



2023

MEMBER HANDBOOK

P. O. Box 2308 ♦ 249 Warren Avenue
Silverthorne, Colorado 80498

Phone (970) 468-0295 ♦ Fax (970) 468-1208
www.nwccog.org



2023 MEMBER HANDBOOK

TABLE OF CONTENTS

The Organization

| | |
|------------------------------|----|
| Introduction | 3 |
| What Is NWCCOG? | 3 |
| Who Are Our Customers? | 6 |
| Purpose | 6 |
| Programs | 7 |
| Glossary of Terms | 11 |

The People

| | |
|---|----|
| 2023 NWCCOG Council | 14 |
| 2023 Northwest Loan Fund Board (NLF) & Committee | 15 |
| 2023 Executive Committee | 15 |
| 2023-2024 Economic Development District (EDD) Board | 16 |
| The NWCCOG Staff | 17 |
| 2023 NWCCOG Organization Chart | 18 |
| Role of Council Members | 19 |
| Relationship of Staff to Council | 20 |
| Council Rules of Conduct | 21 |
| Member Demographic and Economic Data Links | 26 |

The Bylaws

| | |
|--|----|
| NWCCOG & EDD Articles of Association | 27 |
| NWCCOG Bylaws | 35 |
| EDD Bylaws | 45 |
| RTCC Standards of Operation | 51 |
| Regional Advisory Council Bylaws | 54 |
| Water QQ Bylaws | 64 |

The Budget

| | |
|-----------------------------------|----|
| How to Read a Bill Schedule | 70 |
| 2023 NWCCOG Budget | 75 |

The Meetings

| | |
|--|-----|
| 2023 NWCCOG Council Meeting Schedule | 126 |
|--|-----|

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) |

2023 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.

| <u>COUNTIES</u> | <u>REPRESENTATIVES</u> | <u>ALTERNATE</u> |
|------------------------------|-------------------------------|-------------------------|
| Eagle | Jeanne McQueeney | Kathy Chandler-Henry |
| Grand | Randal George | Merrit Linke |
| Jackson | Vacant | |
| Pitkin | Patti Clapper | Steve Child |
| Routt | Tim Redmond | Tim Corrigan |
| Summit | Josh Blanchard | Tamara Pogue |
| <u>MUNICIPALITIES</u> | <u>REPRESENTATIVES</u> | <u>ALTERNATE</u> |
| Aspen | Skippy Mesriow | Sara Ott |
| Avon | Chico Thuon | Jena Skinner |
| Basalt | Glen Drummond | Sara Nadolny |
| Blue River | Toby Babich | Michelle Eddy |
| Breckenridge | Kristen Brownson | Eric Mamula |
| Dillon | Carolyn Skowrya | Nathan Johnson |
| Eagle | Geoff Grimmer | Ellen Bodenhemier |
| Fraser | Lewis Gregory | Michael Brack |
| Frisco | Lisa Holenko | Jessica Burley |
| Glenwood Springs | Ingrid Wussow | Matt Langhorst |
| Granby | Joshua Hardy | Ted Cherry |
| Grand Lake | Ernie Bjorkman | Baxter Strachan |
| Gypsum | Jeremy Rietmann | Lana Bryce |
| Hayden | Matthew Mendisco | Ryan Banks |
| Hot Sulphur Springs | Ray Tinkum | Christine Lee |
| Kremmling | Ashley Macdonald | Teagen Serres |
| Minturn | George Brodin | Gusty Kanakis |
| Montezuma | Lesley Davis | Levi Corrigan |
| Red Cliff | Ben Kliemer | Melissa Mathews |
| Silverthorne | Ryan Hyland | Ann-Marie Sandquist |
| Snowmass Village | Britta Gustafson | Alyssa Shenk |
| Steamboat Springs | Michael Buccino | Ginger Scott |
| Vail | Kathleen Halloran | Russel Forrest |
| Walden | James Dustin | Sherry Cure |
| Winter Park | Keith Riesberg | Alisha Janes |

2023 NORTHWEST LOAN FUND (NLF) BOARD

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

2023 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.

2023 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.

| <u>COUNTIES</u> | <u>REPRESENTATIVES</u> | <u>ALTERNATES</u> | <u>POSITIONS</u> |
|------------------------------|-------------------------------|--------------------------|-----------------------------------|
| Eagle | Jeanne McQueeney | Kathy Chandler-Henry | Representative |
| Grand | Randal George | Merrit Linke | Representative |
| Jackson | Vacant | | |
| Pitkin | Patti Clapper | Steve Child | <i>Vice-Chair</i> |
| Summit | Josh Blanchard | Tamara Pogue | Representative |
| Routt | Tim Redmond | Tim Corrigan | Representative |
| <u>MUNICIPALITIES</u> | <u>REPRESENTATIVES</u> | | <u>POSITIONS</u> |
| Basalt | Glen Drummond | | Representative |
| Breckenridge | Kristen Brownson | | Representative |
| Dillon | Carolyn Skowrya | | <i>Secretary-Treasurer</i> |
| Eagle | Geoff Grimmer | | Representative |
| Snowmass Village | Alyssa Shenk | | <i>Chair</i> |

2023 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.

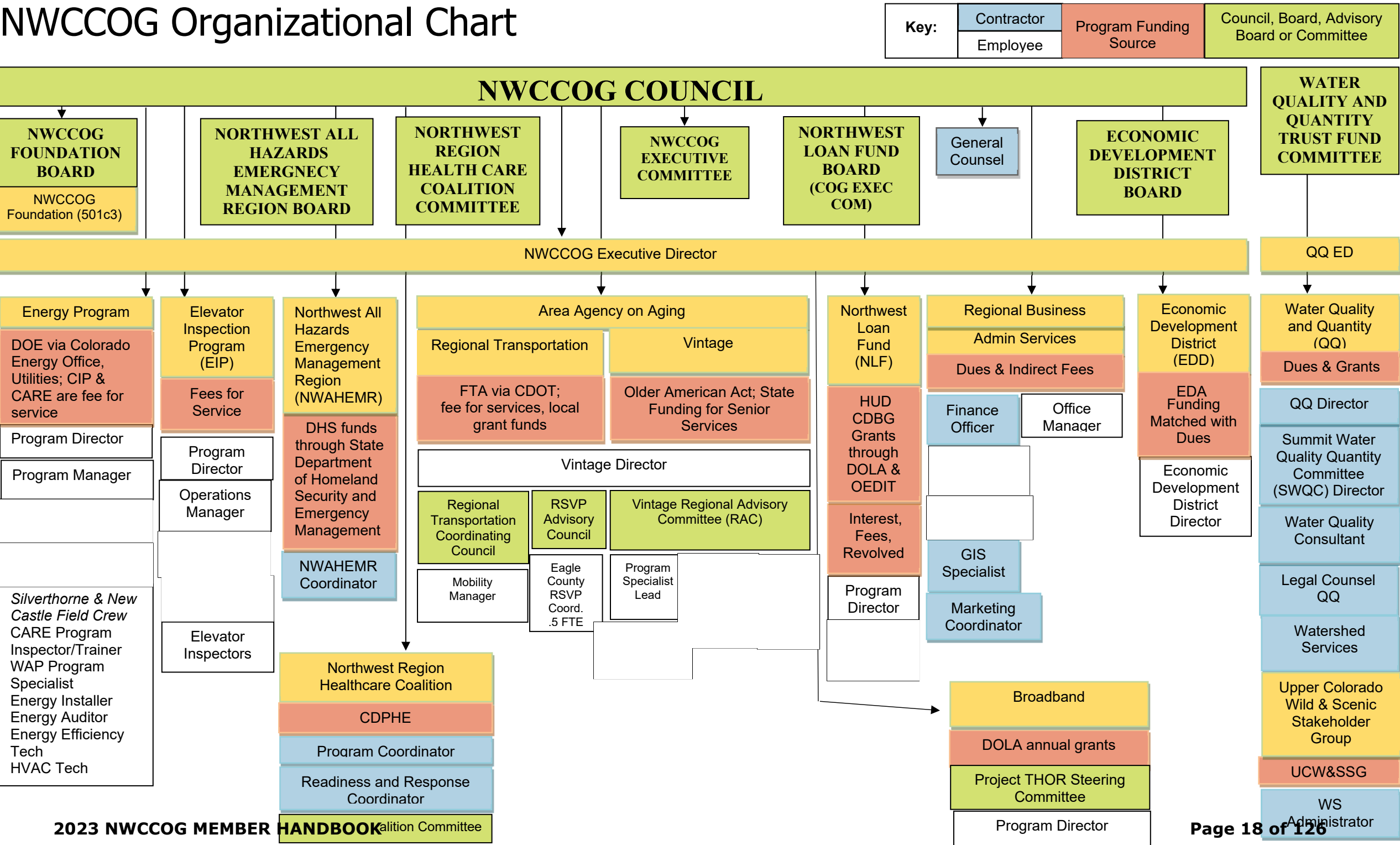
| <u>COUNTIES</u> | <u>REPRESENTATIVES</u> | <u>REPRESENTING</u> | <u>POSITIONS</u> |
|-----------------------------------|-------------------------------|----------------------------|-----------------------------------|
| Eagle | Jeanne McQueeney | Eagle | Representative |
| Grand | Randal George | Grand | Representative |
| Jackson | Vacant | | |
| Pitkin | Patti Clapper | Pitkin | <i>Vice-Chair</i> |
| Summit | Josh Blanchard | Summit | Representative |
| <u>MUNICIPALITIES</u> | <u>REPRESENTATIVES</u> | <u>REPRESENTING</u> | <u>POSITIONS</u> |
| Eagle | Jeremy Rietmann | Gypsum | Representative |
| Eagle | Glenn Drummond | Basalt | Representative |
| Eagle | Mia Vlaar | Vail | Representative |
| Grand | Ashley Macdonald | Kremmling | <i>Secretary-Treasurer</i> |
| Grand | Lewis Gregory | Fraser | Representative |
| Grand | Ernie Bjorkman | Grand Lake | Representative |
| Jackson | Vacant | Walden | Representative |
| Pitkin | Skippy Mesirow | Aspen | Representative |
| Pitkin | Britta Gustafson | Snowmass Village | Representative |
| Summit | Carolyn Skowrya | Dillon | Representative |
| Outside Region 12 | Ingrid Wussow | Glenwood Springs | Representative |
| Routt County | Michael Buccino | Steamboat Springs | Representative |
| <u>ECONOMIC DEV ORGS</u> | <u>REPRESENTATIVES</u> | <u>REPRESENTING</u> | <u>POSITIONS</u> |
| Eagle | Chris Romer | Vail Valley Partnership | Representative |
| Grand | DiAnn Butler | Grand County ED | <i>Chair</i> |
| Pitkin | Kris Mattera | Basalt COC | Representative |
| Routt | John Bristol | Steamboat COC | Representative |
| Summit | Corry Mihm | Summit Chamber/SPI | Representative |
| <u>WORKFORCE & EDU</u> | <u>REPRESENTATIVES</u> | <u>REPRESENTING</u> | <u>POSITIONS</u> |
| Workforce | Christina Oxley | CO Dept. of Labor & Emp. | Representative |
| Workforce | Carolyn tucker | CO Dept. of Labor & Emp. | Representative |
| Education | Shane Larson | CO Mtn. College | Representative |
| SBDC | Erin McCuskey | Northwest Colorado CBDC | Representative |

2023 NWCCOG STAFF AND CONTRACTORS

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

| <u>EMPLOYEE NAME</u> | <u>PROGRAM, TITLE</u> | <u>EXTENSION</u> |
|----------------------------------|--|-------------------------|
| 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 | 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 |
| Carmen Flores | Northwest Region Healthcare Coalition, Coordinator (<i>Contractor</i>) | 970-485-1279 |
| Ceci Peterson | Vintage, Program & Data Support Specialist | 103 |
| Christian Riddle | EIP, Elevator Inspector | 130 |
| Clair Carroll | Water Quality/Quantity Committee, Director (<i>Contractor</i>) | 970-409-7483 |
| Clay Van Thullenar | Energy, Energy Efficiency Technician | 970-485-5977 |
| Dan Mayberry | Energy, CARE Program Manager | 130 |
| Darren Sandell | EIP, Elevator Inspector | 108 |
| David Harris | EIP, Director | 970-409-7484 |
| David Lambert | Energy, Energy Efficiency Technician | 970-409-7330 |
| David Picket-Heaps | EIP, Elevator Inspector | 111 |
| Doug Jones | Energy, Director | 970-409-7252 |
| Elaina West | Fiscal Assistant | 970-485-3488 |
| Emily Hoskins | Energy, Outreach Manager | 107 |
| Erin Fisher | Vintage, Director | 113 |
| Greg Ocieпка | Fiscal Assistant | 970-333-6000 |
| Jake Fockelmann | Energy, HVAC Technician | 970-409-0239 |
| Jason Broadbent | Energy, Energy Efficiency Technician | 970-409-7582 |
| Jeanne Huggins | Energy, Outreach Assistant | 970-968-7237 |
| Jeff Woods | EIP, Elevator Inspector | 970-409-9238 |
| Jodi Flory | Geographic Information Systems (<i>Contractor</i>) | 123 |
| Jon Stavney | Executive Director | 970-379-4248 |
| Jonathan Godes | Regional Grants Navigator (<i>Contractor</i>) | 970-315-1328 |
| Jonnah Glassman | Vintage, SHIP Medicare Coordinator | 970-389-6470 |
| Judi LaPoint | Market & Communications (<i>Contractor</i>) | 970-485-3853 |
| Justin Wiseman | Energy, Auditor | 970-409-0157 |
| Julian Gonzalez | Energy, WAP Program Specialist, New Castle | 970-485-1279 |
| Coordinator <i>Contractor</i> | Northwest All Hazards Emergency Management Region, Coordinator | 970-485-5697 |
| Kimmie Mirto | Elevator Inspection Program, Elevator Inspector | 102 |
| Nate Speerstra | Energy, Manager | 970-455-1064 |
| Nate Walowitz | Broadband, Director | 970-485-5381 |
| Neal Ashforth | Energy, Inspector/Trainer | 970-485-5355 |
| Nick Miller | Energy, Energy Efficiency Technician, New Castle | 970-485-4892 |
| Nicole Bridgewater | EIP, Administrative Assistant | 106 |
| Rachel Tuyn | Economic Development District, Director | |
| 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

| | | | |
|----------------------|---|----------------------|--|
| Date Adopted: | 12/03/2020 | Date Revised: | |
| Updated By: | 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

PO Box 2308 • 249 Warren Ave • Silverthorne, CO 80498 • 970-468-0295
Fax 970-468-1208 • www.nwccog.org

| | | | |
|----------------------|-----------------------------|------------------------------|------------------|
| Date Adopted: | | Date Revised Adopted: | December 2, 2021 |
| Author: | 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

| Topic | Section | Date |
|--|--|-------------|
| 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 28th.

