



DEPARTMENT GOALS & OBJECTIVES 2024

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DEPARTMENT: NWCCOG Member Services/Regional Business	SUBMITTAL DATE: August 2023
STATED MISSION STATEMENT *overall purpose of department*	The purpose of the NWCCOG is to be responsive to our local government members' needs and interests when acting as a region. To do that, NWCCOG manages programs that deliver direct services to clients across the region and distributes grant funding to agencies and clients. NWCCOG also provides leadership, guidance and assistance in problem solving, information sharing and partnership building, advocating members interests and needs with local, state and federal entities.

GOAL 1: Increase the visibility and presence of the organization within the region	
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OBJECTIVES	<ol style="list-style-type: none"> 1. Observe, track and report on relevant and evolving policy/issues across the region 2. Grow awareness of programs across the region 3. Expand in-person outreach when relevant & efficient
MEASUREABLE OUTCOMES *how will you know when you meet these goals?*	<ul style="list-style-type: none"> *Research and publish reports on relevant topics *Track YOY hits on website (increase), assess most used page content *Perform Member Survey – bi-annually (2023), look for % increases for value programs *Increase requests for NWCCOG trainings, facilitation, participation *Develop "canned" presentations, on-boarding elected officials' workbook *Visit member jurisdictions when opportunities arise *Write and publish NWCCOG Newsletters, have more published in local papers
WHY THESE GOALS? *audit review, team aspiration, client input, survey results, etc.*	Recent Member Surveys confirmed many of our top values being "providing relevant regional information, cross jurisdictional idea sharing, bringing regional perspective to local issues." By focusing on telling their stories, we also tell ours: communicating our usefulness and reinforcing the value of our work so members become champions of our programs

GOAL 2: Strengthen the Organization through Excellence from identifiable risks	
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OBJECTIVES	<ol style="list-style-type: none"> 1. Seek peer recognition for Program excellence in Colorado, continue being a model for excellence and best practices across the organization 2. Develop internal professional development resources and trainings for staff
MEASUREABLE OUTCOMES *how will you know when you meet these goals?*	<ul style="list-style-type: none"> *Continue review and update of all Policies & Procedures, draft a schedule for this *Achieve Excellence in compliance with State & Federal program guidelines and audits
WHY THESE GOALS? *audit review, team aspiration, client input, survey results, etc.*	With so many diverse and complex content areas, grants, federal & state programs and agencies each managed with expertise by a small department, the organization is at risk from this isolation of expertise. Similar situation exists with funding for services dependent on federal allocations.

GOAL 3: Strengthen the Organization through Resilience from identifiable risks	
OBJECTIVES	1. Continue focus on best practices and information technology, HR and other risk areas
	2. Continue to diversify and strengthen program fee-for-service funding streams to combine with dues to add value to the region
MEASUREABLE OUTCOMES *how will you know when you meet these goals?*	*Draft COOP plan for Council Approval in 2024 *Manage and update cross training matrix *Confirm that all employees have "instruction manuals" for transitions (ED also)
WHY THESE GOALS? *audit review, team aspiration, client input, survey results, etc.*	With so many diverse and complex content areas, grants, federal & state programs and agencies each managed with expertise by a small department, the organization is at risk from this isolation of expertise. Similar situation exists with funding for services dependent on federal allocations.

GOAL 4: Expand Direct "Member Services" to Jurisdictions	
OBJECTIVES	1. Develop professional development resources and trainings
	2. Promote use of council/ board facilitation services
	3. Promote Program specific trainings to members
MEASUREABLE OUTCOMES *how will you know when you meet these goals?*	*Produce reports * Conduct trainings and materials for trainings
WHY THESE GOALS? *audit review, team aspiration, client input, survey results, etc.*	Based on Member Surveys, membership value development of standardized, resources for elected officials in content areas not currently emphasized by CML, CIRSA or other basic elected official training.

