



AGENDA

Thursday, August 24, 2022
 NWCCOG Zoom
 NWCCOG 10 a.m. – 12 p.m.
 EDD 12:30 p.m. – 2:30 p.m.

VIDEO & PHONE CONFERENCE INFORMATION

Join Zoom Meeting https://us06web.zoom.us/j/88166216134?pwd=MFB0Z2VRVEpHSXhYZHRubVRXc3poZz09 Meeting ID: 881 6621 6134 Passcode: 119033

NWCCOG COUNCIL MEETING

10:00 a.m.	1.	NWCCOG Council Chair, Alyssa Shenk - Jon Stavney will be remote	
	2.	Roll Call, Introductions and Determination of Quorum	
	3.	Special Presentation: by Sara Ott, CIRSA Board of Directors, Aspen City Manager	
	*4.	ACTION: Minutes of July 2023 Council Meeting	Pgs. 3-5
	*5.	ACTION: COG: 2 nd Quarter Financials - NWCCOG – List of Payments - NWCCOG – Balance Sheet - NWCCOG – Statement of Revenues and Expenditures - Northwest Loan Fund – Balance Sheet - Northwest Loan Fund – Budget vs Actual - Will post on website 24hours prior to meeting	website
	6.	UPDATE COG: NLF Reports - Documents are for review, not approval - Northwest Loan Fund – Risk Ratings - Northwest Loan Fund – Portfolio Summary - Loan Policy Excerpt as reference for Risk Ratings	Pgs. 6-12
10:10 a.m.	*7.	ACTION: Goals and Objectives - Review Markup of Member Services G & O from July meeting, approve - Move to approve all program G & O as posted on website	Pgs.12-30
	*8.	ACTION: Updated NWCCOG Mission Statement - Review Markup of NWCCOG Mission Statement, approve	Pg. 31
	*9.	ACTION: 2024 Member Dues - Proposed increase reviewed at July Council meeting; Council requested to hold vote at August meeting	Pgs. 32-33
	10.	UPDATE COG: Strategic Planning for 2024 - October Budget Workshop – Propose Oct 24 at 11 a.m. - Brief review at October Council Meeting - Executive Director Review prior October Meeting – Oct 24th 10:00a.m - October 26 th Meeting in Person Silverthorne Office and Online - January new Officers – interest in Chair, Vice Chair and Treasurer.	
	11.	New Business - Request to move all future August Council Meetings to first full week of September - Notice: Community Metrics Project Survey out soon (update Jon) - Notice: NWCCOG Housing Report out in September - NWCCOG, QQ and CAST attending CML Housing Legislation meetings - LOS from Vintage to Polis - Josh Blanchard announces resignation from County Commission	Pgs. 34-43

		- Website Analytics for review only, contact Talai with questions	
11:00 a.m.	12.	PRESENTATION: Summit County partnership with Spring Back - Josh Blanchard, Commissioner and Aaron Byrne, Landfill Director https://coloradosun.com/2023/07/25/colorado-recycle-used-old-couch-mattress-jobs/?mc_cid=f9763a5f4a&mc_eid=5687bff98f	
	13.	UPDATE: RTCC Mobility Manager CDOT Grant and CDOT TPR Review Process update by Jon - No timeline yet on NWCCOG job posting for new Mobility Manager	
11:30 a.m.	14.	CONGRESSIONAL UPDATES	
11:45 a.m.	15.	MEMBER UPDATES: 3 minutes per jurisdiction if time allows	
	16.	PROGRAM UPDATES: - See documents in packet and reach out to Jon with any comments - Executive Director New Business	Pgs. 44-48
Noon	*17.	ACTION: Adjourn NWCCOG Meeting	
<p align="center"><u>NEXT NWCCOG MEETING:</u> Thursday, October 26, 2023 Conference Call 10am – 12pm Will Schedule Budget Workshop Call prior to this meeting for those interested in a deep dive into the details of the budget, then Budget Hearing will not be so long. Offering in-person option to see new conference room and offer food for those willing and able to travel</p> <p><u>NWCCOG Officers:</u> NWCCOG Council Chair – Alyssa Shenk, NWCCOG Council Vice-Chair – Patti Clapper NWCCOG Council Secretary-Treasurer – Carolyn Skowyra</p> <p><u>NWCCOG Executive Committee:</u> Region XII County members –Josh Blanchard, Patti Clapper, Tim Redmond, Jeanne McQueeney and Randal George. Municipal members – Alyssa Shenk, Geoff Grimmer, Glen Drummond, Kristen Brownson and Carolyn Skowyra.</p>			