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

| | |
|-----------------------------------|--|
| * COG PROGRAM FUNDS | R: Revenues to this Code Ex: Primary Expenses to this Code P: Purpose |
| 0000 - General | |
| 1100- Regional Business | R: 80% Member Dues, 20% DOLA Grant Income Ex: Executive Director wages, matches to programs P: Organization Leadership, Member Needs |
| 1200- Broadband | R: 50% Member Dues, 50% DOLA Grant Ex: Regional Broadband Director wages, costs P: Technical Assistance for Broadband |
| 1300 - Project THOR | R: MMC Host Monthly plus startup DOLA Grants Ex: THOR Operator Contract, circuits, cap costs P: Operate Middle-Mile Broadband Network |
| 2100- Elevator Inspection | R: 100% Fee for Services Ex: Staff wages, backfill BB P: Health and Safety for Conveyances/users |
| 2915 - RSVP 94.002 | R: 100% Federal CNCS Funding Ex: Eagle County Retired Senior Volunteer Program expenses P: Volunteerism for Eagle County residents 55+ |
| 2925 - SHIP | R: DORA funding \$10k per year Ex: State Health Insurance Program expenses P: Medicare Counseling |
| 30120 - VINTAGE 21/22 | |
| 36522 - COVID ARPA Funding | R: American Rescue Plan Act funds Ex: Can be used for any AAA Service P: Stimulus Funding |
| 36422 - COVID Cons. Bill | R: CARES Act Ex: Can be used for any AAA Service P: Stimulus Funding |
| 36022 - NWCCOG Matching | R: 10% NWCCOG Dues Ex: Can be used for any AAA need P |
| 35222 - NSIP - C2 | 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 |
| 35122 - NSIP - C1 | 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 |
| 34522 - HCPF Dental | 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 |

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

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



2023 BUDGET AND 2022 REVISED BUDGET

Approved: 12/1/2022



Table of Contents

2023 BUDGET

| | |
|---|-----------|
| Budget Intro Documents | |
| Letter from Executive Director & Finance Manager | 4-6 |
| History & Mission Statement..... | 7 |
| NWCCOG Council Members | 8 |
| Fiscal Management | 9 |
| Annual Dues Assessment Policy..... | 10 |
| 2023 Dues Summary | 11-12 |
| Indirect Cost Rate..... | 13 |
| Indirect Budget..... | 14 |
| Building Budget | 15 |
| Motor Pool Budget..... | 16 |
| Economic Development District (EDD) Budget Narrative..... | 18 |
| EDD Budget..... | 19 |
| Elevator Inspection Program (EIP) Budget Narrative..... | 20 |
| EIP Budget | 21 |
| Energy Program (Weatherization) Budget Narrative | 22 |
| Energy Program Budget..... | 23-24 |
| NWCCOG Foundation Budget Narrative | 25 |
| NWCCOG Foundation Budget | 26 |
| Northwest All Hazards Emergency Management (NWAHEMR) Region Budget Narrative | 27 |
| NWAHEMR Budget..... | 28 |
| Northwest Loan Fund (NLF) Budget Narrative | 29 |
| NLF Budget | 30-31 |
| Northwest Region Healthcare Coalition (NWRHCC) Budget Narrative | 32 |
| NWRHCC Budget | 33 |
| Regional Business Budget Narrative | 34 |
| Regional Business Budget | 35 |
| Regional Business – Broadband Program Budget Narrative | 36 |
| Regional Business – Broadband Program Budget | 37 |

| | |
|---|--------------|
| Regional Business – Project THOR Program Budget..... | 38 |
| Regional Transportation Coordinating Council (RTCC) Budget Narrative | 39 |
| RTCC Budget..... | 40 |
| Vintage – AAA Budget Narrative..... | 41 |
| Vintage Budget | 42-43 |
| Watershed Services Budget Narrative | 44 |
| Watershed Services Budget | 45 |
| Water Quality/Quantity Committee (QQ) Budget Narrative | 46-47 |
| QQ Budget | 48 |
| Wild & Scenic | 49 |
| 2023 Budget Summary | 50 |
| 2022 Budget Revision Summary | 51 |



Letter from Executive Director & Finance Manager

NWCCOG Council and all Members,

Welcome to the proposed 2023 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 2023 budget proposes a **5.5% COLA increase with a 1.5% merit increase** (together these closely reflect the “2022” Denver-Boulder-Greely Consumer Price Index calculated by the Department of Labor, months ending in July 2022 which was over 9%) per employee. It was deemed that a 9% increase was not feasible for many programs, and there is some expectation that current inflation levels may decrease in 2023. Our primary asset is our people. The value we deliver through services is a direct result of their efforts. We continue to attract and retain quality employees in a very competitive market. We put considerable time into training. The 2022 Wage Range analysis per each position to better align our wages to the current market is recommended to be adjusted top-to-bottom for all positions by the 5.5% COLA.

General Administration: We submitted to CDOT for approval our Indirect Rate this year (16.5% currently) to confirm that it is compliance with 2 CFR 200. The indirect revenues pay for the Office Manager’s time and most of the in-house Finance Manager (15% to Project THOR) and Fiscal Coordinator positions. Due to increased number of employees and rate, 45% of the Executive Director wages are paid through Indirect. The 2023 Indirect budget totals \$638,449 and represents 4.99% of the total budget. Rent for each program was increased 6% in 2023 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 \$142,191 by the end of 2022.

Dues: The projected 2023 Member Dues (jurisdictions confirm participation by December 1) are \$400,957 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 QQ projected dues for 2023 are estimated at \$166,855. 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.

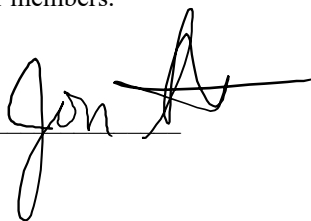
Leverage: One of the primary values of membership in NWCCOG is the ability of the organization each year to leverage Regional Business Dues as matching funds for grant programs which require it. Member dues represent a single digit fraction of the overall NWCCOG budget but this “local match” is required 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 | \$ 56,377 - cash |
| Broadband Grant | \$ 70,000 - cash |
| Economic Development District | \$ 70,000 - cash |
| Watershed Services | \$ 6,996 – cash |

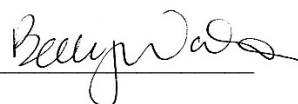
| | | |
|-------|-----------|---------------|
| TOTAL | \$203,373 | (51% of Dues) |
|-------|-----------|---------------|

The Bylaws require Restricted Emergency Reserve Account to be 10% of the current year's internal programs' projected revenues, which is \$10,707,207. The balance of the reserve fund is estimated to be \$1,132,207 at the beginning of 2023 and is anticipated to be \$1,339,648 at the end of 2023 which equals 13% of the internal program budgeted revenues. We feel confident that the 2023 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 AAAA 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 AAAA state funding. Some of the support for people over 60 years of age is directly provided by AAAA, 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

2023 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 five-county region including Eagle, Grand, Jackson, Pitkin, and Summit Counties and 25 municipalities therein. Routt County re-addition to Region 12 is pending as of the date of this draft budget. Additional members from outside Region XII include the Cities of Glenwood Springs, Hayden and Steamboat Springs. Many programs serve customer bases larger than Region 12, some serving as many as 9 counties, for various reasons – including critical mass and opportunity.

MISSION STATEMENT

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.



2022 Year NWCCOG Council Members

(Who Vote on the 2023 BUDGET)

COUNTIES

Eagle
Grand
Jackson
Pitkin
Routt
Summit

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

Jeanne McQueeney*
Merrit Linke
Coby Corkle*
Patti Clapper, Vice Chair*
Tim Redmond
Josh Blanchard*

REPRESENTATIVES

Skippy Mesirow
Tamra Nottingham Underwood
William Infante
Toby Babich
Kristen Brownson
Carolyn Skowyra, Sec-Treasurer*
Geoff Grimmer
Lewis Gregory
Lisa Holenko
Matt Langhorst
Joshua Hardy
Ernie Bjorkman
Jeremy Rietmann
Matthew Mendisco
Christine Lee
Ashley Macdonald
Gusty Kanakis
Lesley Davis
Bob Hill
Ryan Hyland
Tom Fridstein
Michael Buccino
Russ Forest
James Dustin
Keith Riesberg

ALTERNATE

Kathy Chandler-Henry
Vacant
Dan Manville
Steve Child
Tim Corrigan
Tamara Pogue

ALTERNATE

Sara Ott
Sarah Smith Hymes
Vacant
Michelle Eddy
Eric Mamula
Nathan Johnson
Jim White
Wesley LaVanchy
Jessica Burley
Jenn Ooton
Ted Cherry
Baxter Strachan
Lana Bryce
Vacant
Vacant
Gover Pryor
George Brodin
vacant
Duke Gerber
Ann-Marie Sandquist
Alyssa Shenk*

Vacant
Kathleen Halloran
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

2023 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 2023 Dues Confirmation

Reply requested by 11/01/22

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

| County | 2023 NWCCOG Dues | 2023 QQ Dues (PROPOSED 3% increase at Fall Meeting) | 2023 Total Dues |
|--|------------------|--|-----------------|
| Eagle County | \$82,484 | \$24,198 | \$106,682 |
| Grand County | \$20,599 | \$24,198 | \$44,797 |
| Gunnison County | n/a | \$5,628 | \$5,628 |
| Jackson County | \$2,318 | | \$2,318 |
| Pitkin County | \$59,052 | \$24,198 | \$83,250 |
| Routt County | \$32,235 | | \$32,235 |
| Summit County | \$50,209 | \$24,198 | \$74,407 |
| Municipality | | | |
| Aspen | \$30,414 | \$7,653 | \$38,067 |
| Avon | \$7,049 | \$2,251 | \$9,300 |
| Basalt (Eagle & Pitkin) | \$5,041 | \$1,407 | \$6,448 |
| Blue River | \$1,243 | | \$1,243 |
| Breckenridge | \$12,765 | \$5,909 | \$18,674 |
| Carbondale | n/a | \$3,658 | \$3,658 |
| Crested Butte | n/a | \$1,688 | \$1,688 |
| Dillon | \$1,844 | \$844 | \$2,688 |
| Eagle | \$6,458 | \$1,970 | \$8,428 |
| Fraser | \$1,692 | \$788 | \$2,480 |
| Frisco | \$5,111 | \$1,970 | \$7,081 |
| Glenwood Springs | \$9,302 | | \$9,302 |
| Granby | \$2,214 | \$788 | \$3,002 |
| Grand Lake | \$940 | \$788 | \$1,728 |
| Gypsum | \$7,243 | \$2,251 | \$9,494 |
| Hayden | \$1,488 | | \$1,488 |
| Hot Sulphur Springs | \$532 | \$225 | \$757 |
| Kremmling | \$1,115 | \$1,126 | \$2,241 |
| Leadville | | | \$0 |
| Minturn | \$1,007 | \$732 | \$1,739 |
| Montezuma | \$76 | | \$76 |
| Red Cliff | \$216 | | \$216 |
| Silverthorne | \$6,001 | \$1,914 | \$7,915 |
| Snowmass Village | \$8,701 | | \$8,701 |
| Steamboat Springs | \$18,790 | \$2,814 | \$21,604 |
| Vail | \$21,780 | \$7,035 | \$28,815 |
| Walden | \$416 | | \$416 |
| Winter Park | \$2,622 | \$1,407 | \$4,029 |
| Yampa | n/a | \$225 | \$225 |
| Districts & Associations | | | |
| Colorado River Water Conservation District | n/a | \$3,939 | \$3,939 |
| Upper Gunnison River Water Conservation District | n/a | \$562 | \$562 |
| Basalt Sanitation District | n/a | \$112 | \$112 |

NWCCOG 2023 Dues Confirmation

Reply requested by 11/01/22

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

| | | | |
|--|-----|---------------------|---------------------|
| Bellyache Ridge Metro District | n/a | \$112 | \$112 |
| Copper Mountain Consolidated Metro | n/a | \$1,013 | \$1,013 |
| Dillon Valley District | n/a | \$562 | \$562 |
| Eagle River Water & Sanitation District | n/a | \$2,251 | \$2,251 |
| East Dillon Water District | n/a | \$562 | \$562 |
| Granby Sanitation District | n/a | \$562 | \$562 |
| Grand County Water & Sanitation District | n/a | \$562 | \$562 |
| Hamilton Creek Metro District | n/a | \$112 | \$112 |
| Kremmling Sanitation District | n/a | \$112 | \$112 |
| Mid Valley Metro District | n/a | \$112 | \$112 |
| Silver Creek Water & Sanitation District | n/a | \$112 | \$112 |
| Snake River Water District | n/a | \$562 | \$562 |
| Snowmass Water & Sanitation | n/a | \$2,251 | \$2,251 |
| Three Lakes Water & Sanitation District | n/a | \$0 | \$0 |
| Town of Silverthorne - SDJSA | n/a | \$2,251 | \$2,251 |
| White Horse Springs Water District | n/a | \$112 | \$112 |
| Winter Park Ranch Water & Sanitation | n/a | \$562 | \$562 |
| Winter Park Water & Sanitation District | n/a | \$562 | \$562 |
| Total Dues | | \$400,957.00 | \$166,848 |
| | | | \$567,805.00 |

Northwest Colorado Council of Governments – Dues calculated using a formula applying a \$.52 multiplier on population and .00001280 multiplier on assessed valuation. Due to budget uncertainty among our Membership during the COVID response, NWCCOG will utilize the 2020 dues rate table again in 2021 rather than re-calculating using the formula.

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:

Population: 2018 population estimates, Colorado Department of Local Affairs, Demography Section

Assessed Valuation: Certification of Levies & Revenues as of 5/1/2019, Year 2018 48th Annual Report, Division of Property Taxation, State of Colorado



2023 Indirect Cost Rate

2023 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 2023 Indirect Cost Center is comprised of support services, which provide fiscal accountability, communication services, and basic office functions.

Fiscal: Includes two full FTE positions, the Fiscal Manager and Fiscal Assistant, as well as annual audit expense, accounting software support, and check printing.

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

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

All insurance for General Liability, Errors and Omissions, and Property.

Management: With the Fiscal duties being managed entirely in-house by NWCCOG employees in 2022 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 |
|-------------------|--------|
| 2023 | 16.50 |
| 2022 | 15.00 |
| 2021 | 15.00 |
| 2010 | 15.00 |
| Four Year Total | 61.50 |
| Four Year Average | 15.375 |

Indirect

| | | | | | | |
|---------------|------------------------------------|-----------------|-----------------|-----------------|------------------|-----------------|
| | FUND BALANCE - BEGIN | (30,493) | (95,394) | 67,031 | 67,031 | 81,818 |
| | | | | | Projected | |
| | | 2020 | 2021 | 2022 | 2022 | 2023 |
| ACCT # | ACCOUNT NAME | ACTUAL | ACTUAL | BUDGET | Actual | BUDGET |
| 4250 | ADMINISTRATION | | 2,096 | | | - |
| 4450 | CREDIT CARD REBATES | 2,402 | 2,971 | 4,000 | 4,605 | 5,000 |
| 4540 | OTHER INCOME | | | 1,000 | | |
| 4620 | REIMBURSED FEES/EXPENSES | 700 | | | 3,085 | |
| 4550 | INTERNAL INDIRECT REVENUE | 318,048 | 361,606 | 398,076 | 418,975 | 575,457 |
| 4560 | EXTERNAL INDIRECT REVENUE - HCC | 19,825 | 24,196 | 6,200 | 16,096 | 16,000 |
| 4560 | EXTERNAL INDIRECT REVENUE - Other | 36,519 | 16,875 | 15,281 | 15,282 | 15,755 |
| 4610 | INSURANCE PROCEEDS | 5,732 | 861 | | | |
| | TOTAL REVENUES | 383,227 | 408,605 | 424,558 | 458,043 | 612,213 |
| | | | | | | |
| 6110 | SALARIES - Executive Director | 23,805 | 2,438 | | 30,000 | 72,000 |
| 6121 | SALARIES - Program Staff | 4,989 | 2,845 | | | 0 |
| 6131 | SALARIES - Office Support | 55,665 | 58,536 | 56,000 | 28,000 | 57,309 |
| 6151 | SALARIES - Fiscal | 45,482 | 62,520 | 107,218 | 110,000 | 141,720 |
| 6100 | STAFF BONUS | | | | 8,500 | 12,000 |
| 6210 | TAXES & BENEFITS | 45,023 | 55,246 | 57,886 | 64,142 | 88,599 |
| 6410 | CONTRACT STAFF | 720 | | | | 0 |
| 6420 | FISCAL OFFICER CONTRACT | 33,720 | 29,439 | 5,000 | 6,045 | 5,000 |
| 6421 | FISCAL ASSISTANT EXPENSE | 1,204 | | | | |
| 6410 | CONTRACT SERVICES- GENERAL | 75,942 | 10,897 | 50,000 | 2,623 | 0 |
| | TOTAL SALARIES AND BENEFITS | 286,549 | 221,921 | 276,104 | 249,310 | 376,629 |
| | | | | | | |
| 6130 | MEETING EXPENSE | (76) | 1,491 | | 881 | 0 |
| 6310 | FLEX PLAN ADMIN | 2,409 | 38 | | 595 | 0 |
| 6311 | BACKGROUND CHECK | | 5 | | | 0 |
| 6430 | LEGAL EXPENSE | 488 | 488 | | | 0 |
| 6440 | AUDIT SERVICES | 24,650 | 26,000 | 27,500 | 39,500 | 35,000 |
| 6610 | OFFICE SUPPLIES | 12,466 | 17,457 | 10,000 | 12,764 | 14,000 |
| 6620 | BANK CHARGES | | 111 | | | 0 |
| 6640 | POSTAGE | 288 | 316 | 300 | 300 | 300 |
| 6650 | PRINTING & PUBLICATION | 4,193 | | | | |
| 6660 | ADVERTISING | 79 | 681 | 800 | 300 | 1,500 |
| 6670 | INTERNET/WEB SITE ADMIN | 16,523 | 17,694 | | | 500 |
| 6675 | IT SECURITY | | 64,805 | 60,000 | 60,000 | 99,000 |
| 6680 | DUES & SUBSCRIPTIONS | 16,189 | 19,739 | 20,000 | 25,000 | 27,000 |
| 6690 | COPIER CHARGES | | | | | |
| 6730 | TELEPHONE | 11,615 | 8,773 | 12,000 | 8,319 | 9,000 |
| 6740 | REPAIR AND MAINTENANCE | 3,244 | | | | |
| 6750 | JANITOR & TRASH EXPENSE | 2,313 | | | | |
| 6760 | INSURANCE | 16,261 | 13,613 | 15,000 | 25,917 | 27,000 |
| 6830 | EQUIPMENT LEASE - Copier | 18,231 | 15,082 | 17,000 | 9,500 | 9,500 |
| 6830 | EQUIPMENT LEASE - Postage | 1,989 | 1,863 | 2,000 | 2,000 | 2,000 |
| 7130 | TRAVEL & MEETINGS | 1 | 37 | 500 | 50 | 1,000 |
| 7150 | TRAINING & TECH ASSISTANCE | 163 | 300 | 8,000 | 2,000 | 3,000 |
| | TOTAL PROGRAM EXPENSES | 131,026 | 188,492 | 173,100 | 187,126 | 228,800 |
| | | | | | | |
| | OTHER EXPENSES | | | | | |
| 6720 | RENT | 30,552 | 32,639 | 34,820 | 34,820 | 33,021 |
| 8000 | CAPITAL OUTLAY | | 15,781 | | | |
| 9100 | CONTINGENCY | | | | | |
| | | | | | | |
| | TOTAL EXPENSES | 448,127 | 458,833 | 484,024 | 471,256 | 638,449 |
| | | | | | | |
| | Transfers from other programs | | 212,652 | 14,000 | 14,000 | |
| | | | | | | |
| | REVENUE OVER EXPENDITURES | (64,900) | 162,425 | (59,466) | 787 | (26,236) |
| | | | | | | |
| | FUND BALANCE - END | (95,394) | 67,031 | 7,565 | 81,818 | 55,582 |