GOAL 5: Continue to advocate on issues of regional interests on behalf of membership	
OBJECTIVES	1. Continue to connect members with state and federal officials related to current and emerging issues of regional importance
	2. Seek regional study/analysis/projects on topics pertinent to region
	4. Continue to collaborate with partner organizations so as not to duplicate efforts
	5. Strategize on how best to manage federal Land Management policy and keep members informed
MEASUREABLE OUTCOMES *how will you know when you meet these goals?*	Feedback from Member Survey

<p>WHY THESE GOALS? *audit review, team aspiration, client input, survey results, etc.*</p>	<p>Members need a good stream of information on regional and national issues and have a larger presence when pulling resources together.</p>
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DEPARTMENT: Broadband Program	SUBMITTAL DATE: August 2023
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STATED MISSION STATEMENT *overall purpose of department*	Support the delivery of available, resilient, reliable, and affordable broadband, cellular, and public safety communications in NW Colorado. Drive economic development, quality of education and life as a result of improved telecommunications services. Support DOLA grant and local planning across the state.
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GOAL 1: Continue Technical Assistance to Communities upon Request
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OBJECTIVES	<ol style="list-style-type: none"> 1. Ensure regional communities have adequate access to broadband services 2. Create and maintain partnerships with commercial and government organizations 3. Provide support to communities and agencies statewide through DOLA
MEASUREABLE OUTCOMES *how will you know when you meet these goals?*	When all community members and organizations in the region and statewide that want affordable, reliable broadband have access to those resources via fiber or terrestrial wireless technologies. At a time when broadband pricing is as affordable in rural areas as it is in major U.S. cities. When all communities that need reliable middle mile broadband network access and services are connected
WHY THESE GOALS? *audit review, team aspiration, client input, survey results, etc.*	The DOLA grant requires that the Regional Broadband Director be available for TA within the NWCCOG region, and also share responsibilities for all TA requested across the state of Colorado with a peer who is based in Region 10. DOLA pays 50% of the costs of this position.

GOAL 2: Strategically Expand Distribution of Technical Assistance when Possible
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OBJECTIVES	<ol style="list-style-type: none"> 1. Economic, Education, and Community Development 2. Project THOR stability and diversity 3. Support broadband education in communities of need 4. Assist community projects in seeking public/private partnerships and seek Federal funding for projects
MEASUREABLE OUTCOMES	Increasing economic, education, and community services diversity driven by broadband connectivity. Support Project THOR concept to support deployment and network connectivity statewide. Ensure that people in communities of need have access to broadband and understand how to use the network to accomplish their life needs

<p>WHY THESE GOALS? *audit review, team aspiration, client input, survey results, etc.*</p>	<p>Though there is no requirement for this aspect of the position, and there is currently no strategy to achieve equity in access to broadband for underserved communities, yet this is a clear need that is encountered regularly, so if opportunity arises the plan is to take it.</p>
<p>GOAL 3: Strategize and Implement Long-Term Plan for THOR Network</p>	
<p>OBJECTIVES</p>	<ol style="list-style-type: none"> 1 .Migrate Project THOR to enhanced network platform 2. Insure growth and long-term viability of THOR Network 3. Plan for handoff of THOR Ownership or Oversight Late 2024
<p>MEASUREABLE OUTCOMES *how will you know when you meet these goals?*</p>	<p>Time will tell. RBBB position is funded through 2023, will reapply for grant extension through 2024. Beyond that NWCCOG having this position in-house may be in question unless other funding is found. Conversations are occurring with state agencies to understand oversight and funding scenarios at State of CO</p>
<p>WHY THESE GOALS? *audit review, team aspiration, client input, survey results, etc.*</p>	<p>The NWCCOG RBB Director position is funded by 50% each by DOLA and NWCCOG Dues which is only sustainable for some time.</p>



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DEPARTMENT: Economic Development District		SUBMITTAL DATE: 8/10/23
STATED MISSION STATEMENT <small>*overall purpose of department*</small>	NWCCOG Economic Development District exists to connect our communities with resources, build partnerships, and foster regional collaboration to enhance the economic prosperity of our region.	