* requires a vote

NWCCOG ECONOMIC DEVELOPMENT DISTRICT (EDD) BOARD MEETING

12:30 p.m.	1.	Call to Order – EDD Board Chair, DiAnn Butler	
	2.	Roll Call and Determination of Quorum	
	*3.	ACTION EDD: July 2022 EDD Meeting Minutes	Pg. 49
	4.	UPDATE: Workforce Update – CDLE Team	
	5.	UPDATE: NWCCOG EDD Program Update	
	6.	Roundtable: Member Updates	
	7.	New Business/Future Agenda Items	
2:30 p.m.	*8.	Adjourn NWCCOG Meeting	
<p align="center"><u>NEXT EDD BOARD MEETING:</u> Thursday, October 26, 2023 Conference Call from 12:30pm – 2:30pm</p> <p><u>EDD Officers:</u> EDD Chair – DiAnn Butler, EDD Vice-Chair – Patti Clapper, EDD Secretary-Treasurer – Ashley Macdonald</p>			

* requires a vote

Please notify office@nwccog.org 5 days in advance if you require any accommodations to attend this meeting.



Northwest Colorado Council of Governments

NWCCOG Council Meeting

July 6, 2023

Council Members Present:

Alyssa Shenk, Town of Snowmass Village
Tim Redmond, Routt County
Josh Blanchard, Summit County
John Bristol, Routt County
Corry Mihm, Summit Chamber
Kristen Brownson, Town of Breckenridge
Michael Buccino, Steamboat Springs
Ashely MacDonald, Town of Kremmling
Britta Gustafson, Town of Snowmass Village
Patti Clapper, Pitkin County
Randy George, Grand County
Geoff Grimmer, Town of Eagle
Ben Kleimer, Red Cliff
Sara Nadolny, Town of Basalt

Others Present:

Matt Kireker, Sen. Bennet's Office
Janeth Stangle, Sen. Hickenlooper
Chris Cares, RRC
Sam Hellwege, CLA

NWCCOG Staff:

Jon Stavney
Becky Walter
Jonathan Godes
Anita Cameron
Talai Shirey
Rachel Tuyn

Call to Order

Patti Clapper, NWCCOG Council Vice Chair, called the Northwest Colorado Council of Governments (NWCCOG) meeting to order at 10:00am. Roundtable introductions were completed, and a quorum was present for the group.

Approval of May 2023 Council Meeting Minutes

M/S: Josh Blanchard/Sara Nadolny approve the May 2023 Council Meeting Minutes as presented.

Passed: Yes

NLF Reports for Review

NLF Reports are available in the packet for review. It's been a busy year! No questions were asked.

Annual Planning Meeting

Reminder that August is NWCCOG planning meeting where Council shares ideas for 2024. The next NWCCOG Council meeting is on August 24th and all are invited to attend in person at the Silverthorne NWCCOG Conference Room. Jon reviewed the proposed 2024 Member Service Program Goals which he had proposed edits in highlighted language or strikethrough; he updated the Mission Statement to include the different programs NWCCOG runs. There was a conversation on edits for 2024 including expanding the fee for service; Council will further review and be prepared to discuss/approve at the August meeting. Provide input then or before to Jon.