*Approximately 45% of the Executive Director's time is covered by Indirect in 2023

*Note that Indirect is now covering its "full" costs without transfer, including 3.5 FTE

*Holding Fund Balance for unexpected costs, for instance IT or other unexpected costs or less revenues

*Jon and Becky reviewed OK 10/13/2022

Building

| | | | | | | |
|---------------|------------------------------------|---------------|----------------|----------------|------------------|----------------|
| | FUND BALANCE - BEGIN | 69,898 | 79,991 | 111,955 | 111,955 | 142,491 |
| | | | | | | |
| | | | | | Projected | |
| | | 2020 | 2021 | 2022 | 2022 | 2023 |
| ACCT # | ACCOUNT NAME | ACTUAL | ACTUAL | BUDGET | ACTUAL | BUDGET |
| 4530 | DIRECT CHARGES INCOME - 249 | 83,786 | 87,993 | 92,183 | 92,183 | 97,708 |
| 4530 | DIRECT CHARGES INCOME - 210 SC | | | | 4,644 | 55,728 |
| | | | | | | |
| | TOTAL REVENUES | 83,786 | 87,993 | 92,183 | 96,826 | 153,436 |
| | | | | | | |
| 6610 | OFFICE SUPPLIES | - | 1,393 | - | - | - |
| 6710 | MORTGAGE EXPENSE - 249 | 38,160 | 38,160 | 38,160 | 38,160 | 38,160 |
| 6710 | MORTGAGE EXPENSE - 210 SC | | | | 4,644 | 55,728 |
| 6720 | RENT - COG Storage/ Parking Spaces | 5,295 | | | | |
| 6740 | REPAIRS & MAINTENANCE. | 2,627 | 20,084 | 2,500 | 300 | 2,500 |
| 6745 | CAM FEES | 16,687 | 16,686 | 20,000 | 16,687 | 16,687 |
| 6750 | JANITORIAL/TRASH EXPENSE | 3,400 | 3,900 | 6,500 | 6,500 | 6,500 |
| 8000 | CAPITAL OUTLAY | 7,525 | 18,805 | 10,000 | | 45,000 |
| | | | | | | |
| | TOTAL EXPENSES | 73,693 | 99,028 | 77,160 | 66,291 | 164,575 |
| | | | | | | |
| | TRANSFERS | | 43,000 | | | |
| | | | | | | |
| | REVENUE OVER EXPENDITURES | 10,093 | 31,964 | 15,023 | 30,535 | (11,139) |
| | | | | | | |
| | FUND BALANCE - END | 79,991 | 111,955 | 126,978 | 142,491 | 131,352 |

*Building purchase and funding shows on balance sheet

*First Bank Loan closing in November will repay the amount transferred from CSAFE investment and Operating Reserve

*Goal with Fund Balance is to keep it at or above \$100,000 for unexpected costs

*Jon and Becky reviewed OK 10/13/2022

Motor Pool

| | | | | | | |
|---------------|------------------------------------|----------------|---------------|-----------------|------------------|---------------|
| | FUND BALANCE - BEGIN | 42,923 | 35,155 | 56,263 | 56,263 | 36,362 |
| | | | | | | |
| | | | | | Projected | |
| | | 2020 | 2021 | 2022 | 2022 | 2023 |
| ACCT # | ACCOUNT NAME | ACTUAL | ACTUAL | BUDGET | ACTUAL | BUDGET |
| | | | | | | |
| 4530 | MOTOR POOL BILLINGS | 6,734 | 2,860 | | | - |
| 4610 | INSURANCE PROCEEDS | 696 | 215 | | | - |
| 4010 | GAIN ON SALE | | 19,038 | | | - |
| | TOTAL REVENUES | 7,430 | 22,113 | - | - | - |
| | | | | | | |
| 6420 | CONTRACT - FISCAL OFFICE | 2,304 | 1,728 | | | |
| | TOTAL SALARIES AND BENEFITS | 2,304 | 1,728 | - | - | - |
| | | | | | | |
| 6610 | OFFICE SUPPLIES | | 101 | | | |
| 6760 | INSURANCE | 1,877 | 1,877 | | 2,459 | |
| 6800 | EQUIP REPAIR/MAINTENANCE/SUPP | 24 | | | | |
| 6810 | VEHICLE REPAIR | 1,760 | - | | - | |
| 6811 | GAS, OIL & VEHICLE SUPPLIES | 717 | 487 | | 1,129 | |
| 6830 | EQUIPMENT LEASE | 8,348 | 6,721 | | | |
| 7120 | LICENSE & PERMITS | | 36 | | | |
| 7130 | TRAVEL & MEETING | 168 | 55 | | | |
| | TOTAL PROGRAM EXPENSES | 12,893 | 9,277 | - | 3,587 | - |
| | | | | | | |
| | OTHER EXPENSES | | | | | |
| 8000 | CAPITAL OUTLAY | | | 10,000 | 16,314 | |
| | | | | | | |
| | TOTAL EXPENSES | 15,197 | 11,005 | 10,000 | 19,901 | - |
| | | | | | | |
| | REVENUE OVER EXPENDITURES | (7,768) | 11,108 | (10,000) | (19,901) | - |
| | | | | | | |
| | TRANSFERRED FROM PROGRAMS | | 10,000 | | | |
| | | | | | | |
| | FUND BALANCE - END | 35,155 | 56,263 | 46,263 | 36,362 | 36,362 |

*OK Becky and Jon 10/13/2022



PROGRAM SUMMARIES

2023 BUDGET



ECONOMIC DEVELOPMENT DISTRICT

2023 BUDGET NARRATIVE PROGRAM SUMMARY

| | |
|-----------------------------|-----------------------------|
| Program Established: | 2012 |
| Program Director: | Rachel Lunney, EDD Director |

Recent Program Highlights:

- a. The current 3-year EDA Planning Partnership Grant, which is an annual allocation for EDD operations and management, will close out on 3/31/23. NWCCOG EDD will apply for the next 3-year grant, covering the period 4/1/23 - 3/31/26, by the end of 2022. It is anticipated that the annual amount will continue to be \$70,000, and as such this budget reflects that amount.
- b. Completion of all projects outlined in EDA Cares Act grant; close out of grant in the amount of \$400,000.
- c. 2022 Regional Economic Summit - this event returned in 2022 after a 2-year hiatus due to the pandemic. The event was held on May 5 at the Silverthorne Pavilion. There were approximately 100 in attendance, including elected officials, town and county staff, representatives from non-profit and housing organizations, economic development organizations, business owners, and citizens.
- d. Capacity Building – NWCCOG EDD continues to serve as a regional hub for resources on funding opportunities, technical assistance, training programs, business assistance and professional development opportunities for the region.
- e. Partnership Building & Regional Information Sharing – NWCCOG continues to provide a forum for partnership building and information sharing, EDD board meetings are held every other month, with a diverse group of stakeholders including representatives from towns, counties, economic development organizations, chambers of commerce, state agencies, higher education, and federal congressional representatives. Many valuable connections have resulted from this forum including important conversations on the pressing economic development issues of the day including workforce housing, creating good quality, career-focused jobs paying a living wage, industry trends, and opportunities for creating a more resilient, prosperous region.

Budget Notes:

All grants that have been on-going for the last 2 years have been closed out. This includes EDA Cares Act grant, USDA Housing Preservation Grant, and USDA Rural Business Development Grant. In 2023, the only grant accounted for in the budget is the EDA Planning Partnership Grant, in the amount of \$70,000.

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

| | | | | | | |
|---------------|------------------------------------|----------------|----------------|----------------|------------------|----------------|
| | FUND BALANCE - BEGINNING | 20,027 | | | | |
| | | | | | Projected | |
| | | 2020 | 2021 | 2022 | 2022 | 2023 |
| ACCT # | ACCOUNT NAME | ACTUAL | ACTUAL | Budget | Actual | Budget |
| | | | | | | |
| 4100 | FEDERAL CONTRACT | 170,000 | 424,838 | 170,000 | 120,000 | 70,000 |
| 4200 | STATE GRANT REVENUE | | | | 17,500 | 0 |
| 4630 | NWCCOG MATCHING | 69,996 | 69,996 | 70,000 | 70,000 | 70,000 |
| 4535 | MEETING REGISTRATION | | | | 1,775 | 1,775 |
| 4640 | CARRY OVER from prior | | 46,172 | 83,428 | 124,074 | |
| 4650 | CARRY OVER to next period | (26,115) | (124,074) | (18,945) | | |
| | TOTAL REVENUES | 213,881 | 416,932 | 304,483 | 333,349 | 141,775 |
| | | | | | | |
| 6110 | SALARIES - Executive Director | 22,969 | 33,114 | 36,720 | | 0 |
| 6121 | SALARIES - EDD Director | 74,821 | 110,102 | 80,998 | 80,998 | 84,238 |
| 6210 | TAXES & BENEFITS | 32,062 | 44,330 | 40,243 | 33,553 | 33,503 |
| 6121 | SALARIES- EDA CARES | 3,151 | | 25,000 | 57,180 | |
| 6210 | TAXES & BENEFITS - EDA CARES | | | 6,921 | 18,596 | |
| 6510 | OUTSIDE CONTRACT | 5,417 | 33,020 | | | |
| | TOTAL SALARIES AND BENEFITS | 138,419 | 220,566 | 189,882 | 190,327 | 117,741 |
| | | | | | | |
| 6610 | OFFICE SUPPLIES | | | | | |
| 6640 | POSTAGE | 13 | 5 | 10 | | |
| 6650 | PRINTING | | 1,000 | | | |
| 6655 | PROGRAM EXPENSE | 219 | 375 | 6,000 | 6,000 | 1,775 |
| 6660 | ADVERTISING | 1,043 | 5,247 | | | |
| 6670 | INTERNET / WEBSITE | 24 | 230 | 1,000 | | 500 |
| 6680 | DUES & SUBSCRIPTIONS | 352 | 1,142 | 1,500 | 1,500 | 825 |
| 7130 | TRAVEL & MEETINGS | 308 | 542 | 2,500 | 500 | 700 |
| 7150 | TRAINING & TECH. ASSISTANCE | 56 | 305 | 1,000 | | |
| | TOTAL PROGRAM EXPENSES | 2,014 | 8,846 | 12,010 | 8,000 | 3,800 |
| | | | | | | |
| | OTHER EXPENSES | | | | | |
| 6720 | RENT | 1,984 | 2,084 | 2,183 | 2,183 | 2,314 |
| 7910 | INDIRECT COSTS APPLIED | 15,141 | 18,721 | 21,408 | 21,408 | 13,899 |
| 7320 | PASSED THROUGH | 56,322 | 213,169 | 79,000 | 96,500 | |
| 9140 | DEFERRED EXPENSE from prior period | | | | 46,453 | |
| 9160 | DEFERRED EXPENSE | | (46,453) | | | |
| | | | | | | |
| | TOTAL EXPENSES | 213,881 | 416,932 | 304,483 | 364,871 | 137,754 |
| | | | | | | |
| | TRANSFERS | | | | 32,000 | |
| | | | | | | |
| | REVENUES OVER EXPENDITURES | - | - | - | 478 | 4,021 |
| | | | | | | |
| | FUND BALANCE - ENDING | 20,027 | | | | |

*Carry Over lines and Fund Balance were used during projected CARES period, will not be used in future

*One-Time reconciliation for overbudgeting wages coming from EIP, balanced to just operating going forward

*Executive Director time no longer charged to EDD, funds needed for operating



ELEVATOR INSPECTION PROGRAM

2023 BUDGET NARRATIVE PROGRAM SUMMARY

| | |
|-----------------------------|----------------|
| Program Established: | 1993 |
| Program Director: | David L Harris |

Review of projected end of year budget projections for 2023:

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 2022 will again exceed 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,
3. EIP actual Revenues for 2022 are above the actual expectations. The 2022 budget revenues were projected VERY conservatively. For 2023, the projections are closer to actual expectations.

General overview of projected 2023 budget:

In general, the overall budget for 2023 remains the same except for the following.

1. The EIP is proposing an increase in annual inspection fees by 10% in order to offset the cost of doing business. There are 526 witnessed tests due by the end of 2023 that will also bring in additional revenue. Both enforcement and annual inspection fees should increase revenue, but the actual number 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 not 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 5 years and there are several more positive changes to come. The addition of an enforcement program continues to be tough for not only conveyance owners but for conveyance contractors and the EIP program. However, the number of elevators that have a valid certificate of operation has increased from 55% to 84% since its implementation and with persistence that number should rise to 88% 2023. In closing, the program staff continues to work sharper than ever, especially with so many changes in the last four years and the program only looks to improve moving forward.