GOAL 1: Support member jurisdictions with their economic and community development needs	
OBJECTIVES	<ol style="list-style-type: none"> 1. Provide clearinghouse of information on resources through resources bulletins, website, research, reports, direct assistance 2. Provide information on funding and technical assistance opportunities 3. Maintain and enhance EDD website to make it a valuable resource to member +
MEASUREABLE OUTCOMES <small>*how will you know when you meet these goals?*</small>	<ul style="list-style-type: none"> - # Resources Bulletins; open rates - # Quarterly Economic updates; open rates - Log of direct assistance provided to towns, counties, businesses, non-profits, etc. (ongoing list kept throughout the year) - Number of workshops, presentations, conferences held throughout the year - Number of resources and data provided on website (new pages added) - Number of reports on topics of interest (i.e. Workforce Housing Report)
WHY THESE GOALS? <small>*audit review, team aspiration, client input, survey results, etc.*</small>	Supporting member jurisdictions with their economic and community development needs is the cornerstone of the mission of the EDD

GOAL 2: Reach the goals set by the Comprehensive Economic Development Strategy (CEDS)	
OBJECTIVES	<ol style="list-style-type: none"> 1. Workforce: Support our workforce such that their needs are met, and the workforce needs of businesses are met 2. Economy: Cultivate a diversified, stable, balanced, sustainable, vibrant economy 3. Community: Enhance the region's quality of life and unique community character +
MEASUREABLE OUTCOMES <small>*how will you know when you meet these goals?*</small>	<p>(Objectives con't) 4. Resilience: Bolster the long-term economic durability of the region</p> <p>Measurable Outcomes: Analyze progress on the goals in the CEDS by the evaluation framework set out in the CEDS. Annual CEDS progress report to EDA - reports on progress on scope of work and regional action plan; EDD Director prepares annually; - EDA requires semi-annual and annual Performance Questionnaire which EDD Director prepares</p>
WHY THESE GOALS? <small>*audit review, team aspiration, client input, survey results, etc.*</small>	The CEDS is the cornerstone of the EDD program and a priority of the EDA, the main EDD funding partner

GOAL 3: Foster collaboration and cooperation/partnership building across the region

<p>OBJECTIVES</p>	<p>1.Foster regional collaboration via convening EDD Board of Directors; participating in statewide collaboration efforts</p> <p>2.Share best practices and regional success stories</p> <p>3.Share solutions to common problems via regional studies and reports</p>
<p>MEASUREABLE OUTCOMES *how will you know when you meet these goals?*</p>	<p>Outcomes from efforts such as EDA Policy Academy (plan); Statewide CEDS (plan); discussions/outcomes of EDD board meetings, topics/speakers of interest</p>
<p>WHY THESE GOALS? *audit review, team aspiration, client input, survey results, etc.*</p>	<p>Regional collaboration is a main priority of the EDD and EDA</p>



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DEPARTMENT: Elevator Inspection Program	SUBMITTAL DATE: August 2023
STATED MISSION STATEMENT *Overall purpose of department*	As the Authority Having Jurisdiction (AHJ) under the Elevator and Escalator Certification Act (The Act) for elevator safety inspections across the region through MOA with the Colorado Division of Oil and Public Safety (OPS), the program works cooperatively with local jurisdictions to streamline regulatory codes for vendors and ensure compliance with state law so that conveyances operate as safely as possible for property owners and the public.