2024 Proposed Member Dues

Jon explained that NWCCOG Member Dues should be approved per the Bylaws at the July Council meeting before upcoming jurisdiction budgeting. A 7.9% increase was recommended from the calculations after population and valuations were input with no change to the multiplier which Jon thanked Becky for preparing. They discussed and felt that the dues should increase because of increases in costs for 2024 including the Audit, COLA, etc. There was a conversation regarding a possible decrease in member dues should the economy have a downturn. Assessments are currently very high; it was encouraged to have further discussion regarding valuation/population at a future Council Meeting. Jon confirmed that NWCCOG is prepared to adjust as economy requires. It was decided that various members present would bring the proposed dues to their jurisdiction for review and can come to the August meeting prepared to vote. Jon offered that if any jurisdiction needs a deeper dive into the structure they will reach out to Jon before the August meeting.

Call to Order Joint Meeting with NLF

Patti Clapper, Northwest Loan Fund Council Vice Chair, called the Northwest Loan Fund (NLF) meeting to order at 10:20 am.

2022 Audit Presentation

Sam Hellwege with CLA presented the Final Financial Statement which is available on the Council webpage:

<https://www.nwccog.org/about/people/our-council/council-resources/>

The Financial highlights provide a brief overview and are available on page 7 of 58.

The Statement of Net Position – Increase in Capital Assets due to new Right to Use Lease Agreement regulation.

Balance Funds available on page 17 provide an overview of the major programs.

Compliance and Other Matters –

The Northwest Loan Fund and Vintage were subject to individual compliance audits. These programs were selected at random.

Significant Deficiencies identified in Compliance Audits:

BEECH (Energy Program) – Simply revenue recognition issue due to timing terms of BEECH agreement. Note: the main grant was reported correctly.

CDBG (NLF) – 2022 Performance Reports were not prepared due to broken State of Colorado portal. NLF has contacted the State of Colorado regarding the broken report portal and will submit reports as soon as possible.

CDBG (NLF) – Part of the expenditures were placed in 2022 when they should have been placed in 2021 however this was also due on part to the State of Colorado broken portal and late release of funds.

Aging (Vintage) – Employee underpaid, and grant undercharged for one payroll. Fiscal has worked on the payroll process via QB to ensure this is not a repeat deficiency in 2023.

There were no questions on the Financial Statements.

Sam reviewed the Final Governance Communication which is available on the Council webpage:

<https://www.nwccog.org/about/people/our-council/council-resources/>

Sam also provided best practice for Information Technology System and Segregation of Duties with regards to QB and Weatherization Inventory reconciliation process and control. Jon confirmed that both of these recommendations are being reviewed by NWCCOG Directors and new processes are being put in place.

There were no questions or comments.

M/S: Tim Redmond/ Josh Blanchard approve the 2022 Audit as presented.

Passed: Yes

Close Joint Meeting with NLF

Patti Clapper, Northwest Loan Fund Council Vice Chair, closed the Northwest Loan Fund (NLF) meeting to order at 11:04 am

M/S: Sara Nadolny/Kristen Brownson

Passed: Yes

Community Metrics Survey Project

Jon introduced the Community Metrics Survey Project based on the marketing vs. managing conversation at the May Council Meeting. He noted that at that meeting Council authorized him to move forward on the project, use matching funds and apply for grants to fund additional work. Since then a Draft survey went out and was responded to. Chris Cares walked through a PPT of the survey results and input was received about how to edit final survey.

Chris with RRC presented the NWCCOG Community Metrics Survey 2023 which is available on the Council webpage:

<https://www.nwccog.org/about/people/our-council/council-resources/>

NWCCOG would like feedback from the Council to launch the larger survey, are there any additional questions that the survey should include? It was recommended to consider other local resident surveys, perhaps NWCCOG can check with members to ensure that residents do not receive several different polls. Recommended polling questions to add:

Are you happy living in this community?

Homeownership question – if the home is rented or owned may skew the data. (own, rent, utilize lodging)

Email Jon Stavney with any further suggestions.

General consent was to continue with this regional survey.

Regional Housing Report

With the assistance of CAST, Rachel is updating the 2019 report. The report will include 47 communities (towns/counties). Jurisdictions will be asked to help highlight their community. Rachel would appreciate input from members by August.