Elevator Inspection Program

| | | 2020 | 2021 | 2022 | Projected | |
|--------|---|------------------|------------------|------------------|------------------|------------------|
| ACCT # | ACCOUNT NAME | ACTUAL | ACTUAL | BUDGET | 2022 | 2023 |
| | | | | | ACTUAL | BUDGET |
| 4410 | ANNUAL INSPECTION FEES | 487,700 | 454,776 | 615,000 | 550,000 | 665,000 |
| 4430 | OTHER SERVICES INCOME (5 Yrs & Failed Accept) | 178,080 | 385,224 | 210,000 | 362,432 | 360,000 |
| 4440 | PERMIT REVIEW FEES | 266,000 | 296,772 | 150,000 | 170,775 | 150,000 |
| 4460 | FINES & PENALTIES | 425,300 | 343,500 | 220,000 | 597,752 | 450,000 |
| 4610 | INSURANCE PROCEEDS | | 3,991 | | | |
| 4520 | OTHER LOCAL FUNDING | 385 | | | | |
| | TOTAL REVENUES | 1,357,465 | 1,484,263 | 1,195,000 | 1,471,867 | 1,625,000 |
| 6110 | SALARIES - Executive Director | 395 | | | | |
| 6112 | SALARIES - Program Director | 104,737 | 107,984 | 125,000 | 125,000 | 133,750 |
| 6121 | SALARIES - Inspectors | 311,673 | 298,289 | 329,382 | 452,592 | 570,019 |
| 6131 | SALARIES - Office Support | 110,455 | 136,850 | 173,919 | 188,246 | 192,848 |
| 6100 | PAYROLL EXPENSES - OTHER | 8,518 | | | | |
| 6210 | TAXES & BENEFITS | 173,030 | 173,803 | 213,813 | 234,685 | 287,644 |
| 6510 | CONTRACTOR | 1,702 | 7,132 | 13,000 | 2,910 | 10,000 |
| 6560 | OTHER CONTRACTOR (3rd Party) | 17,410 | 16,600 | 30,000 | 4,950 | 20,000 |
| | TOTAL SALARIES AND BENEFITS | 727,920 | 740,658 | 885,114 | 1,008,383 | 1,214,261 |
| 6130 | MEETING EXPENSE | 250 | 3,827 | | | |
| 6610 | OFFICE SUPPLIES | 2,429 | 10,207 | 10,000 | 5,486 | 10,000 |
| 6640 | POSTAGE | 325 | 41 | 600 | 53 | 250 |
| 6655 | PROGRAM EXPENSE | 43 | 7,026 | | | |
| 6660 | ADVERTISING | 189 | 457 | 1,000 | 600 | 1,000 |
| 6670 | INTERNET/WEBSITE | 1,065 | | | | |
| 6680 | DUES & SUBSCRIPTIONS | 48 | 1,346 | 1,250 | 614 | 1,250 |
| 6730 | TELEPHONE | 4,412 | 6,041 | 6,000 | 6,000 | 6,000 |
| 6760 | INSURANCE | 60 | 560 | 60 | 1,080 | 1,000 |
| 6830 | VEHICLE LEASE | 31,706 | 34,023 | 39,000 | 56,507 | 57,000 |
| 6811 | VEHICLE SUPPLIES/TIRES | 7,689 | 9,989 | 12,000 | 18,567 | 18,500 |
| 6840 | TOOLS & EQUIPMENT | | | 2,000 | 2,000 | 2,000 |
| 6930 | BAD DEBT WRITTEN OFF | 800 | 2,425 | 4,000 | 1,600 | 3,000 |
| 6950 | EIP SNOWMASS PERMIT FEES REBATE | | 2,292 | | 24,000 | 20,000 |
| 7110 | PROGRAM SUPPLIES | 613 | | 1,000 | | 1,000 |
| 7120 | LICENSE & PERMITS | 1,534 | 630 | 2,500 | 1,625 | 2,500 |
| 7130 | TRAVEL & MEETINGS | 29,189 | 38,042 | 40,000 | 50,000 | 55,000 |
| 7150 | TRAINING & TECH. ASSISTANCE | 175 | | 6,000 | 3,200 | |
| | TOTAL PROGRAM EXPENSES | 80,525 | 116,906 | 125,410 | 171,331 | 178,500 |
| | OTHER EXPENSES | | | | | |
| 6720 | RENT & UTILITIES | 8,598 | 9,030 | 5,309 | 5,309 | 5,627 |
| 7910 | INDIRECT COSTS APPLIED | 80,367 | 81,468 | 94,245 | 114,876 | 147,942 |
| | TOTAL EXPENSES | 897,410 | 948,062 | 1,110,078 | 1,299,899 | 1,546,330 |
| | REVENUES OVER EXPENDITURES | 460,055 | 536,201 | 84,922 | 171,968 | 78,670 |
| 9130 | TRANSFERED TO OTHER PROGRAMS | | 394,652 | 84,922 | 84,557 | 49,600 |
| | REPLACEMENT FUND RESERVE | 22,500 | 22,500 | | | |

*Rev over Exp used in 2022 for BB (reduced), and EDD (one time), if YTD looks higher will create Energy Inventory Fund of \$300k

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

*Added Snowmass Village as EIP client in 2022



ENERGY PROGRAM

2023 BUDGET NARRATIVE PROGRAM SUMMARY

| | |
|-----------------------------|------------|
| Program Established: | 1978 |
| Program Director: | Doug Jones |

Recent Program Highlights:

- The BEECH program has grown with leveraged funding from Eagle County. A new office space/warehouse in Gypsum will be operational for 2023 with additional staffing.
- Solar Panels were installed on WAP homes producing an estimated 73.74 kW.
- Air Sourced Heat Pumps were installed in 15 homes, 61,000 square feet of attic insulation, 8 ASHP water heaters, 20 new high efficiency furnaces installed.
- Total estimated energy savings of 62,170 mmBtus.
- Continuing education for all staff. Building Performance Institute certifications for staff.
- Continuing to add staff. Planned increase of 25% in the next year.
- ReEnergize Program added this year allowing services in homes up to 120% AMI.
- Safe at Home program with Vintage providing home modifications for people over 60.
- 18% increase in homes served: 391
- 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:

- * The Energy Program WAP budget for PY 22/23 (July 1, 2022-June 30 2023) has increased by over a million dollars from PY 21/22.
- * Additional funding from the Inflation Reduction Act is anticipated with an amendment in early 2023.
- * Both CARE and CIP programs increased by approximately 12% from the previous year.
- * The ReEnergize and Safe at Home Programs are in early stages but will be expanded. Projected 36% increase in budget for 2023.

Energy Program

| | | 2020 | 2021 | 2022 | Projected | |
|--------|------------------------------------|------------------|------------------|------------------|------------------|------------------|
| ACCT # | ACCOUNT NAME | ACTUAL | ACTUAL | BUDGET | 2022 | 2023 |
| 4050 | GAIN ON SALE / INSURANCE PROCEEDS | | | | | |
| 4100 | FEDERAL GRANT INCOME | 1,034,045 | 1,713,378 | 1,836,170 | 1,836,170 | 2,906,690 |
| 4200 | STATE GRANT INCOME | 318,140 | 985,495 | 1,050,000 | 984,110 | 1,196,000 |
| 4510 | OTHER LOCAL FUNDING | 615,714 | 249,788 | | | 420,000 |
| 4430 | OTHER SERVICES INCOME | (40) | | | | |
| 4440 | FOUNDATIONS & TRUSTS | | 5,000 | | | |
| 4610 | INSURANCE PROCEEDS | 7,387 | 5,931 | | | |
| 4620 | REIMBURSED EXPENSES | (148) | 7,790 | | | |
| 4660 | MATCHING FUNDS | 7,030 | | | | |
| 4830 | GAIN ON SALE / INSURANCE PROCEEDS | | 3,000 | | | |
| 4650 | CARRYOVER REVENUES | 14,562 | 64,152 | | | |
| | TOTAL REVENUES | 1,996,690 | 3,034,535 | 2,886,170 | 2,820,280 | 4,522,690 |
| 6112 | SALARIES - Program Director | 92,865 | 95,570 | 115,000 | 115,000 | 123,050 |
| 6115 | SALARIES - Program Manager | 75,059 | 84,706 | 81,201 | 81,201 | 90,515 |
| 6131 | SALARIES - Outreach Manager | 52,983 | 64,983 | 63,008 | 63,008 | 71,887 |
| 6115 | SALARIES - Outreach Assistant | 34,416 | 47,511 | 43,680 | 43,680 | 103,491 |
| 6121 | SALARIES - Weatherization Hourly | 480,599 | 693,532 | 706,481 | 706,481 | 1,219,898 |
| 6122 | SALARIES - STAFF - INSULATION | 36,536 | | | | |
| 6123 | SALARIES - STAFF - FX | 10,441 | | | | |
| 6141 | SALARIES - Fiscal | 12,333 | 21,689 | 39,218 | 39,218 | 65,744 |
| 6124 | WX STAFF BONUS | 58,313 | | 98,000 | 98,000 | 66,000 |
| 6125 | SALARIES - STAFF - W/D | 4,533 | | | | |
| 6126 | CAULK/WS PROG STAFF | 1,752 | | | | |
| 6210 | TAXES & BENEFITS | 300,421 | 383,034 | 427,248 | 427,248 | 675,756 |
| 6410 | CONTRACT STAFF | | | | | |
| 6420 | CONTRACT - FISCAL | 5,608 | 6,858 | | | 4,000 |
| 6510 | CONTRACT SERVICES | 23,506 | 90,327 | 77,340 | 46,795 | 20,795 |
| 6511 | H&S CONTRACTOR | 22,113 | 25,951 | 13,779 | 13,779 | 22,000 |
| 6520 | OUTSIDE CONTRACT - OTHER | 3,536 | | | | |
| | TOTAL SALARIES AND BENEFITS | 1,215,013 | 1,514,160 | 1,664,955 | 1,634,410 | 2,463,136 |
| 6430 | LEGAL EXPENSE | | | 500 | - | 1,000 |
| 6610 | OFFICE SUPPLIES | 27,989 | 39,576 | 10,119 | 37,619 | 38,500 |
| 6620 | BANK CHARGES | | 30 | | | |
| 6630 | CREDIT CARD FEES | 396 | 0 | 396 | 396 | 400 |
| 6640 | POSTAGE | 3,360 | 1,371 | 1,240 | 1,128 | 1,200 |
| 6650 | PRINTING | 134 | 1,040 | 250 | 1,030 | 1,200 |
| 6655 | PROGRAM EXPENSE | 6,437 | 7,800 | | | 1,000 |
| 6660 | ADVERTISING | 3,592 | 6,275 | 6,703 | 3,063 | 5,100 |
| 6670 | INTERNET/WEBSITE EXPENSE | 2,808 | 1,619 | 1,615 | 917 | 1,200 |
| 6680 | DUES & SUBSCRIPTIONS | 1,323 | 158 | 275 | 222 | 400 |
| 6730 | TELEPHONE | 11,469 | 14,094 | 14,556 | 10,535 | 16,000 |
| 6760 | INSURANCE - vehicles/tools | 6,229 | 6,229 | 5,288 | 2,920 | 6,000 |
| 6761 | INSURANCE DEDUCTIBLE | 1,124 | 598 | 797 | 1,560 | |
| 6762 | LIABILITY INSURANCE | | 2,920 | 3,893 | 3,893 | 4,000 |
| 6800 | EQUIP. MAINT & REPAIR | 1,813 | 3,236 | 4,271 | 22,000 | 26,000 |
| 6810 | VEHICLE REPAIR/MAINTENANCE | 33,080 | 28,905 | 30,706 | 40,000 | 50,000 |
| 6811 | GAS, OIL & SUPPLIES | 29,436 | 45,420 | 43,579 | 60,596 | 65,000 |
| 6830 | EQUIPMENT LEASE - LONG TERM | 5,625 | 6,681 | 6,609 | 6,609 | 5,800 |
| 6840 | TOOLS AND EQUIPMENT | 127,987 | 81,346 | 78,813 | 61,000 | 62,000 |
| 7120 | LICENSE & PERMIT FEES | 180 | 3,054 | 4,072 | 3,072 | 3,500 |
| 7130 | TRAVEL & MEETINGS | 20,030 | 27,612 | 24,889 | 13,000 | 20,000 |

Energy Program

| | | 2020 | 2021 | 2022 | Projected | |
|--------|-----------------------------------|------------------|------------------|------------------|------------------|------------------|
| ACCT # | ACCOUNT NAME | ACTUAL | ACTUAL | BUDGET | 2022 | 2023 |
| 7150 | TRAINING & TECH ASSISTANCE | 33,512 | 14,240 | 6,106 | 13,000 | 15,000 |
| 7425 | SOLAR | | 194,615 | | | 320,000 |
| 7410 | MATERIALS | 346,986 | 702,792 | 688,831 | 524,400 | 722,064 |
| | COST OF GOODS SOLD | | 1,671 | | | |
| | TOTAL PROGRAM EXPENSES | 663,512 | 1,191,283 | 933,508 | 806,960 | 1,365,364 |
| | OTHER EXPENSES | | | | | |
| 7910 | INDIRECT COSTS APPLIED | 129,216 | 150,454 | 157,288 | 157,288 | 276,307 |
| 6720 | COG OFFICE RENT & UTILITIES | 69,021 | | 300 | 300 | 10,969 |
| 6725 | OUTSIDE RENT & UTILITIES | | 74,489 | 77,415 | 59,618 | 98,000 |
| 6720 | WX - COG GARAGE | | 13,081 | 13,704 | 13,704 | 14,528 |
| 9140 | DEFERRED EXPENSE PRIOR PERIOD | (43,170) | 43,170 | | | |
| 9160 | DEFERRED EXPENSE | | (28,200) | | | |
| 8000 | CAPITAL OUTLAY | 16,922 | 149,347 | 39,000 | 148,000 | 227,745 |
| | TOTAL EXPENSES | 2,050,514 | 3,107,785 | 2,886,170 | 2,820,280 | 4,456,048 |
| | REVENUES OVER EXPENDITURES | (53,824) | (73,250) | - | - | 66,642 |

*Reviewing Wages and Org Chart for Program

*OK Becky and Jon 10/13/2022



NWCCOG FOUNDATION INC.

2023 BUDGET NARRATIVE PROGRAM SUMMARY

| | |
|-----------------------------|---|
| Program Established: | 1996 |
| Program Director: | 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. NWCCOG has decided to budget conservatively regarding income related to this project in 2022 while hoping the donations are much more robust than budgeted.

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

| | | | | | | |
|---------------|--|---------------|---------------|---------------|------------------|---------------|
| | BEGINNING FUND BALANCE | 29,738 | 29,897 | 37,211 | 37,211 | 24,404 |
| | | | | | Projected | |
| | | 2020 | 2021 | 2022 | 2022 | 2023 |
| ACCT # | ACCOUNT NAME | ACTUAL | ACTUAL | BUDGET | ACTUAL | BUDGET |
| 4250 | DONATIONS | 153 | 10,036 | 3,500 | 17,001 | 20,000 |
| 4800 | PROGRAM FEES | | | 1,000 | 1,300 | 1,500 |
| 4900 | MISCELLANEOUS INCOME | | | | 1 | |
| 7010 | INTEREST EARNINGS | 6 | 3 | | 12 | 15 |
| 7030 | OTHER INCOME - RETAINED EARNINGS | | 2,400 | | | |
| | TOTAL REVENUES | 159 | 12,439 | 4,500 | 18,314 | 21,515 |
| 6155 | BANK SERVICE CHARGES | | 90 | | 120 | 120 |
| | TOTAL PROGRAM EXPENSES | - | 90 | - | 120 | 120 |
| | OTHER EXPENSES | | | | | |
| 7320 | PASS THROUGH FUNDS | | 5,035 | 3,500 | 17,001 | 20,000 |
| 7910 | INDIRECT COST ALLOCATION | | | | | |
| | TOTAL EXPENSES | - | 5,125 | 3,500 | 17,121 | 20,120 |
| | REVENUES OVER EXPENDITURES | 159 | 7,314 | 1,000 | 1,193 | 1,395 |
| | Transfer to COG for administrative costs | | | (14,000) | (14,000) | |
| | ENDING FUND BALANCE | 29,897 | 37,211 | 24,211 | 24,404 | 25,799 |

*ECO Trails has been a learning experience, still cannot estimate future donations with accuracy, not covering admin costs



NORTHWEST ALL-HAZARDS EMERGENCY MANAGEMENT REGION

2023 BUDGET NARRATIVE PROGRAM SUMMARY

| | |
|-----------------------------|-----------------------------|
| Program Established: | 2003 |
| Program Director: | Deborah Bogan (Coordinator) |

Recent Program Highlights:

- a. NWAHEMR transitioned to a new coordinator in 2022
- b. The New Coordinator is working closely with the Board Chair, Becky in the NWCCOG Fiscal office and the State to reorganize the files, update information in EM Grants per State requirements, including making corrections from a 2022 State Field Audit
- c. The NWCCOG Office Manager is scanning paper files from prior years so they can be properly stored on the NWCCOG shared drive and in EM Grants.