GOAL 1: Public Safety: Ensure that all conveyances within region are operating safely in compliance with state law, code and best practices	
OBJECTIVES	<ol style="list-style-type: none"> 1. Stay current with inspections of new conveyances and modifications as necessary. 2. Stay current with annual inspections of elevators as required. 3. Stay in good standing with the requirements spelled on in the MOA.
MEASUREABLE OUTCOMES *How will you know when you meet these goals? *	*Have no elevators operating without maintaining a valid Certificate of Operation (C.O.) *Maintain compliance with the MOA with regards to enforcement of adopted Conveyance Regulations as necessary. *Compliance achieved smoothly, rapidly, and well communicated to stakeholders
WHY THESE GOALS? *Audit review, team aspiration, client input, survey results, etc.*	These goals are non-optional in order to for NWCCOG to continue as the AHJ under an MOA with the State of Colorado. The region would not be well served by a patchwork of inspection services.

GOAL 2: Review and Improve all Systems, policies, and protocols within the Program	
OBJECTIVES	<ol style="list-style-type: none"> 1. Cross-train on ALL program scopes of work 2. Maintain clear, written protocols and checklists 3. Update notification and enforcement practices, review software/database
MEASUREABLE OUTCOMES *How will you know when you meet these goals? *	*Positive annual audits from the State without notices of corrective action or extensions *Maintain positive feedback from conveyance owners and elevator maintenance companies about how professional, effective, and efficient the program is.
WHY THESE GOALS? *Essential to the ongoing development of the EIP.*	Maintain a positive and transparent program through communication with stakeholders about current requirements and any potential changes to requirements. Maintain a positive field presents through over communication and field professionalism.

GOAL 3: Develop On-going Practices to Strengthen Program	
OBJECTIVES	1. Maintain transparent communication with all stakeholders about any changes to requirements.
	2. Minimal to no negative feedback from conveyance owners regarding field inspector's demeanor when conducting his/her duties.
MEASUREABLE OUTCOMES *How will you know when you meet these goals? *	* Not having conveyance owners and contractors blindsided with new or changing requirements and sending out notification well in advance. * Fielding little to no complaints about the field inspection staff and how they conduct themselves while performing field inspections.
WHY THESE GOALS? *Prior program administration was not communitive, field inspectors with little to no direction.*	The outcome, "answers" and general experience of an inspection should be neutral and performed at the same high level of professionalism no matter which inspector performs it. EIP administration should be the Stewarts of the stakeholder information working as a team in conjunction with the Program Director to understand and prioritize the information that should be sent out.



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DEPARTMENT: Energy Program		SUBMITTIAL DATE: 7/12/2023
STATED MISSION STATEMENT *overall purpose of department*	To help qualified clients save energy, reduce energy costs, live in a healthy home, and reduce greenhouse gas emissions in our 14-county region	

GOAL 1: Continue to increase client services in our region (Quality & Quantity)		
OBJECTIVES	1. Bring new employees up to speed and deliver quality services	
	2. Expand the ReEnergize type program to different counties	
MEASUREABLE OUTCOMES *how will you know when you meet these goals?*	Quality: Our new hires will continue to improve on their work quality	
WHY THESE GOALS? *audit review, team aspiration, client input, survey results, etc.*	ReEnergize is currently serving qualified clients at 80% to 150% AMI. By growing this program, we are providing our services to medium income level families.	

3. GOAL 2 Incorporate FileMaker Pro (Fleet, Client, Timesheet, and Inventory Mgmt.)		
OBJECTIVES	1. Be able to track all clients and production using one program.	
	2. Accurate reliable Inventory system	
	3. Manage employee Timesheets and Vehicle Fleet	
MEASUREABLE OUTCOMES *how will you know when you meet these goals?*	The goal is accomplished when we are working smoothly with all Energy Programs using this database including Inventory, Timesheets and Fleet management.	
WHY THESE GOALS? *audit review, team aspiration, client input, survey results, etc.*	It's much needed. We are all working as hard as possible now it's time to work smarter. This FileMaker Pro database has been developed and implemented at a larger Weatherization Agency and it's tried and tested. We also have additional IT support to help us tailor this to our specific needs.	