Legislative Updates

Matt Kireker, Sen. Bennet's Office – Broad funding from the Infrastructure Act will provide \$826M to Broadband; this may provide matches for Project Thor. Shelter Act, bi-partisan bill, is being introduced to help communities and homeowners with fire mitigation/natural disaster preparedness. Bennet's office has met with the Forest Service and will follow up soon with next steps for the Farm Bill. Dolores and Core Acts are moving to hearing soon; possible for the SHRED Act to be included.

Janeth Stangle, Sen. Hickenlooper –Dept. of Interior \$45.5M in funding for Colorado. Broadband Equity and Access funding \$826M. Hickenlooper sent letter to Dept. of Labor requestion to accelerate work visa application process to help with workforce needs. Also working for Connect for Health Act which will extend telehealth. Prepare Act will be reintroduced; establishing a group that will help steer Federal Government to legalize cannabis, It was recommended that NWCCOG should not provide a LOS for the Prepare Act; local communities may support individually.

Reminder of the Infrastructure Summit in Breckenridge on July 18th.

Adjournment

M/S: Sara Nadolny /Josh Blanchard adjourned the NWCCOG Council meeting at 12:05 p.m.

Passed: Yes

America 250/Colorado 150 Commission

Katie Roach presented a listening session for the upcoming 250/150, please provide feedback to

Katie.roach@state.co.us or

https://docs.google.com/forms/d/1xpDdjE0pmGZnVI_2brM6hoPbWfjK5XyXytO8rBL74Nc/edit

Patti Clapper, NWCCOG Vice Council Chair

Date

Risk Ratings Report through 08/03/2023
By Master Loan
Grouped by Risk Rating > Borrower Name

LoanID	Borrower	Loan Amount	Principal Balance	30d	30d +	60d +	90d +	120d +	150d +	180d +	Risk Rating	Rating Date	Reserve Percentage	Reserve Amount
Risk Rating: A. Satisfactory														
2021-1116		40,000.00	28,482.69								A. Satisfactory	01/10/2022	1.00%	284.83
2021-1014-1		243,000.00	214,541.17	463.20							A. Satisfactory	11/09/2021	1.00%	2,145.41
2023-0713-1		400,000.00	100,000.00								A. Satisfactory	08/01/2023	1.00%	1,000.00
2023-0608		80,000.00	60,000.00								A. Satisfactory	06/08/2023	1.00%	600.00
2021-0408-2		200,000.00	168,072.78								A. Satisfactory	07/19/2021	1.00%	1,680.73
2021-0610-1		93,000.00	76,942.04								A. Satisfactory	06/24/2021	1.00%	769.42
2020-0910P		90,000.00	38,300.86								A. Satisfactory	10/15/2020	1.00%	383.01
2021-0311		40,000.00	7,388.80								A. Satisfactory	04/21/2021	1.00%	73.89
2023-0413		300,000.00	300,000.00								A. Satisfactory	05/05/2023	1.00%	3,000.00
A. Satisfactory : 9 loans		1,486,000.00	993,728.34											9,937.29
Risk Rating: B. Watch														
2014-0313		20,000.00	3,704.76								B. Watch	03/31/2020	10.00%	370.48
2018-0510		25,000.00	10,305.63								B. Watch	03/31/2020	10.00%	1,030.56
2022-0113-2		250,000.00	222,062.05								B. Watch	02/16/2022	10.00%	22,206.21
2018-0305		280,000.00	157,483.17								B. Watch	03/31/2020	10.00%	15,748.32
2019-0516-1		95,000.00	68,500.00								B. Watch	03/31/2020	10.00%	6,850.00

Risk Ratings Report through 08/03/2023
By Master Loan
Grouped by Risk Rating > Borrower Name