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

| | | 2020 | 2021 | 2022 | Projected | |
|--------|------------------------------------|----------------|---------------|----------------|----------------|----------------|
| ACCT # | ACCOUNT NAME | ACTUAL | ACTUAL | BUDGET | 2022 | 2023 |
| | | | | | | |
| 4100 | FEDERAL FUNDS - SHSG | 204,816 | 62,541 | 240,325 | 208,367 | 240,325 |
| 4620 | REIMBURSED EXPENSES | | | | | |
| 4100 | FEDERAL FUNDS - M & A | | 12,649 | 12,649 | 12,649 | 12,649 |
| | TOTAL REVENUES | 204,816 | 75,190 | 252,974 | 221,016 | 252,974 |
| | | | | | | |
| 6410 | CONTRACT STAFF | 41,822 | 39,451 | 50,000 | 32,279 | 50,000 |
| 6420 | FISCAL CONTRACT | 1,479 | 4,332 | 4,332 | 5,000 | 4,332 |
| 6520 | OUTSIDE CONTRACT | | | | | |
| | TOTAL SALARIES AND BENEFITS | 43,301 | 43,783 | 54,332 | 37,279 | 54,332 |
| | | | | | | |
| 6440 | AUDIT EXPENSE | 2,500 | | 2,500 | 2,500 | 2,500 |
| 6610 | OFFICE SUPPLIES | - | | | 2,500 | 500 |
| 6620 | BANK CHARGES | 45 | | | | |
| 6640 | POSTAGE | 1 | 89 | | 100 | 50 |
| 6660 | ADVERTISING | | | | 158 | |
| 6680 | DUES & SUBSCRIPTIONS | 16 | (8) | 250 | 50 | 250 |
| 6670 | INTERNET / WEBSITE | | 162 | | | |
| 6840 | TOOLS & EQUIPMENT | 155,959 | 29,120 | | 177,928 | 194,842 |
| 7130 | TRAVEL & MEETINGS | 1,656 | 2,044 | | 500 | 500 |
| 7150 | TRAINING & TECHNICAL ASSISTANCE | 1,338 | | | | |
| | TOTAL PROGRAM EXPENSES | 161,516 | 31,407 | 2,750 | 183,736 | 198,642 |
| | | | | | | |
| | OTHER EXPENSES | | | | | |
| 7320 | PASS THROUGH FUNDS | | | 195,892 | | |
| | | | | | | |
| | TOTAL EXPENSES | 204,816 | 75,190 | 252,974 | 221,016 | 252,974 |
| | | | | | | |
| | REVENUES OVER EXPENDITURES | - | - | - | (0) | - |

*New contracted coordinator still in training; 2022 and 2023 are best estimates

*Will review capability to charge more Fiscal time to this grant program in 2023



NORTHWEST (BUSINESS) LOAN FUND

2023 BUDGET NARRATIVE PROGRAM SUMMARY

| | |
|-----------------------------|---------------------------|
| Program Established: | 2013 |
| Program Director: | Anita Cameron (Director) |

Recent Program Highlights:

- a. In 2021, the Loan Assistant position was vacated, and it has been decided to leave it unfilled temporarily. Some work is being contracted to the prior employee.
- b. Though the Admin fee from CDBG loans does not cover the full cost of the Director position, following the Wage Range analysis in 2021, it has been deemed worthwhile to utilize interest income and revolved funds to keep the wage more competitive.

General Program Description:

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

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

The NLF was re-established in 2013 with the first loan being made in 2014.

Primary funding is from the Community Development Block Grant (CDBG) which includes 16% Administration for running the program. To date, as funds are used, more are requested and granted. This process can, however, take up to 9 months. Other funding sources are occasionally utilized but typically do not include Admin.

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

Northwest Loan Fund

| | | | | | | |
|--------|---------------------------------------|------------------|------------------|------------------|------------------|----------------|
| | Beginning Fund Balance | 3,065,207 | 2,370,548 | 1,398,530 | 1,398,530 | 1,431,023 |
| | | | | | | |
| | | | | | Projected | |
| | | 2020 | 2021 | 2022 | 2022 | 2023 |
| ACCT # | ACCOUNT NAME | ACTUAL | ACTUAL | BUDGET | ACTUAL | BUDGET |
| | | | | | | |
| 4200 | OEDIT STATE OEDIT CONTRACT | 30,000 | | - | | - |
| 4100 | CDBG FEDERAL CONTRACT | 396,000 | 133,000 | 1,315,000 | 1,069,000 | 625,000 |
| 4110 | STATE ENERGIZE GRANT | 1,688,994 | | | | |
| 4251 | STATE OEDIT CONTRACT - ADMIN | 21,284 | 33,847 | - | | |
| 4250 | CDBG CONTRACT- ADMIN | 63,360 | 10,000 | 80,000 | 187,100 | 100,000 |
| 4520 | OTHER LOCAL FUNDING | | | | 133,504 | |
| 4620 | REIMBURSED EXPENSES | 20 | | | | |
| 4710 | INTEREST EARNINGS | 1,400 | 1,021 | 2,000 | 2,000 | 2,000 |
| 4720 | LOAN INTEREST REVENUE | 51,488 | 86,669 | 55,000 | 110,000 | 90,000 |
| 4730 | ORINATION FEE | 1,443 | 20,593 | 10,000 | 13,800 | 10,000 |
| | MISCELLANEOUS | 1,735 | - | | | |
| | TOTAL REVENUES | 2,255,724 | 285,131 | 1,462,000 | 1,515,404 | 827,000 |
| | | | | | | |
| 58000 | * Less AMOUNT TO BE LOANED OUT | 866,000 | 1,021,000 | 500,000 | 1,222,650 | 625,000 |
| | | | | | | |
| | NET REVENUES | 1,389,724 | (735,869) | 962,000 | 292,754 | 202,000 |
| | | | | | | |
| 6112 | SALARIES - Program Director | 83,233 | 85,813 | 90,104 | 101,000 | 108,070 |
| 6121 | SALARIES - Program Staff | 17,682 | 15,159 | 31,925 | | |
| 6141 | SALARIES - Fiscal | 212 | | | | |
| 6210 | TAXES & BENEFITS | 19,270 | 18,238 | 27,726 | 20,286 | 21,091 |
| 6410 | CONTRACT STAFF | | 988 | | 4,000 | 2,000 |
| 6510 | OUTSIDE CONTRACT SERVICES | 6,555 | 848 | | 9,300 | 12,000 |
| 6420 | FISCAL SERVICES | 1,860 | 1,860 | 2,000 | 930 | |
| | TOTAL SALARIES AND BENEFITS | 128,811 | 122,905 | 151,755 | 135,516 | 143,161 |
| | | | | | | |
| 6130 | MEETING EXPENSE | 315 | 1,021 | | 700 | 700 |
| 6440 | AUDITOR EXPENSE | | 2,000 | | | |
| 6610 | OFFICE SUPPLIES | 609 | 707 | 1,500 | 500 | 500 |
| 6615 | LOAN LOSS RESERVE | 223,555 | 17,480 | | 82,839 | |
| 6618 | BAD DEBTS WRITTEN OFF | | 51,148 | | | |
| 6620 | BANK CHARGES | 12 | 116 | 25 | 120 | 120 |
| 6640 | POSTAGE | 356 | 240 | 200 | 270 | 500 |
| 6655 | PROGRAM EXPENSE | 4,698 | 2,309 | 5,000 | 4,000 | 5,000 |
| 6660 | ADVERTISING | 1,524 | (717) | 1,200 | | |
| 6680 | DUES & SUBSCRIPTIONS | 4,872 | 4,056 | 4,500 | 5,193 | 7,000 |
| 6670 | INTERNET/WEBSITE | 100 | | | | |
| 6730 | TELEPHONE EXPENSE | 859 | 1,230 | 1,250 | 1,250 | 1,250 |
| 6811 | VEHICLE GAS/OIL/SUPPLIES | | | | 500 | 2,000 |
| 6840 | TOOL & EQUIPMENT | 1,382 | | | | |
| 7110 | PROGRAM SUPPLIES | 2,051 | 1,543 | 1,000 | 1,000 | 1,000 |
| 7120 | LICENSE-PERMITS | 10 | - | 50 | | |
| 7130 | TRAVEL & MEETINGS | 8,469 | 10,005 | 12,000 | 12,000 | 12,000 |
| 7150 | TRAINING & TECH. ASSISTANCE | | 2,700 | | | |
| 7321 | PASSTHROUGH - LOANS MADE | 1,688,994 | | | | |
| | TOTAL PROGRAM EXPENSES | 1,937,807 | 93,837 | 26,725 | 108,372 | 30,070 |
| | | | | | | |
| | OTHER EXPENSES | | | | | |
| 6720 | RENT & UTILITIES | 2,596 | 2,727 | 2,857 | 2,857 | 3,028 |
| 7910 | INDIRECT COSTS APPLIED | 15,169 | 16,681 | 18,304 | 13,516 | 17,832 |
| | | | | | | |
| | TOTAL EXPENSES | 2,084,382 | 236,150 | 199,641 | 260,261 | 194,090 |

Northwest Loan Fund

| | | | | | | |
|--------|----------------------------|-----------|-----------|-----------|-----------|-----------|
| | Beginning Fund Balance | 3,065,207 | 2,370,548 | 1,398,530 | 1,398,530 | 1,431,023 |
| | | | | | | |
| | | | | | Projected | |
| | | 2020 | 2021 | 2022 | 2022 | 2023 |
| ACCT # | ACCOUNT NAME | ACTUAL | ACTUAL | BUDGET | ACTUAL | BUDGET |
| | | | | | | |
| | REVENUES OVER EXPENDITURES | (694,659) | (972,018) | 762,359 | 32,493 | 7,910 |
| | | | | | | |
| | ENDING FUND BALANCE | 2,370,548 | 1,398,530 | 2,160,889 | 1,431,023 | 1,438,932 |

*\$400,000 CDBG loan reimbursement expected, unsure of when it will be received; not shown in revenues

*In 2020, beginning and ending fund balances and "amount to be loaned out" were added to the NLF operating budget

*Revenues over expenditures reflect new revolved loans

*Loaned out doesn't reflect \$400,000 in revolved funds used for loan in 2022 (shows in balance sheet)

*Becky and Jon discussed 10-6-22

*Becky and Anita approved 11-22-22



Northwest Colorado Region Healthcare Coalition (NWRHCC)

2023 BUDGET NARRATIVE PROGRAM SUMMARY

| | |
|-----------------------------|--|
| Program Established: | 2017 |
| Program Coordinator: | Carmen Flores, NWRHCC Readiness & Response Coordinator |

Recent Program Highlights:

- The Colorado Department of Health and Environment (CDPHE) awarded NWCCOG Fiscal Agent status in July of 2017. In 2022 there was a third transition to a new coordinator since the origin of the program.
- Due to the wealth of COVID-19 emergency and recovery funds available to healthcare and emergency response organizations through 2022, the HCC significantly underspent its 21-22 budget. CDPHE is intending to pursue and allocate carryover funding opportunities, but it is still unclear how this may impact future allocations and budgets.
- 2021-2022 is the fourth year of the NWRHCC in this current format, and the fiscal year is July 1, 2022 - June 30, 2023. There are a list of deliverables from CDPHE that the NWRHCC is to complete by June 2023.
- NWRHCC website at 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

| | | 2020 | 2021 | 2022 | Projected | |
|--------|------------------------------------|----------------|----------------|----------------|----------------|----------------|
| ACCT # | ACCOUNT NAME | ACTUAL | ACTUAL | BUDGET | 2022 Actual | 2022 BUDGET |
| 4200 | STATE GRANT REVENUE | 218,070 | 261,683 | 212,430 | 191,338 | 212,430 |
| 4640 | CARRY OVER REVENUE | | 1,623 | | (1,623) | |
| | TOTAL REVENUES | 218,070 | 263,306 | 212,430 | 189,715 | 212,430 |
| 6100 | PAYROLL EXPENSE | - | | | | |
| 6410 | CONTRACT STAFF | 103,960 | 98,180 | 101,040 | 143,195 | 149,760 |
| 6520 | OUTSIDE CONTRACT | | | | 11,414 | 10,787 |
| | TOTAL SALARIES AND BENEFITS | 103,960 | 98,180 | 101,040 | 143,195 | 149,760 |
| 6130 | MEETING EXPENSE | | 1,576 | | 500 | |
| 6610 | OFFICE SUPPLIES | | - | 200 | 404 | 650 |
| 6655 | PROGRAM EXPENSE | - | 2,875 | 2,000 | | 2,500 |
| 6660 | ADVERTISING | | | 800 | 500 | 600 |
| 6670 | INTERNET/WEBSITE EXPENSE | | 99 | 500 | 500 | 1,650 |
| 6680 | DUES & SUBSCRIPTIONS | - | 384 | 400 | 400 | 7,676 |
| 6690 | COPIER CHARGES | - | | | | |
| 6840 | TOOLS & EQUIPMENT | | | | 5,490 | |
| 7130 | TRAVEL & MEETINGS | 2,168 | 2,639 | 6,000 | 8,000 | 19,495 |
| 7150 | TRAINING & TECHNICAL ASSISTANCE | | | | | |
| | TOTAL PROGRAM EXPENSES | 2,168 | 7,573 | 9,900 | 15,794 | 32,571 |
| | OTHER EXPENSES | | | | | |
| 7320 | PASS THROUGH CONTRACTUAL PAYMEN | 92,117 | 133,654 | 82,178 | | |
| 7910 | INDIRECT | 19,825 | 24,196 | 19,312 | 19,312 | 19,312 |
| 9310 | CARRY FORWARD | - | | | | |
| | TOTAL EXPENSES | 218,070 | 263,604 | 212,430 | 189,715 | 212,430 |
| | REVENUES OVER EXPENDITURES | - | (298) | - | 0 | - |
| | FUND BALANCE - ENDING | - | | - | 0 | 0 |

*OK Becky and Jon 10/13/2022, Carmen reviewed



REGIONAL BUSINESS, MEMBER SERVICES

2023 BUDGET NARRATIVE PROGRAM SUMMARY

| | |
|-----------------------------|---|
| Program Established: | 1972 |
| Program Director: | Jon Stavney (NWCCOG Executive Director) |

Recent Program Highlights:

- a. Planned with Rachel and MC of 2022 Economic Development Summit in May
- b. Published Reports written by the Director, design and printing paid for by a DOLA grant:
 - a. 2022 Regional Survey of Budgeting Practices
 - b. The Effective Elected Officials Workbook
 - c. Regional Broadband Program 10 Year Report
- c. Continued services to membership
 - a. Facilitated Basalt Council retreat in July
 - b. Assisted Avon Council in Town Manager Evaluation for second year
 - c. Working with OEDIT and DOLA to get 12 Grant Specialists positions across the state hired in 2023 (starting Nov 2022)
 - d. Continued GIS contract services for Fraser and Winter Park
 - e. Provided Health Plans for Kremmling, Hot Sulphur Springs, Walden and Red Cliff
- d. Wrote Grant for Project THOR Enhancements for over \$2M, awarded by DOLA with no local match required.
- e. Assisted Program directors in highly performing, innovative programs
 - a. Acquisition of Warehouse Space for Energy Program
 - b. Strategic and tactical planning with Energy Program Director for growth
 - c. Completed Service Plan Agreement with Eagle County for BEECH Program
- f. Worked with NWCCOG Officers to update Bylaws and move ED Review to October

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.
- * ED Wages are no longer shared with EDD or Indirect, though some in 2022 were covered by ARPA funds through EDD. Updated Wage Study for ED position was provided to Executive Committee.