4. GOAL 3 Training Center in Gypsum office		
OBJECTIVES	1. Secure funding, currently meeting with the CEO, Xcel Energy	
	2. This group is currently working on a proposal for the Doe ENI Grant	

<p>MEASUREABLE OUTCOMES *how will you know when you meet these goals?*</p>	<p>This is a multi-step process. We will start with training our new hires on building construction and Weatherization basics. Then have an IREC accredited training center where we can train and test to fulfill our training needs. We will then open it up to the region.</p>
<p>WHY THESE GOALS? *audit review, team aspiration, client input, survey results, etc.*</p>	<p>There is a lack of training facilities in Colorado and there is a great need to train our new hires, the continuing education of our current employees, and a training center for others in our region.</p>

<p>5. GOAL 4 Update our Vehicle Fleet</p>	
<p>OBJECTIVES</p>	<p>1. increased Safety 2. Electric Vehicles when it makes sense 3. Increased production</p>
<p>MEASUREABLE OUTCOMES *how will you know when you meet these goals?*</p>	<p>This is an ongoing process.</p>
<p>WHY THESE GOALS? *audit review, team aspiration, client input, survey results, etc.*</p>	<p>Employee safety, energy efficient vehicles</p>

<p>6. GOAL 5 Grow “Fee for Service” work – ReEnergize, NEEP</p>	
<p>OBJECTIVES</p>	<p>1. Expand the Garfield County ReEnergize Program to a few other Counties 2. Complete the Leadville NEEP project</p>
<p>MEASUREABLE OUTCOMES *how will you know when you meet these goals?*</p>	<p>Hopefully expand ReEnergize to neighboring counties.</p>
<p>WHY THESE GOALS? *audit review, team aspiration, client input, survey results, etc.*</p>	<p>Be an additional resource in our region for energy savings.</p>

ADDITIONAL GOALS:

6. Continue to Increase advancement opportunities and Pay for Energy Staff
7. Relocate New Castle to Rifle Warehouse
7. Staffing Gypsum office, Increased BEECH production
8. More Technical training
9. Improve inventory process and tracking.
10. More energy Auditors and Inspectors
11. Improve field staff documentation process.
12. Expansion of B.E. - training and advancement opportunities
14. Improve onboarding / training process



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DEPARTMENT: Northwest Loan Fund	SUBMITTIAL DATE: August 2023
<p style="text-align: center;">STATED MISSION STATEMENT *overall purpose of department*</p>	<ul style="list-style-type: none"> Provide access to capital for business acquisition, expansion, or start-up in the nine Northwest Colorado Counties Improve the economic base of and/or bring new wealth into the NLF Territory by providing loans to businesses that will create or retain jobs (CDBG – at least 51% of the jobs are to be persons from low to moderate family income households (LMI)). Bring a value added product or fill a niche in the local economy not currently being filled or being filled poorly. Bring revenue from outside the 9 Northwest counties. Encourage financial and economic self-sufficiency of business clients toward eventual move to traditional sources should the client desire.

GOAL 1:	
OBJECTIVES	<ol style="list-style-type: none"> 1. \$650k in loans 2. Majority of loans funded by CDBG 3. Invest Revolved Funds in loans when possible for greater earnings than Money Market accounts and continued re-investment into NLF Territory
<p>MEASUREABLE OUTCOMES *how will you know when you meet these goals?*</p>	<p>NLF Financial Statement Budget to Actual</p>
<p>WHY THESE GOALS? *audit review, team aspiration, client input, survey results, etc.*</p>	<ul style="list-style-type: none"> CDBG Funds include Admin which helps cover the costs to run the NLF Economic Development via loans to businesses Expansion of services in NLF territory

GOAL 2:	
OBJECTIVES	<ol style="list-style-type: none"> 1. Maintain Anita’s hours at a reasonable level 2. Separation of duties by trustworthy, detail oriented contractor(s) for payment posting 3. Others knowing aspects of the NLF
<p>MEASUREABLE OUTCOMES *how will you know when you meet these goals?*</p>	<ul style="list-style-type: none"> Utilize contractor(s) for Financial Analysis Continue with Analysis by FOS Consulting Utilize contractor(s) for Loan payment posting – likely train Greg Ociepka Continue with Contractor(s) to post loan payments Continue adding to NLF Manual Continue to have Greg Ociepka do CDBG Reports