LoanID	Borrower	Loan Amount	Principal Balance	30d	30d +	60d +	90d +	120d +	150d +	180d +	Risk Rating	Rating Date	Reserve Percentage	Reserve Amount
2019-0516-1R		295,000.00	225,507.68								B. Watch	03/31/2020	10.00%	22,550.77
2017-0914		250,000.00	154,284.82								B. Watch	03/31/2020	10.00%	15,428.48
2019-1216		50,000.00	35,844.64								B. Watch	03/31/2020	10.00%	3,584.46
2020-0330		100,000.00	36,102.64								B. Watch	03/31/2020	10.00%	3,610.26
2021-1014-2		56,000.00	49,737.94	603.00	90.45						B. Watch	11/08/2021	10.00%	4,973.79
2023-0206		18,700.00	16,939.02								B. Watch	02/23/2023	10.00%	1,693.90
2023-0713		61,800.00	61,800.00								B. Watch	07/22/2023	10.00%	6,180.00
2021-0708-1		210,000.00	174,006.73								B. Watch	01/31/2022	10.00%	17,400.67
2018-0913		98,000.00	9,696.71								B. Watch	03/31/2020	10.00%	969.67
2022-0714		232,650.00	203,806.36								B. Watch	08/04/2022	10.00%	20,380.63
2023-0511		565,000.00	510,634.43								B. Watch	05/16/2023	10.00%	51,063.45
2021-0708-2		80,000.00	69,319.49	858.33							B. Watch	08/10/2021	10.00%	6,931.95
2019-0516-2		50,000.00	13,774.29								B. Watch	03/31/2020	10.00%	1,377.43
2020-0326		51,000.00	19,810.52								B. Watch	03/31/2020	10.00%	1,981.05

Risk Ratings Report through 08/03/2023
By Master Loan
Grouped by Risk Rating > Borrower Name

LoanID	Borrower	Loan Amount	Principal Balance	30d	30d +	60d +	90d +	120d +	150d +	180d +	Risk Rating	Rating Date	Reserve Percentage	Reserve Amount
2021-0610-2		54,000.00	23,461.45	51.26							B. Watch	01/10/2022	10.00%	2,346.15
2021-0610-3		75,000.00	28,911.29	112.81							B. Watch	07/28/2021	10.00%	2,891.13
2020-0514		170,000.00	139,605.80								B. Watch	07/28/2021	10.00%	13,960.58
2021-0311-E2		20,000.00	6,307.34								B. Watch	06/02/2021	10.00%	630.73
2023-0209		100,000.00	99,148.54								B. Watch	02/16/2023	10.00%	9,914.85
2019-1010		100,000.00	95,554.66								B. Watch	08/04/2022	10.00%	9,555.47
2021-0311-E		20,000.00	5,711.66								B. Watch	06/02/2021	10.00%	571.17
2020-0213		100,000.00	47,405.85								B. Watch	03/31/2020	10.00%	4,740.59
2019-0925		13,580.00	671.06	333.00							B. Watch	03/31/2020	10.00%	67.11
B. Watch: 28 loans		3,440,730.00	2,490,098.53											249,009.86
Risk Rating: C. Substandard														
2022-0113		80,000.00	64,908.64	1,520.00	1,520.00	1,520.00					C. Substandard	07/24/2023	30.00%	19,472.59
2022-0113-R9		50,000.00	43,814.38								C. Substandard	07/24/2023	30.00%	13,144.31
2021-0408E		20,000.00	6,890.03	617.94	617.94	617.94					C. Substandard	07/24/2023	30.00%	2,067.01
C. Substandard: 3 loans		150,000.00	115,613.05											34,683.91

Risk Ratings Report through 08/03/2023
By Master Loan
Grouped by Risk Rating > Borrower Name

LoanID	Borrower	Loan Amount	Principal Balance	30d	30d +	60d +	90d +	120d +	150d +	180d +	Risk Rating	Rating Date	Reserve Percentage	Reserve Amount
Risk Rating: F. Foreclosure														
2019-0910	██████████	79,500.00	71,098.27	855.00	855.00	855.00	855.00	855.00	855.00		F. Foreclosure	01/10/2022	80.00%	56,878.62
F. Foreclosure: 1 loans		79,500.00	71,098.27											56,878.62
Risk Rating: L. Probable Loss														
2020-0331	██████████	60,000.00	54,000.00	606.00	606.00	606.00	606.00	606.00	606.00	4,302.00	L. Probable Loss	01/10/2022	100.00%	54,000.00
L. Probable Loss: 1 loans		60,000.00	54,000.00											54,000.00
Risk Rating: Unassigned														
2023-0413-2 R	██████████	46,428.00	46,334.82											Unassigned
Unassigned: 1 loans		46,428.00	46,334.82											
Report total: 43 loans		5,262,658.00	3,770,873.01											404,509.68