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 Vintage, 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

| | | 2020 | 2021 | 2022 | Projected | |
|--------|--|----------------|----------------|----------------|----------------|----------------|
| ACCT # | ACCOUNT NAME | ACTUAL | ACTUAL | BUDGET | 2022 ACTUAL | 2023 BUDGET |
| 4200 | STATE GRANT REVENUE | 28,859 | 27,131 | 50,000 | 33,761 | 100,000 |
| 4250 | ADMINISTRATION | 2,512 | 1,332 | | 1,465 | 1,500 |
| 4310 | COUNTY PLEDGES | 177,655 | 177,655 | 227,099 | 227,099 | 246,898 |
| 4320 | MUNICIPAL PLEDGES | 127,411 | 127,199 | 141,902 | 141,902 | 154,060 |
| 4420 | SPECIAL SERVICES INCOME | 31,400 | 28,720 | 28,450 | 28,800 | 28,800 |
| 4520 | OTHER LOCAL FUNDING | | 10,000 | | | 10,000 |
| 4610 | INSURANCE PROCEEDS | 1,028 | | | | |
| 4820 | INTEREST INCOME | 8,836 | 391 | | 4,700 | 6,000 |
| | OTHER INCOME | | 3,130 | | | |
| 49900 | UNCATEGORIZED | 16 | | | | |
| | TOTAL REVENUES | 377,716 | 375,558 | 447,451 | 437,727 | 547,258 |
| 6110 | SALARIES - EXECUTIVE DIRECTOR | 84,934 | 103,616 | 133,280 | 110,543 | 88,000 |
| 6100 | SALARIES - STAFF BONUS | | 12,000 | | 10,000 | |
| 6210 | TAXES & BENEFITS | 28,918 | 21,394 | 30,811 | 21,944 | 22,124 |
| 6410 | CONTRACT STAFF | 26,400 | 38,105 | 35,450 | 50,000 | 123,000 |
| 6510 | OUTSIDE CONTRACTOR | | | | | |
| | TOTAL SALARIES AND BENEFITS | 140,252 | 175,115 | 199,541 | 192,487 | 233,124 |
| 6430 | LEGAL EXPENSES | | 183 | | | 0 |
| 6130 | MEETING EXPENSE | 10 | | | | 0 |
| 6610 | OFFICE SUPPLIES | 574 | 448 | 600 | | 600 |
| 6620 | BANK SERVICE CHARGES | 732 | 960 | 500 | 800 | 800 |
| 6640 | POSTAGE | 155 | 89 | 200 | 270 | 300 |
| 6650 | PRINTING & PUBLICATIONS | 8,133 | 1,200 | 100 | 3,400 | 2,500 |
| 6655 | PROGRAM EXPENSE | (3) | | | | |
| 6660 | ADVERTISING | | 1,903 | 0 | 3,000 | 1,000 |
| 6670 | INTERNET/WEBSITE | 566 | 106 | | 120 | 200 |
| 6680 | DUES & SUBSCRIPTIONS | 450 | 522 | 500 | | 500 |
| 66900 | RECONCILIATION DISCREPANCIES | | 109 | | | |
| 6730 | TELEPHONE | 965 | 1,482 | 1,500 | 1,500 | 1,700 |
| 6800 | EQUIPMENT REPAIR/MAINT/SUPPLY | 115 | | | | |
| 6810 | VEHICLE REPAIR | 500 | | | | 0 |
| 6910 | CHARITABLE DONATIONS | 905 | | | | |
| 6830 | VEHICLE LEASE | | | 6,800 | | |
| 6810 | VEHICLE REPAIR | | | | 1,081 | 350 |
| 6811 | VEHICLE GAS, SUPPLIES, REPAIR | | 936 | 1,000 | 1,403 | 2,500 |
| 6830 | EQUIPMENT LEASE - LONG TERM | 6,558 | 6,577 | | 6,780 | 7,000 |
| 6930 | BAD DEBTS WRITTEN OFF | | 5,000 | | | |
| 7120 | LICENSE & PERMITS | 10 | | | | |
| 7130 | TRAVEL & MEETINGS | 9,069 | 4,981 | 7,000 | 3,897 | 7,500 |
| 7150 | TRAINING & TECHNICAL ASSISTANCE | 1,792 | 2,167 | 1,500 | 3,387 | 8,000 |
| 7311 | PURCHASED FOOD | 80 | | | | |
| 7352 | LEGAL ASSISTANCE | 549 | | | | |
| 7381 | PROGRAM DEVELOPMENT | 18,300 | | | | |
| | TOTAL PROGRAM EXPENSES | 49,459 | 26,663 | 19,700 | 25,638 | 32,950 |
| | OTHER EXPENSES | | | | | |
| 6720 | RENT & UTILITIES | 3,944 | 4,142 | 4,339 | 4,339 | 4,599 |
| 7910 | INDIRECT COSTS APPLIED | 12,740 | 15,334 | 19,992 | 8,400 | 14,520 |
| 7320 | PASS THROUGH - MINI GRANTS | 38,053 | 47,998 | 50,000 | 14,911 | 90,000 |
| 7950 | CASH MATCH TO PROGRAMS | 178,904 | 181,529 | 182,017 | 182,017 | 192,017 |
| | TOTAL EXPENSES | 423,351 | 450,780 | 475,589 | 427,792 | 567,210 |
| | Transfer from Elevator inspection program | 45,635 | 68,000 | 27,770 | | 20,000 |
| | REVENUE OVER EXPENDITURES | (0) | (7,222) | (368) | 9,934 | 48 |

*Note that with ED wages 45% to Indirect, no need for EIP transfer

*Broadband program separated from Regional Business in 2018

*OK Becky and Jon 10/13/2022



REGIONAL BUSINESS – BROADBAND and THOR Budgets

2023 BUDGET NARRATIVE PROGRAM SUMMARY

| | |
|-----------------------------|--|
| Program Established: | 2013 |
| Program Director: | 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 2023. As of the draft of this budget a grant requesting funding for the next two years will be submitted to DOLA in 2023. 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.
- e. Technical Assistance continues across many communities in the region planning for BEAD Federal Grant Funding, additional community access locations and new town deployments.
- f. The financials for Project THOR have improved significantly over the past 12 months and the program due to cost reductions is now covering both operational expenses and has started funding its reserve funds. The project is also funding a percentage of the program management costs. Models over the next 3+ years show this trend continuing as additional cost reductions and network performance improvements are implemented. All cost reductions are passed along to participating Project THOR communities
- g. DOLA 100% funded upgrades to the Project THOR network will occur in 2022 and 2023 as equipment becomes available. This includes needed network upgrade to deliver more bandwidth and capabilities to our communities, developing a connection to the Region 10 network for improved future resilience and interregional cooperation.

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

| | | 2020 | 2021 | 2022 | Projected | |
|--------|--|-----------------|-----------------|----------------|----------------|----------------|
| ACCT # | ACCOUNT NAME | ACTUAL | ACTUAL | BUDGET | 2022 ACTUAL | 2023 BUDGET |
| 4200 | STATE GRANT REVENUE Jan-Jun PROGRA | 48,691 | 48,605 | 65,000 | 65,000 | 65,000 |
| 4200 | STATE GRANT REVENUE Jul-Dec PROGRA | 51,481 | 48,605 | 65,000 | 65,000 | 65,000 |
| 4630 | LOCAL CASH MATCH - NWCCOG Jan-Jun | 33,688 | 35,000 | 30,000 | 30,000 | 35,000 |
| 4630 | LOCAL CASH MATCH - NWCCOG Jul-Dec | 33,688 | 35,000 | 30,000 | 30,000 | 35,000 |
| | TOTAL REVENUES | 167,548 | 167,210 | 190,000 | 190,000 | 200,000 |
| 6110 | SALARIES - EXECUTIVE DIRECTOR | 1,493 | | | | |
| 6121 | SALARIES - PROGRAM STAFF | 152,669 | 153,794 | 161,483 | 161,483 | 146,869 |
| 6210 | TAXES & BENEFITS | 36,728 | 38,355 | 38,601 | 38,601 | 35,464 |
| 6510 | OUTSIDE CONTRACT | | 1,974 | | | |
| | TOTAL SALARIES AND BENEFITS | 190,891 | 194,122 | 200,084 | 200,084 | 182,333 |
| 6130 | MEETING EXPENSE | | 1,755 | | 1,570 | 1,570 |
| 6430 | LEGAL EXPENSE | | 2,593 | | 165 | 165 |
| 6655 | PROGRAM EXPENSE | | | | 1,080 | 1,080 |
| 6650 | PRINTING AND PUBLICATIONS | 113 | | | | |
| 6680 | DUES & SUBSCRIPTIONS | 1,336 | 660 | 1,000 | 0 | 1,500 |
| 6730 | TELEPHONE | 649 | 898 | 800 | 800 | 800 |
| 6811 | VEHICLE GAS/OIL/SUPPLIES | 329 | 649 | 2,000 | 1,320 | 1,500 |
| 6830 | EQUIP LEASE - LONG TERM | 6,763 | 6,758 | 7,000 | 7,173 | 7,173 |
| 7130 | TRAVEL & MEETINGS | 2,279 | 5,780 | 9,000 | 4,833 | 6,000 |
| | TOTAL PROGRAM EXPENSES | 11,470 | 19,091 | 19,800 | 16,940 | 19,788 |
| | OTHER EXPENSES | | | | | |
| 6720 | RENT & UTILITIES | 2,389 | 3,447 | 3,045 | 3,045 | 3,228 |
| 7910 | INDIRECT | 23,124 | 23,069 | 24,222 | 24,222 | 24,233 |
| | TOTAL EXPENSES | 226,381 | 239,730 | 247,152 | 242,557 | 229,582 |
| | Transfer from Elevator Inspection program | | 61,600 | 57,152 | 52,557 | 29,600 |
| | REVENUES OVER EXPENDITURES | (58,832) | (10,919) | 0 | 0 | 18 |

*Program Director wages are split 85% Broadband 15% Project Thor in 2023, plan is to increase this split in coming years

*Transfer from Elevator reduced due to Project Thor split, plan is to continue this reduction in following years

*Jon and Becky reviewed OK 10-13-22

Project THOR

| | | | | | | |
|---------------|--------------------------------------|------------------|------------------|------------------|------------------|------------------|
| | FUND BALANCE - BEGINNING | 443,717 | 197,566 | 116,618 | 116,618 | 116,083 |
| | | | | | Projected | |
| | | 2020 | 2021 | 2022 | 2022 | 2023 |
| ACCT # | ACCOUNT NAME | ACTUAL | ACTAL | BUDGET | ACTUAL | BUDGET |
| 4200 | STATE GRANT REVENUE Jan-Jun THOR | 733,472 | 515,934 | | | |
| 4200 | STATE GRANT REVENUE July-Dec THOR | 131,937 | 515,934 | | 356,700 | |
| 4320 | MUNICIPAL PLEDGES | 53,956 | | | | |
| 4360 | LOCAL JURISDICTIONS | 1,031,184 | | | | |
| 4520 | OTHER LOCAL FUNDING Jan-Jun PROGRAM | | | 547,816 | 547,816 | 532,562 |
| 4520 | OTHER LOCAL FUNDING Jul-Dec PROGRM | | | 547,816 | 547,816 | 532,562 |
| 4520 | OTHER LOCAL FUNDING THOR NRC | | 137 | | 34,731 | |
| 4630 | LOCAL CASH MATCH - NWCCOG Jan-Jun | 10,644 | | | | |
| | TOTAL REVENUES | 1,961,193 | 1,032,005 | 1,095,632 | 1,487,063 | 1,065,124 |
| 6110 | SALARIES - EXECUTIVE DIRECTOR | 4,393 | | | | |
| 6121 | SALARIES - PROGRAM DIRECTOR | | | | | 25,918 |
| 6151 | SALARIES - FISCAL | 351 | | | | 7,276 |
| 6210 | TAXES & BENEFITS | | | | | 7,817 |
| | TOTAL SALARIES AND BENEFITS | 4,744 | - | - | - | 41,012 |
| 7510 | THOR MONTHLY RECURRING COST | 1,097,299 | 911,370 | 884,737 | 884,737 | 693,840 |
| 7530 | FIBER LEASE (IRU) | | 74 | | 74 | - |
| 7540 | NETWORK OPERATOR FEE | | 142,875 | 120,000 | 100,000 | 90,000 |
| 7570 | NETWORK EQUIPMENT SUPPORT | | | 90,895 | | 98,000 |
| | TOTAL MONTHLY RECURRING COSTS | 1,097,299 | 1,054,319 | 1,095,632 | 984,811 | 881,840 |
| 6430 | LEGAL EXPENSE | 4,392 | 999 | 1,000 | 1,678 | 4,500 |
| 6655 | PROGRAM EXPENSE | | 25 | | | |
| 6740 | REPAIR & MAINTENANCE | | | 4,000 | 0 | |
| 6840 | TOOL & EQUIPMENT | 27,725 | 212 | | | |
| 7130 | TRAVEL & MEETINGS | | | | | 2,000 |
| 7520 | THOR NON-RECURRING COST | 214,081 | 12,474 | | 33,385 | 7,000 |
| 7550 | NETWORK OPERATION EQUIP. | 512,772 | 43,120 | 50,000 | 106,125 | 55,000 |
| 7560 | NETWORK OPERATIONS LICENSES | 345,672 | 1,805 | | 4,899 | 4,000 |
| | TOTAL CAPITAL AND NRC's | 1,104,641 | 58,634 | 55,000 | 146,087 | 72,500 |
| | OTHER EXPENSES | | | | | |
| 7910 | INDIRECT | 659 | | | | 5,477 |
| 7320 | PASS THROUGH CONTRACTUAL PAYMENTS | | | | 356,700 | |
| | TOTAL EXPENSES | 2,207,343 | 1,112,953 | 1,150,632 | 1,487,598 | 1,000,829 |
| | REVENUES OVER EXPENDITURES | (246,151) | (80,948) | (55,000) | (535) | 64,296 |
| | FUND BALANCE - ENDING | 197,566 | 116,618 | 61,618 | 116,083 | 180,379 |

*2023 budget includes operating costs not previously covered (portion of wages for admin, building a reserve)

*2022 NRC one-time cost leftover from original build

*Reduced Circuit Cost and Network Operator Fee passed on to stakeholders

*DOLA grant for THOR enhancements not currently included in 2023 budget; will pass through and be in revised 2023 budget

*See THOR 5 year budget for ending fund balance purposes

*10-year IRU paid by DOLA enhancement grant \$356,700

*Jon, Nate and Becky reviewed 10-6-22, final OK 10/13/2022



REGIONAL TRANSPORTATION COORDINATING COUNCIL

2023 BUDGET NARRATIVE PROGRAM SUMMARY

| | |
|-----------------------------|-------------------------------------|
| Program Established: | 2010 |
| Program Director: | Charles McCarthy (Mobility Manager) |

Recent Program Highlights:

- a. Continuing to update RTCC website with the latest information and providers.
- b. Published Regional Mobility Report
- c. Developed Mobility program for Veterans
- d. Working with Park County to develop a more robust transportation network to and from Summit County
- e. As of September, we are still waiting for the CDOT grant for Jan 2023 to fund the Mobility program.
- f. The 2021 Gap Analysis was used to implement new transportation routes in Eagle County.
- g. We are currently working with Park County VSO to design a free transportation system for veterans to get to and from the VA hospital in Aurora.

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. Utilizing the information gathered in last year's Gap Analysis, new transportation routes have been developed to serve a wider group of the population which previously had lack of transportation. Due to the migration patterns of people from Summit County to Park County, we're working with Park County on their Gap Analysis to help develop more transportation options to and from the area. Appropriating funds from our CDOT Mobility Manager Grant, we are also working with Park County's Veterans Service Officer to plan the development and launch of a free veteran's transportation pilot program to help support the transportation of veterans to and from the VA Hospital in Aurora.