<p>WHY THESE GOALS? *audit review, team aspiration, client input, survey results, etc.*</p>	<ol style="list-style-type: none"> 1. Avoid burnout 2. Separation of duties by a trustworthy contractor(s) 3. Manual to help others know filing system, processes, procedures
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GOAL 3:	
OBJECTIVES	Revise Budget/Actual process
MEASUREABLE OUTCOMES *how will you know when you meet these goals?*	Budget to actual easier to follow when funds are disbursed but not re-imbursed
WHY THESE GOALS? *audit review, team aspiration, client input, survey results, etc.*	With State delays, there has been significant need for explanations regarding lack of income and regarding SEFA calculations on Audits

GOAL 4:	
OBJECTIVES	<ol style="list-style-type: none"> 1. 2024 CDBG Grant Approval 2. 2024 CDBG Grant Fully Executed
MEASUREABLE OUTCOMES *how will you know when you meet these goals?*	After presentations to 9 counties commissioners, 9 counties sign on to CDBG Grant Application State signatures Fully Execute the new Contract
WHY THESE GOALS? *audit review, team aspiration, client input, survey results, etc.*	CDBG Grant is primary funding source for the NLF

GOAL 5:	
OBJECTIVES	Reduce effects of Chronic Stress
MEASUREABLE OUTCOMES *how will you know when you meet these goals?*	Anita feels calm much of the time Anita schedules and takes vacation (not just a day here and there)
WHY THESE GOALS? *audit review, team aspiration, client input, survey results, etc.*	Chronic Stress is the cause of Burnout The State delays have added significant chronic stress in the last two years. (before that it was the effect of Covid on clients) There is always the pressure to make loans, balanced with the loans being of good quality

Note: Clients state that they prefer working with Anita. The process is more friendly than working with banks. They also prefer working with the NLF because they like knowing that, as they repay, the money will be re- invested in the region and not go to some other state.



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DEPARTMENT: RTCC		SUBMITTAL DATE: 8/24/23
STATED MISSION STATEMENT *overall purpose of department*	"The mission of the Rural Transportation Coordinating Council (RTCC) is to identify transportation needs and provide regional transportation coordination for the counties of Eagle, Garfield, Grand, Jackson, Pitkin, Routt and Summit. Through sustained public and private cooperatives and transportation education, the RTCC aims to mitigate transportation issues, fill gaps in service and develop rural transportation infrastructure which is easily accessible to Veterans, older adults, adults who are low-income and people with disabilities.	
GOAL 1: Support the Intermountain Transportation Planning Region		
OBJECTIVES	1. Provide "full time" Administrative and Coordination Support to group	
	2. Comply with proposed TPR recommendations from CDOT and TC	
	3. Standup Website, post Agendas, Packets and Minutes and other content	
MEASUREABLE OUTCOMES *how will you know when you meet these goals?*	1. CDOT approval of changed MM scope in 2024 Grant, new Job Description 2. List of recommendations from CDOT TPR improvements implemented 3. Build Webpage on NWCCOG for TPR and load content 4. Draft and get approved IGAs, Bylaws and other governance for TPR	
WHY THESE GOALS? *audit review, team aspiration, client input, survey results, etc.*	Through a 2023 bill, CDOT has been assessing the Transportation Planning Regions across the state, and ongoing conversations after assessment though prior to CDOT staff issuing recommendations to the Transportation Commission for approval, many best practice improvements to IMTPR have already been identified. Discussions across region identified this need.	
GOAL 2: Clarify and Improve Purpose and Vision of RTCC Group		
OBJECTIVES	1. RTCC partners have largest rural ridership in nation, deliver value and content worthy of best in class services of RFTA, EVTA, Summit Stage and Steamboat Springs Transit and The Lift in Winter Park	
	2. Bring in high level speakers on emerging innovations in transit	
	3. Add other local transit organizations in region to RTCC group, Avon, Vail, Glenwood Springs and private Mobility vendors	
MEASUREABLE OUTCOMES *how will you know when you meet these goals?*	1. Better "energy" and attendance at RTCC meetings 2. Partner agencies sending more than one representative to meetings. 3. Content and speakers at RTCC meetings get talked about and reported out	
WHY THESE GOALS? *audit review, team aspiration, client input, survey results, etc.*	RTCC has been losing a sense of purpose, energy and interest among stakeholders.	