Portfolio Summary Report -- ACTIVE ACCOUNTS
By Master Loan
(All transactions)

08/03/2023 03 44 PM

Page 1 of 2

LoanID	Borrower	Close Date	Loan Amount	Principal Balance	Cumulative Pmts		Latest Pmts		Periods Past Due							Days Past
					Principal	Interest	Amount	Date	30d	30d +	60d +	90d +	120d +	150d +	180d +	
2019-0910		10/09/2019	79,500 00	71,098 27	8,401.73	10,159 27	241 50	03/22/2023	855 00	855 00	855 00	855 00	855 00	855 00		
2020-0331		04/04/2020	60,000 00	54,000 00	6,000 00		6,000 00	02/15/2023	606 00	606 00	606 00	606 00	606 00	606 00	4,302 00	
2022-0113		01/20/2022	80,000 00	64,908 64	15,091 36	3,690 59	1,520 00	03/28/2023	1,520 00	1,520 00	1,520 00					
2014-0313		05/05/2014	20,000 00	3,704.76	16,295 24	5,669.48	215 34	07/12/2023								
2018-0510		03/20/2020	25,000 00	10,305 63	14,694 37	1,888 63	460 00	07/18/2023								
2022-0113-2		02/16/2022	250,000 00	222,062 05	27,937 95	17,950 05	2,868 00	07/24/2023								
2021-1116		11/18/2021	40,000 00	28,482 69	11,517 31	2,922 69	760 00	06/29/2023								
2018-0305		06/18/2018	280,000 00	157,483.17	122,516 83	54,183.17	4,400 00	07/24/2023								
2019-0516-1		05/20/2019	95,000 00	68,500 00	26,500 00	16,794.40	1,130 00	06/23/2023								
2019-0516-1R		05/20/2019	295,000 00	225,507 68	69,492 32	53,519 68	3,618 00	07/24/2023								
2017-0914		08/04/2018	250,000 00	154,284 82	95,714 96	47,862.14	2,818 00	06/30/2023								
2019-1216		12/19/2019	50,000 00	35,844 64	14,155 36	6,336.14	570 00	06/30/2023								
2020-0330		04/02/2020	100,000 00	36,102 64	13,897 36	4,143 54	502 00	06/30/2023								
2021-1014-2		11/08/2021	56,000 00	49,737 94	6,262 06	4,501.49	603 00	06/21/2023	603 00	90.45						
2023-0206		02/23/2023	18,700 00	16,939 02	1,760 98	639 02	600 00	07/10/2023								
2023-0713		07/22/2023	61,800 00	61,800 00				07/22/2023								
2021-1014-1		11/09/2021	243,000 00	214,541.17	28,458 83	20,629 97	2,800 00	07/26/2023	463 20							
2021-0708-1		01/31/2022	210,000 00	174,006.73	35,993 27	13,406.73	2,600 00	06/02/2023								
2018-0913		09/24/2018	98,000 00	9,696.71	88,303 29	13,928.71	1,966 00	06/30/2023								
2023-0713-1		08/01/2001	400,000 00	100,000 00			4,000 00	08/02/2023								
2022-0714		07/28/2022	232,650 00	203,806 36	28,843 64	14,606 36	3,950 00	07/25/2023								
2023-0511		05/16/2023	565,000 00	510,634.43	5,349 89	3,988.17	9,338 06	07/05/2023								
2021-0708-2		08/10/2021	80,000 00	69,319.49	10,680 51	7,344.42	858 33	06/21/2023	858 33							
2019-0516-2		05/29/2019	50,000 00	13,774 29	36,225.71	6,774 29	1,000 00	07/24/2023								

Portfolio Summary Report -- ACTIVE ACCOUNTS
By Master Loan
(All transactions)

