407,552	(117,002)	-
Elevator Inspection	1,060,000	1,473,600	413,600	940,188	899,525	(40,663)	574,075
Energy Management	1,835,007	2,733,761	898,754	1,835,007	2,787,378	952,371	(53,617)
Project THOR	1,114,000	1,032,005	(81,995)	1,114,000	1,075,872	(38,128)	(43,867)
Regional Business	419,467	372,391	(47,076)	414,775	439,753	24,978	(67,362)
Regional Transportation Council	153,600	89,865	(63,735)	126,317	107,801	(18,516)	(17,936)
Vintage	1,451,538	1,714,993	263,455	1,456,503	1,711,071	254,568	3,922
						-	-
<b>Internal Program Funds-Total</b>	<b>6,752,602</b>	<b>7,994,868</b>	<b>1,242,266</b>	<b>6,654,944</b>	<b>7,660,941</b>	<b>1,005,997</b>	<b>333,927</b>
<b>External Program Funds</b>							
CBBC							-
Health Care Coalition	212,430	260,472	48,042	212,430	260,472	48,042	-
Homeland Security	252,974	252,974	-	252,974	252,974	-	-
Northwest Loan Fund	296,000	(709,444)	(1,005,444)	301,330	257,635	(43,695)	(967,079)
NWCCOG- Foundation	-	5,505	5,505	-	5,530	5,530	(25)
Summit Water Quality Committee	29,500	-	(29,500)	32,407	27,984	(4,423)	(27,984)
Water Quality/Quantity	158,655	160,582	1,927	162,051	156,806	(5,245)	3,776
Watershed Services	22,996	35,835	12,839	26,837	25,742	(1,095)	10,093
<b>NWCCOG Total Budget</b>	<b>7,725,157</b>	<b>8,000,792</b>	<b>275,635</b>	<b>7,642,973</b>	<b>8,648,084</b>	<b>1,005,111</b>	<b>(647,292)</b>
<b>Internal Service Program Funds</b>							
249 Warren Avenue - Building	87,993	87,993	-	75,983	110,752	34,769	(22,759)
Indirect	367,484	377,148	9,664	402,390	450,164	47,774	(73,016)
Motor Pool	5,000	22,113	17,113	15,647	10,536	(5,111)	11,577
	8,185,634	8,488,046	302,412	8,136,993	9,219,536	1,082,543	(731,490)

\*Budget Revision does not show transfers between programs



## 2022 NWCCOG COUNCIL MEETING SCHEDULE

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

Location: Zoom Conference Call, On-Site Location TBD

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

### **Thursday, January 27, 2022**

#### ***Full Council, EDD Board & NLF Board Meeting***

Primary Agenda Items: Annual closed Executive Committee Meeting to review Executive Director performance; elect executive committee & officers; elect CHP representative; annual NLF Board meeting; EDD Board meeting & election of officers; approve Decembers minutes; approve preliminary end of year financials (NWCCOG, Foundation & NLF)

### **Thursday, March 24, 2022**

#### ***Full Council and EDD Board Meeting***

Primary Agenda Items: Approval of final 2021 financials; program overviews; Member Handbook; approve January minutes

### **Thursday, May 26, 2022**

#### ***Full Council & EDD Board Meeting***

Primary Agenda Items: Member survey results; approve 1<sup>st</sup> Quarter financials; review/acceptance of 2021 audit; approve March minutes; overview of Vintage and Energy to budget for Fiscal Year beginning July 1 and any related program changes

### **Thursday, July 7, 2022**

#### ***Full Council and EDD Board Meeting***

Primary Agenda Items: Approval of 2023 Membership Dues; discussion re: Annual Planning Meeting agenda; approve May minutes

### **Thursday, August 25, 2022**

#### ***Full Council & EDD Board Annual Planning Meeting***

Primary Agenda Items: Strategic planning for 2023; approve 2<sup>nd</sup> Quarter Financials; approve July minutes

### **Thursday, October 27, 2022**

#### ***Full Council and EDD Board Meeting***

Primary Agenda Items: Review of draft 2023 budget; approve 2023 council meeting schedule; approve 3<sup>rd</sup> Quarter financials; approve August minutes

### **Thursday, December 1, 2022**

#### ***Full Council, EDD Board & Foundation Board Meeting***

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

Primary Agenda Items: 2022 budget revisions; approve 2023 budget; annual NWCCOG Foundation Board meeting and approve 2023 budget; approve October minutes; update next years auditor contract if necessary