RTCC - Mobility Manager Program

| | | | | | | |
|--------------|------------------------------------|----------------|----------------|-----------------|------------------|----------------|
| | FUND BALANCE - BEGINNING | 102,536 | 121,933 | 121,934 | 121,934 | 102,040 |
| | | | | | Projected | |
| | | 2020 | 2021 | 2022 | 2022 | 2023 |
| ACCT# | ACCOUNT NAME | ACTUAL | ACTUAL | BUDGET | ACTUAL | BUDGET |
| 4100 | FTA 5310 MOBILITY MANAGEMENT FUNDS | 92,015 | 81,651 | 97,480 | 69,085 | 107,500 |
| 4200 | NEMT - STATE GRANT INCOME | 172,769 | | | | |
| 4510 | LOCAL REVENUE - MATCH | 58,772 | 4,000 | | 20,000 | 20,000 |
| 4530 | DIRECT CHARGES INCOME | 1,132 | | | | |
| 4640 | CARRYOVER from prior period | | 228,557 | | | |
| 4650 | CARRYOVER to next period | | (204,566) | | | |
| | TOTAL REVENUES | 324,688 | 109,643 | 97,480 | 89,085 | 127,500 |
| 6112 | SALARIES - Program Director | 198 | | 2,469 | 2,469 | 2,696 |
| 6121 | SALARIES - Program Staff | 103,455 | 51,954 | 63,000 | 54,995 | 58,845 |
| 6210 | TAXES AND BENEFITS | 17,901 | 15,317 | 16,731 | 15,727 | 17,113 |
| 6520 | OUTSIDE CONTRACTORS | | 17,790 | 17,300 | 500 | 25,400 |
| | TOTAL SALARIES AND BENEFITS | 121,554 | 85,061 | 99,500 | 73,691 | 104,054 |
| 6310 | MEETING EXPENSE | | 211 | | 400 | |
| 6610 | OFFICE SUPPLIES & MATERIALS | 1,321 | 1,221 | 200 | 200 | 200 |
| 6620 | BANK CHARGES | 47 | | | | |
| 6640 | POSTAGE | 345 | 2 | 75 | | |
| 6650 | PRINTING | 86 | 583 | 1,000 | 664 | 1,793 |
| 6655 | PROGRAM EXPENSE | | | 1,500 | | |
| 6660 | ADVERTISING | | 1,125 | | | 2,500 |
| 6670 | INTERNET/WEBSITE | 3,110 | 3,788 | 700 | 3,000 | 700 |
| 6680 | DUES AND SUBSCRIPTIONS | | 597 | | 660 | 7,000 |
| 6730 | TELEPHONE | 241 | - | | | |
| 6840 | TOOLS & EQUIPMENT | | | 1,500 | | 779 |
| 7110 | PROGRAM SUPPLES | 24 | | | | |
| 7130 | TRAVEL & MEETINGS | 687 | 1,792 | 5,500 | 1,450 | 2,967 |
| 7150 | TRAINING & TECHNICAL ASSISTANCE | 400 | 82 | 1,381 | 500 | 1,301 |
| 7311 | PURCHASED FOOD | 246 | 70 | | 75 | |
| | TOTAL PROGRAM EXPENSES | 6,508 | 9,470 | 11,856 | 6,949 | 17,240 |
| | OTHER EXPENSES | | | | | |
| 6720 | RENT & UTILITIES | 9,406 | 9,878 | 10,349 | 10,349 | 1,971 |
| 7910 | INDIRECT COSTS | 15,548 | 7,793 | 9,820 | 9,820 | 10,154 |
| 7320 | PASS THROUGH FUNDS | 158,609 | (725) | | | |
| 9140 | DEFERRED EXPENSE from prior period | | 6,335 | | | |
| 9160 | DEFERRED EXPENSE | (6,335) | (8,170) | | 8,170 | |
| | TOTAL EXPENSES | 305,290 | 109,642 | 131,525 | 108,979 | 133,419 |
| | REVENUES OVER EXPENDITURES | 19,398 | 1 | (34,045) | (19,894) | (5,919) |
| | FUND BALANCE - ENDING | 121,933 | 121,934 | 87,889 | 102,040 | 96,120 |

*Becky and Charles reviewed 9/28/2022

*RTCC still needs to Invoice transit partners \$5,000 each for 20% match to grant

*Spending down Fund Balance over time



VINTAGE

2023 BUDGET NARRATIVE PROGRAM SUMMARY

| | |
|-----------------------------|-------------------------------|
| Program Established: | 1978 |
| Program Director: | Erin Fisher, Program Director |

Recent Program Highlights:

- Added Routt County to Region 12 aging services – now serving six counties (20% larger budget)
- Added five new providers – Alpine Legal Services, Routt County Council on Aging, Timberline Adult Day, and two Registered Dietitians – Patty Murphy & Kaitlyn Johnson
- Vintage served higher than general pop percentage of low income, rural, and minority individuals
- Procured \$312,050.52 in additional dollars for Vintage internal programming and providers through competitive process in the SB290 funding
- Three years of deficiency-free State Unit on Aging annual evaluations
- Started the Grand County Home Modification Pilot Program
- Moved to and trained providers on a new statewide client database system

Budget Notes: Contract revenues were higher in 2022 due to additional SB290 and vaccination funds. Vintage is funded through the Federal Older Americans Act and State Older Coloradans Program funds, as well as small contracts with the Department of Regulatory Agencies (SHIP) and Health Care Policy & Financing (Low Income Senior Dental Program). There are no RSVP funds as this program was discontinued in April 2022.

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 as we age. We also provide deep content expertise to ensure our communities and providers meet those needs as well. We serve Eagle, Grand, Jackson, Pitkin, Routt, and Summit counties.

Programs supplied directly through Vintage include:

- **SHIP** – State Health Insurance Assistance Program (unbiased & free Medicare Counseling using certified volunteers)
- **Voucher Programs**
 - Material Aid – supplies funds for dental and vision aid
 - Transportation – supplies funds for mileage reimbursement
 - In-Home Services – supplies funds for chore, personal care, and homemaking services
 - Emergency Needs – aids with emergent needs
- **Low Income Senior Dental Program** – dental services for qualified seniors through HCPF
- **Information & Assistance** – information about services & resources
- **Public Information** – Vintage's [website](#), [Facebook](#), and monthly [e-newsletter](#)
- **Caregiver Services** – services and financial support for caregivers supplying care for someone 60+ and grandparents raising grandchildren
- **Long Term Care Ombudsman Program** – resident advocate for people living in long term care facilities

Programs provided through contractual agreements through Vintage partners include: Nutrition Education and Counseling, Chore, Home Delivered & Congregate Meals, Transportation, Information & Assistance, Caregiver Support Groups, Case Management, Legal Services, Reassurance, Adult Day Services and Material Aid Food.

Vintage

| | | 2020 | 2021 | 2022 | Projected | |
|--------|------------------------------------|------------------|------------------|------------------|------------------|------------------|
| ACCT # | ACCOUNT NAME | ACTUAL | ACTUAL | BUDGET | 2022 ACTUAL | 2023 BUDGET |
| 4100 | FEDERAL CONTRACT REVENUE | 547,129 | 919,465 | 660,087 | 700,950 | 1,065,047 |
| 4120 | FEDERAL REVENUE - NSIP/usda | 3,978 | 19,166 | 15,000 | 11,667 | 16,500 |
| 4110 | FEDERAL REVENUE | | | | 11,946 | |
| 4200 | STATE CONTRACTS REVENUE | 509,112 | 615,320 | 700,050 | 700,050 | 1,023,232 |
| 4200 | HCPF LOW INCOME DENTAL GRANT | | 10,129 | 16,044 | 16,044 | 24,075 |
| 4210 | STATE CASH MATCH | - | 3,664 | 3,683 | | 4,628 |
| 4510 | OTHER LOCAL FUNDING | - | - | - | | - |
| 4620 | REIMBURSED FEES - SR ID, ETC | - | - | - | | - |
| 4630 | LOCAL CASH MATCH - NWCCOG | 64,578 | 34,537 | 42,017 | 42,017 | 56,377 |
| 4640 | FEDERAL CONTRACT CARRYOVER | - | - | - | | - |
| 4660 | MATCHING FUNDS | - | - | - | | - |
| 4400 | FOUNDATIONS & TRUSTS | - | | 49,432 | 49,432 | 51,000 |
| 4640 | CARRYOVER from prior period | (43,077) | 75,073 | - | 165,829 | - |
| 4650 | CARRYOVER to next period | | (112,092) | - | | - |
| | TOTAL REVENUES | 1,081,721 | 1,565,261 | 1,486,313 | 1,697,936 | 2,240,859 |
| 6112 | SALARIES - Program Director | 99,305 | 104,062 | 96,310 | 96,310 | 105,160 |
| 6121 | SALARIES - Program Staff | 110,553 | 216,508 | 270,410 | 270,410 | 289,347 |
| 6210 | TAXES & BENEFITS | 68,196 | 104,323 | 108,571 | 108,571 | 116,004 |
| 6110 | PAYROLL EXPENSES - Other | 979 | - | - | | - |
| 6510 | CONTRACT SERVICES - Other | 190 | | 1,500 | | - |
| 6410 | CONTRACT STAFF | 277 | | - | | - |
| 6560 | OTHER CONTRACTOR | 120 | | 27,600 | - | - |
| | TOTAL SALARIES AND BENEFITS | 279,621 | 424,893 | 504,390 | 475,291 | 510,510 |
| 6430 | LEGAL EXPENSE | - | - | 360 | | - |
| 6311 | BACKGROUND CHECK | 100 | 85 | 1,500 | 168 | 750 |
| 6130 | MEETING EXPENSE | 91 | 351 | - | | - |
| 6320 | EE REIMBURSEMENTS | 2,351 | | - | | - |
| 6610 | OFFICE SUPPLIES | 3,439 | 6,039 | 10,000 | 11,200 | 5,000 |
| 6620 | BANK CHARGES | 120 | 60 | 150 | 150 | 120 |
| 6640 | POSTAGE | 895 | 1,702 | 2,175 | 792 | 1,150 |
| 6650 | PRINTING | - | 399 | 400 | 15 | 100 |
| 6655 | PROGRAM EXPENSE | 52 | | - | | - |
| 6660 | ADVERTISING | 11,881 | 45 | 11,100 | 1,092 | 5,607 |
| 6670 | INTERNET/WEBSITE | 15,609 | 28,580 | 625 | 33,000 | 36,000 |
| 6680 | DUES & SUBSCRIPTIONS | 386 | 4,108 | 3,955 | 3,955 | 3,800 |
| 6730 | TELEPHONE | 534 | 860 | 700 | 554 | 368 |
| 6762 | LIABILITY INSURANCE | | 487 | - | | - |
| 6811 | VEHICLE GAS/OIL/SUPPLIES | | 353 | - | 1,796 | 10,000 |
| 7110 | PROGRAM SUPPLIES | 1,397 | 2,489 | 5,500 | | - |
| 7130 | TRAVEL & MEETINGS | 1,355 | 4,742 | 2,950 | 10,200 | 8,000 |
| 7150 | TRAINING & TECHNICAL ASSISTANCE | 2,137 | 15,397 | 13,058 | 410 | 10,000 |
| 7160 | EXERCISE | 327 | | - | | - |
| 7310 | SENIOR AWARDS CEREMONY | - | 224 | 3,000 | 109 | - |
| 7311 | PURCHASED FOOD | 172 | 79 | - | 528 | - |
| 7312 | RAC TRAVEL/MEETINGS | 111 | 686 | 300 | 735 | 1,000 |
| 7313 | VOLUNTEER TRAVEL REIMB. | 17,185 | 22,440 | 23,799 | 4,883 | - |
| 7315 | RSVP RECOGNITION EVENT | 2,571 | 2,229 | 3,000 | 20 | - |
| 7316 | SB-290 GRANTEES | | | | 13,559 | |

Vintage

| | | 2020 | 2021 | 2022 | Projected | |
|--------|-----------------------------------|------------------|------------------|------------------|------------------|------------------|
| | | 2020 | 2021 | 2022 | 2022 | 2023 |
| ACCT # | ACCOUNT NAME | ACTUAL | ACTUAL | BUDGET | ACTUAL | BUDGET |
| 7320 | PASS THRU -SUBCONTRACTORS | 704,893 | 968,300 | 665,369 | 1,044,783 | 943,115 |
| 7321 | PASS THRU NSIP - SUBCONTRACTORS | - | 19,166 | 15,000 | 24,272 | 16,500 |
| 7340 | DIRECT SERVICES DELIVERY | - | | 204,000 | | 376,200 |
| | TOTAL PROGRAM EXPENSES | 765,607 | 1,078,821 | 966,941 | 1,152,221 | 1,417,710 |
| | | | | | | |
| | OTHER EXPENSES | | | | | |
| 6720 | RENT | 9,492 | 14,869 | 15,576 | 15,576 | 18,424 |
| 7910 | INDIRECT COSTS APPLIED | 27,000 | 48,086 | 49,804 | 49,804 | 65,094 |
| 9160 | DEFERRED EXPENSE | | (5,071) | | 5,044 | - |
| | | | | | | |
| | TOTAL EXPENSES | 1,081,720 | 1,561,597 | 1,536,710 | 1,697,936 | 2,011,738 |
| | | | | | | |
| | REVENUES OVER EXPENDITURES | 1 | 3,664 | (50,397) | 0 | 229,121 |

*Jon and Becky reviewed OK 10/13/2022



WATERSHED SERVICES

2023 BUDGET NARRATIVE PROGRAM SUMMARY

| | |
|-----------------------------|----------------------------------|
| Program Established: | 1979 |
| Program Directors: | Torie Jarvis and Ashley Bembenek |

Recent Program Highlights:

- a. 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
- b. WSP assisted QQ in the development of regional water plans, land use code updates, and local applications for development as requested or required.
- c. WSP initiated an update of the Regional Water Quality Management Plan, known also as the "208 Plan" named after the section of the Clean Water Act which authorizes the plan. Substantial work will occur on the Plan update in 2023.
- d. WSP received additional funding from Colorado Department of Public Health and Environment to assess nonpoint source priority issues for the NWCCOG Region, in large part from an influx of infrastructure bill funding. This additional funding for prioritization of nonpoint sources will continue in 2023.
- e. Staff continues to monitor and participate in activities of the Colorado Water Quality Control Commission and related entities on behalf of the membership. This includes closely monitoring potential changes to molybdenum standards for human-health and agricultural uses. Changes to the molybdenum water quality standards would have statewide implications, along with specific implementation concerns in Tenmile Creek in Summit County and the Williams Fork River in Grand County where subsidiaries of Freeport McMoRan operate the Climax and Henderson Mines, respectively.. In addition, WSP worked closely with QQ on appropriate standards in French Gulch and the Blue River with an eye on protecting investments in a mine water treatment plant installed and operated by Summit County and the Town of Breckenridge.
- f. **Summit Water Quality:** 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 were 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

| | | | | | | |
|---------------|-------------------------------------|---------------|---------------|---------------|------------------|---------------|
| | FUND BALANCE BEGINNING | 22,800 | 22,800 | 22,800 | 22,800 | 22,800 |
| | | | | | Projected | |
| | | 2020 | 2021 | 2022 | 2022 | 2023 |
| ACCT # | ACCOUNT NAME | ACTUAL | ACTUAL | BUDGET | ACTUAL | BUDGET |
| 4200 | STATE CONTRACT -208 | 5,541 | 20,059 | 37,500 | 36,000 | 48,700 |
| 4630 | LOCAL REVENUE - COG | 6,996 | 6,996 | 6,996 | 6,996 | 6,996 |
| 4640 | CARRY OVER (Used & Carried forward) | (2,624) | (1,897) | 8,780 | (10,677) | 10,678 |
| | TOTAL REVENUES | 9,914 | 25,157 | 53,276 | 32,319 | 66,374 |
| 6410 | CONTRACT STAFF | 7,859 | 23,500 | 48,621 | 24,469 | 54,115 |
| 6520 | OUTSIDE CONTRACT SERVICES | | - | | 2,644 | 7,000 |
| | TOTAL SALARIES AND BENEFITS | 7,859 | 23,500 | 48,621 | 27,113 | 61,115 |
| 6430 | LEGAL EXPENSE - GENERAL | 488 | | | | |
| 6640 | POSTAGE | 9 | 3 | | | |
| 7130 | TRAVEL & MEETINGS | | | 2,949 | 3,500 | 3,500 |
| | TOTAL PROGRAM EXPENSES | 497 | 3 | 2,949 | 3,500 | 3,500 |
| | OTHER EXPENSES | | | | | |
| 7910 | INDIRECT COSTS APPLIED | 1,558 | 1,655 | 1,706 | 1,706 | 1,759 |
| | TOTAL EXPENSES | 9,914 | 25,157 | 53,276 | 32,319 | 66,374 |
| | REVENUES OVER EXPENDITURES | - | 0 | (0) | (0) | (0) |
| | END OF YEAR FUND BALANCE | 22,800 | 22,800 | 22,800 | 22,800 | 22,799 |

*Torie and Becky reviewed 10/11/2022



WATER QUALITY/QUANTITY COMMITTEE (QQ)

2023 BUDGET NARRATIVE PROGRAM SUMMARY

| | |
|-----------------------------|---------------------------------|
| Program Established: | 1978 |
| Program Directors: | Torie Jarvis and Claire Carroll |

Recent Program Highlights:

- a. QQ is partnering with Sonoran Institute, the Colorado River District, Northern Water, Trout Unlimited, and the Colorado Water Conservation Board on a project called *Bridging the Gap*, which identifies issues and lessons learned from water supply projects that seek to transfer water from one area of the state to urban growth centers with an eye toward increasing collaboration between water supply planning and land use planning in both the area where the water is needed and the area where the water originates. In 2022, project partners conducted interviews with 20+ stakeholders from 5 key water transfer projects and held the first convening to discuss key experiences and observations. QQ will hold a second convening and produce final documents in 2023 to wrap up the project.
- b. QQ brought on a new consultant/co-director, Claire Carroll, to manage policy, communication, and administrative strategies and responsibilities of the committee.
- c. After decades of work and collaboration, QQ (along with many other elected officials, agencies, and stakeholders) celebrated the groundbreaking of the Colorado River Connectivity Channel.
- d. With member input, QQ submitted substantial comments on the 2023 Colorado Water Plan update.
- e. Participated in the Water Quality Control Commission (WQCC) hearings. In 2022, QQ participated in the Gunnison Basin Rulemaking Proceeding. 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
- f. 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.
- g. 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

At its September 2021 meeting, QQ determined to raise dues by 3% in 2022; this same 3% due increase is proposed for 2023 dues. 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 reviewed and approved by QQ which has direct oversight of its consultant team. Dues from QQ fund most program activities. QQ will review the 2023 budget in November of 2022.