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DEPARTMENT: Watershed Services	SUBMITTAL DATE: August 2021
<p style="text-align: center;">STATED MISSION STATEMENT</p> <p><small>*overall purpose of department*</small></p>	<p>Implement the NWCCOG Regional Water Quality Management Plan, 208 Plan</p>

GOAL 1: Work with local governments and watershed groups on 208 matters.	
<p style="text-align: center;">OBJECTIVES</p>	<ol style="list-style-type: none"> 1. Continue activities related to improving water clarity in Grand Lake. 2. Work with members to revised land use codes to provide greater water quality protection. 3. Review referred development applications and comment on methods to improve water quality.
<p style="text-align: center;">MEASUREABLE OUTCOMES</p> <p><small>*how will you know when you meet these goals?*</small></p>	<ol style="list-style-type: none"> 1. Compliance with WQCC Goal Qualifiers and an additional MOU to continue adaptive management activities. 2. Members use model code to adopt revised codes that better protect water quality. 3. Count number of reviews.
<p style="text-align: center;">WHY THESE GOALS?</p> <p><small>*audit review, team aspiration, client input, survey results, etc.*</small></p>	<p>Timely and reasonable initiatives to implement the 208 Plan that are identified as a work product in the CDPHE purchase order with NWCCOG.</p>

GOAL 2: Review wastewater treatment facility (WWTF) site applications for consistency with the 208 Plan.	
<p style="text-align: center;">OBJECTIVES</p>	<ol style="list-style-type: none"> 1. Work with local communities to address site specific treatment issues. 2. Review and, when appropriate, comment on site applications and discharge permits.
<p style="text-align: center;">MEASUREABLE OUTCOMES</p> <p><small>*how will you know when you meet these goals?*</small></p>	<p>Count number of reviews.</p>
<p style="text-align: center;">WHY THESE GOALS?</p> <p><small>*audit review, team aspiration, client input, survey results, etc.*</small></p>	<p>This is a basic function of 208 Plan that is identified as a work product in the CDPHE purchase order with NWCCOG.</p>

GOAL 3: Update 208 Plan	
OBJECTIVES	1. Update the 208 Plan, last update completed in 2012.
	2. Add links to appropriate materials to make the 208 Plan more useful.
	3. Improve document format and layout to improve utility of the 208 Plan.
MEASUREABLE OUTCOMES *how will you know when you meet these goals?*	The updated 208 Plan will include current information, an improved format, and links to other resources.
WHY THESE GOALS? *audit review, team aspiration, client input, survey results, etc.*	In addition to providing new information, the updated plan will make the 208 Plan more useful to NWCCOG staff, member jurisdictions, and other users. This effort is identified as a work product in the CDPHE purchase order with NWCCOG.

GOAL 4: Ensure Long-Term viability of program	
OBJECTIVES	1. Document work process for resilience
	2. Put as much as appropriate of work on-line (Server or Website)
	3. Cross Train duties within QQ leadership
MEASUREABLE OUTCOMES *how will you know when you meet these goals?*	Better prepared for next transition of administrative duties
WHY THESE GOALS? *audit review, team aspiration, client input, survey results, etc.*	Program health and resilience