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

| | | | | | | |
|---------------|------------------------------------|----------------|----------------|----------------|------------------|----------------|
| | LEGAL DEFENSE FUND | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 |
| | FUND BALANCE - BEGINNING | 14,413 | 8,111 | 8,452 | 8,452 | 8,452 |
| | | | | | Projected | |
| | | 2020 | 2021 | 2022 | 2022 | 2023 |
| ACCT # | ACCOUNT NAME | ACTUAL | ACTUAL | BUDGET | ACTUAL | BUDGET |
| 4200 | STATE GRANT INCOME | | | | | |
| 4310 | COUNTY PLEDGES | 96,541 | 96,541 | 106,195 | 99,436 | 102,420 |
| 4320 | MUNICIPAL PLEDGES | 42,386 | 42,598 | 46,858 | 43,876 | 47,443 |
| 4330 | ASSOCIATE MEMBER PLEDGES | 4,263 | 4,243 | 4,667 | 4,370 | 4,501 |
| 4350 | WATER & SAN. DIST. PLEDGES | 11,667 | 11,180 | 12,298 | 11,581 | 12,490 |
| 4510 | OTHER LOCAL FUNDING | 22,000 | 6,000 | | 10,075 | 13,425 |
| 4535 | MEETING REGISTRATION | 1,295 | 125 | | 25 | 1,500 |
| 4620 | REIMBURSED EXPENSES | 85 | | | | |
| 4820 | INTEREST INCOME | 512 | 15 | | 200 | 200 |
| | TOTAL REVENUES | 178,749 | 160,702 | 170,018 | 169,563 | 181,980 |
| 6410 | QQ CONTRACT STAFF | 129,789 | 124,245 | 129,304 | 150,740 | 152,025 |
| 6520 | OUTSIDE CONTRACT | 38,894 | 21,800 | 16,000 | - | 3,309 |
| | TOTAL SALARIES AND BENEFITS | 168,682 | 146,045 | 145,304 | 150,740 | 155,334 |
| 6130 | MEETING EXPENSE | 75 | | | 29 | 1,500 |
| 6640 | POSTAGE | 21 | 18 | 50 | 13 | 50 |
| 6650 | PRINTING | | | 200 | - | - |
| 6670 | WEBSITE/INTERNET | | | 30 | - | - |
| 6680 | DUES & SUBSCRIPTIONS | 2,068 | 1,131 | 2,100 | 1,706 | 2,600 |
| 7130 | TRAVEL & MEETINGS | 1,806 | | 8,759 | 3,500 | 8,500 |
| | TOTAL PROGRAM EXPENSES | 3,969 | 1,149 | 11,139 | 5,248 | 12,650 |
| | OTHER EXPENSES | | | | | |
| 7610 | INDIRECT COSTS APPLIED | 12,399 | 13,167 | 13,575 | 13,575 | 13,996 |
| | TOTAL EXPENSES | 185,050 | 160,362 | 170,018 | 169,563 | 181,980 |
| | REVENUES OVER EXPENDITURES | (6,301) | 340 | - | 0 | (0) |
| | FUND BALANCE - ENDING | 8,111 | 8,452 | 8,452 | 8,452 | 8,452 |

*Torie submitted 10/12/2022, OK Becky and Jon 10/13/2022

*Indrect estimated t 10% of Contract Costs, increasing 3.1% each year to get to program level

Wild & Scenic

| | | | | | | |
|---------------|------------------------------------|-----------------|----------------|----------------|------------------|----------------|
| | FUND BALANCE - BEGINNING | (11,754) | 806 | 30,623 | 30,623 | 30,622 |
| | | | | | Projected | |
| | | 2020 | 2021 | 2022 | 2022 | 2023 |
| ACCT # | ACCOUNT NAME | ACTUAL | ACTUAL | BUDGET | ACTUAL | BUDGET |
| 4200 | STATE GRANT INCOME | 50,237 | 68,563 | 108,530 | 108,530 | 99,999 |
| 4620 | REIMBURSED EXPENSES | | 33,456 | 20,000 | 20,000 | 20,000 |
| | TOTAL REVENUES | 50,237 | 102,019 | 128,530 | 128,530 | 119,999 |
| 6410 | QQ CONTRACT STAFF | | | | | |
| 6520 | OUTSIDE CONTRACT | 37,398 | 70,461 | 115,404 | 115,404 | 107,299 |
| | TOTAL SALARIES AND BENEFITS | 37,398 | 70,461 | 115,404 | 115,404 | 107,299 |
| 6620 | BANK CHARGES | | 30 | | | |
| 7130 | TRAVEL & MEETINGS | 278 | 1,711 | 7,700 | 7,700 | 7,700 |
| | TOTAL PROGRAM EXPENSES | 278 | 1,741 | 7,700 | 7,700 | 7,700 |
| | OTHER EXPENSES | | | | | |
| 7610 | INDIRECT COSTS APPLIED | | | 5,427 | 5,427 | 5,000 |
| | TOTAL EXPENSES | 37,676 | 72,202 | 128,531 | 128,531 | 119,999 |
| | REVENUES OVER EXPENDITURES | 12,560 | 29,817 | (1) | (1) | - |
| | FUND BALANCE - ENDING | 806 | 30,623 | 30,622 | 30,622 | 30,622 |

*NWCCOG is a Fiscal Agent for this program which for 2023 budget has been separated from Watershed Services

*New budget in 2023

*OK Jon and Becky 10/13/2023

NWCCOG 2023 Budget Summary

| | Est. 2023 | | | | | | | | | | |
|------------------------------|-----------|------------|-----------|-----------|---------|----------|-----------|------------|----------|----------|-----------|
| | Beginning | 2023 | | | | | | 2023 | | Transfer | Ending |
| | Fund | Budgeted | | | | | | Budgeted | | between | Fund |
| Internal programs | Balance | Income | Salaries | Benefits | Rent | Indirect | Other | Expense | Net | Programs | Balance |
| Broadband | | 200,000 | 146,869 | 35,464 | 3,228 | 24,233 | 19,788 | 229,582 | (29,582) | 29,600 | |
| Economic Development | | 141,775 | 84,238 | 33,503 | 2,314 | 13,899 | 3,800 | 137,754 | 4,021 | | |
| Elevator Inspection | | 1,625,000 | 926,617 | 287,644 | 5,627 | 147,942 | 178,500 | 1,546,330 | 78,670 | (49,600) | |
| Energy Management | 102,305 | 4,522,690 | 1,787,380 | 675,756 | 123,497 | 276,307 | 1,593,109 | 4,456,048 | 66,642 | | 168,947 |
| Northwest Loan Fund | 1,431,023 | 202,000 | 122,070 | 21,091 | 3,028 | 17,832 | 30,070 | 194,090 | 7,910 | | 1,438,932 |
| Project Thor | 116,083 | 1,065,124 | 33,194 | 7,817 | | 5,477 | 954,340 | 1,000,829 | 64,296 | | 180,379 |
| Regional Business | | 547,258 | 211,000 | 22,124 | 4,599 | 14,520 | 314,967 | 567,210 | (19,952) | 20,000 | |
| Regional Transportation | 136,805 | 127,500 | 86,941 | 17,113 | 1,971 | 10,154 | 17,240 | 133,419 | (5,919) | | 130,886 |
| Vintage- AAAA | 98,476 | 2,240,859 | 394,507 | 116,004 | 18,424 | 65,094 | 1,417,710 | 2,011,738 | 229,121 | | 327,597 |
| Subtotal | 1,884,691 | 10,672,207 | 3,792,816 | 1,216,516 | 162,687 | 575,457 | 4,529,524 | 10,277,001 | 395,206 | | 2,246,741 |
| NWCCOG Fund Balance | 2,468,318 | | | | | | | | 395,206 | | 2,863,525 |
| Internal Service Funds Funds | | | | | | | | | | | |
| Indirect | 81,818 | 612,213 | 288,029 | 88,599 | 33,021 | - | 228,800 | 638,449 | (26,236) | | 55,582 |
| Motor Pool | 36,362 | - | | | | | - | - | - | | 36,362 |
| Building | 142,491 | 153,436 | | | | - | 164,575 | 164,575 | (11,139) | | 131,352 |
| Subtotal | 260,671 | 765,648 | 288,029 | 88,599 | 33,021 | - | 393,375 | 803,024 | (37,376) | | 223,295 |
| External Programs | | | | | | | | | | | |
| Health Care Coalition | | 212,430 | 149,760 | | | 19,312 | 32,571 | 212,430 | - | | - |
| Homeland Security | | 252,974 | 54,332 | | | | 198,642 | 252,974 | - | | - |
| NWCCOG Foundation | 19,403 | 21,515 | - | | | - | 20,120 | 20,120 | 1,395 | | 20,798 |
| Water Quality/Quantity | 8,452 | 181,980 | 155,334 | | | 13,996 | 12,650 | 181,980 | (0) | | 8,452 |
| Watershed Services | 22,800 | 66,374 | 61,115 | | | 1,759 | 3,500 | 66,374 | (0) | | 22,799 |
| Wild & Scenic | 30,623 | 119,999 | 107,299 | | | 5,000 | 7,700 | 119,999 | - | | 30,623 |
| Subtotal | 81,278 | 855,272 | 527,840 | - | - | 40,067 | 275,183 | 853,877 | 1,395 | | 82,672 |
| Total non-duplicated budget | 1,965,969 | 11,527,479 | 4,320,656 | 1,216,516 | 162,687 | 615,525 | 4,804,707 | 11,130,878 | 396,601 | | 2,329,413 |
| Grand Total | 2,226,640 | 12,293,127 | 4,608,685 | 1,305,115 | 195,708 | 615,525 | 5,198,082 | 11,933,902 | 359,225 | | 2,552,708 |

NWCCOG 2022 Final Revised Budget - (November 2022)

2022 Budget Revision Summary

| | Revenue | | | Expense | | | Revised Budget Net |
|---------------------------------------|--------------------------------|------------------------|--------------------------|--------------------------------|------------------------|--------------------------|--------------------|
| | Original 2022 Budgeted Revenue | Revised Revenue Budget | Change in Revenue Budget | Original 2022 Budgeted Expense | Revised Expense Budget | Change in Expense Budget | |
| Program | | | | | | | |
| Internal Program Funds | | | | | | | |
| Broadband Program | 190,000 | 190,000 | - | 247,152 | 242,557 | (4,595) | (52,557) |
| Economic Development District | 304,483 | 333,349 | 28,866 | 304,483 | 364,871 | 60,388 | (31,522) |
| Elevator Inspection | 1,195,000 | 1,471,867 | 276,867 | 1,110,078 | 1,299,899 | 189,821 | 171,968 |
| Energy Management | 2,886,170 | 2,820,280 | (65,890) | 2,886,170 | 2,820,280 | (65,890) | - |
| Northwest Loan Fund | 962,000 | 292,754 | (669,246) | 199,641 | 260,261 | 60,620 | 32,493 |
| Project THOR | 1,095,632 | 1,487,063 | 391,431 | 1,150,632 | 1,487,598 | 336,966 | (535) |
| Regional Business | 447,451 | 437,727 | (9,724) | 475,589 | 427,792 | (47,797) | 9,934 |
| Regional Transportation Council | 130,780 | 89,085 | (41,695) | 131,525 | 108,979 | (22,546) | (19,894) |
| Vintage AAAA | 1,486,313 | 1,697,936 | 211,623 | 1,536,710 | 1,697,936 | 161,226 | 0 |
| | | | | | | - | - |
| Internal Program Funds | 8,697,829 | 8,820,059 | 122,230 | 8,041,980 | 8,710,173 | 668,193 | 109,886 |
| | | | | | | | |
| External Program Funds | | | | | | | |
| Health Care Coalition | 212,430 | 189,715 | (22,715) | 212,430 | 189,715 | (22,715) | 0 |
| Homeland Security | 252,974 | 221,016 | (31,958) | 252,974 | 221,016 | (31,958) | (0) |
| NWCCOG Foundation | 4,500 | 18,314 | 13,814 | 3,500 | 17,121 | 13,621 | 1,193 |
| Water Quality/Quantity | 170,018 | 169,563 | (455) | 170,018 | 169,563 | (455) | 0 |
| Watershed Services | 53,276 | 32,319 | (20,957) | 53,276 | 32,319 | (20,957) | (0) |
| Wild & Scenic | 128,530 | 128,530 | - | 128,531 | 128,531 | - | (1) |
| External Program Funds | 821,728 | 759,457 | (62,271) | 820,729 | 758,264 | (62,465) | 1,192 |
| | | | | | | | |
| NWCCOG Total Budget | 9,519,557 | 9,579,516 | 59,959 | 8,862,709 | 9,468,437 | 605,728 | 111,079 |
| | | | | | | | |
| Internal Service Program Funds | | | | | | | |
| Building | 92,183 | 96,826 | 4,643 | 77,160 | 66,291 | (10,869) | 30,535 |
| Indirect | 424,558 | 458,043 | 33,485 | 484,024 | 471,256 | (12,768) | (13,213) |
| Motor Pool | - | - | - | 10,000 | 19,901 | 9,901 | (19,901) |
| | | | | | | | |
| GRAND TOTAL | 10,036,298 | 10,134,385 | 98,087 | 9,433,893 | 10,025,885 | 591,992 | 108,500 |
| | | | | | | | |

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



2023 NWCCOG COUNCIL MEETING SCHEDULE

PO Box 2308 • 249 Warren Ave • Silverthorne, CO 80498 • 970-468-0295
Fax 970-468-1208 • www.nwccog.org

Thursday, January 26, 2023

Full Council, EDD Board & NLF Board Meeting

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

Primary Agenda Items: Introduction of new members/representatives; elect Executive Committee & Officers, Preliminary financials, select CHP rep.; annual NLF Board meeting; EDD Board meeting & election of officers.

Thursday, March 23, 2023

Full Council & EDD Board Meeting

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.

Agenda Items: Approval of final 2022 Financials; program overviews, updated Member Handbook, distribute Member Survey.

Thursday, May 25, 2023

Full Council & EDD Board Meeting

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.

Primary Agenda Items: Review/acceptance of the 2022 audit, approve Q1 financials, Member Survey results.

Thursday, July 6, 2023

Full Council & EDD Board Meeting

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.

Primary Agenda Items: Approval of 2024 dues; discussion re: Annual Planning Meeting Agenda, Goals/Objectives.

Thursday, August 24, 2023

Full Council & EDD Board Annual Planning Meeting

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.

Agenda Items: Strategic Planning for 2024, approve Q2 Financials.

Thursday, October 26, 2023

Full Council & EDD Board Meeting

Location: Zoom Conference Call, On-Site Location TBD

Time: **Executive Committee** 9:00 a.m. **Council** 10:00 a.m.-12:00 p.m., **EDD Board** 12:30 p.m. – 2:30 p.m. Primary Agenda

Items: Review of draft 2024 budget, approve 2024 meeting schedule, approve Q3 Financials.

Mid October 2023 Executive Committee Meeting (date to be determined)

Executive Committee Meeting Agenda: Executive Director's Annual Review

Thursday, December 7, 2023

Full Council, EDD Board & Foundation Board Meeting

Location: Zoom Conference Call, On-Site Location TBD

Time: **Foundation** 10:00 a.m., **Council** 10:15 a.m.-12:00 p.m., **EDD Board** 12:30 p.m. – 2:30 p.m.

Primary Agenda Items: Review ED Annual Review results; 2023 budget revisions; approve 2024 budget, List of bills; annual NWCCOG Foundation Board meeting.