LoanID	Borrower	Close Date	Loan Amount	Principal Balance	Cumulative Pmts		Latest Pmts		Periods Past Due							Days Past
					Principal	Interest	Amount	Date	30d	30d +	60d +	90d +	120d +	150d +	180d +	
2020-0326		03/30/2020	51,000 00	19,810 52	31,189.48	3,810 52	1,000 00	07/24/2023								
2023-0608		06/08/2023	80,000 00	60,000 00			1,600 00	06/08/2023								
2022-0113-R9		01/25/2022	50,000 00	43,814 38	6,185 62	2,483 61	2,890.47	02/27/2023								
2020-0514		05/18/2020	170,000 00	139,605 80	30,394 20	25,969 93	1,575 00	07/25/2023								
2021-0610-2		06/21/2021	54,000 00	23,461.45	17,252 35	3,201.19	1,025 24	07/25/2023	51 26							
2021-0610-3		07/28/2021	75,000 00	28,911 29	46,088.71	5,692 23	2,256 25	07/25/2023	112 81							
2021-0408-2		07/19/2021	200,000 00	168,072.78	31,927 22	15,194 03	2,048.75	06/30/2023								
2021-0311-E2		06/02/2021	20,000 00	6,307 34	13,692 66	415 84	704 00	06/30/2023								
2023-0209		02/16/2023	100,000 00	99,148 54	851.46	2,420 54	1,636 00	06/30/2023								
2019-1010		11/07/2019	100,000 00	95,554 66	4,445 34	13,280 66	1,115 00	07/25/2023								
2020-0910P		10/15/2020	90,000 00	38,300 86	51,699.14	8,729 01	7,039.70	07/26/2023								
2021-0610-1		06/24/2021	93,000 00	76,942 04	16,057 96	8,494.40	3,997 82	07/26/2023								
2021-0408E		05/10/2021	20,000 00	6,890 03	13,109 97	421 97	1,884.72	05/09/2023	617 94	617 94	617 94					
2023-0413-2 R		04/28/2023	46,428 00	46,334 82	93.18	707 82	400 50	06/28/2023								
2021-0311		04/21/2021	40,000 00	7,388 80	32,611 20	3,079 06	1,600 00	06/30/2023								
2021-0311-E		06/02/2021	20,000 00	5,711 66	14,288 34	412 61	700 00	06/30/2023								
2020-0213		02/20/2020	100,000 00	47,405 85	52,594.15	10,875.70	3,003 00	07/25/2023								
2023-0413		05/05/2023	300,000 00	300,000 00			6,000 00	07/20/2023								
2019-0925		10/15/2019	13,580 00	671 06	12,908 94	909.41	333 00	04/29/2023	333 00							
Report total: 43 loans			5,262,658 00	3,770,873 01	1,059,482 89	417,037.47	93,627 68		6,020 54	3,689 39	3,598 94	1,461 00	1,461 00	1,461 00	4,302 00	



2022 NLF LOAN POLICY EXCERPT – Risk Ratings

Loan Grades and percentage of loan balance in Allowance for Loan Loss

LOAN GRADE	GUIDING DESCRIPTION	% OF LOAN BALANCE IN ALLOWANCE FOR LOAN LOSS
Satisfactory	Performing As Agreed and well secured	1%
Watch	New Loans - Non Real Estate secured	10%
Substandard	Issue with performance	30%
Doubtful	Concern for full collection	60%
Foreclosure	Foreclosure	80%
Probable Loss	Probable Loss-keep on reports until Charge-Off	100%

ALLOWANCE FOR LOAN LOSS RESERVE

The NLF will maintain an Allowance for Loan Loss (ALL) as an estimate of potential loan losses as a footnote to NLF Loans Receivable. A Colorado Housing and Finance Authority (CHFA) Credit Reserve (CCR) Account may be used as ALL and reported as a footnote to NLF Loans Receivable.

Each loan will be graded and a percentage allowance set aside for each risk class. Loan grading will be updated semi-annually with loan grades reported to the Board via Risk Rating Report.



DEPARTMENT GOALS & OBJECTIVES 2024

PO Box 2308 249 Warren Ave Silverthorne, CO 80498
970-468-0295 Fax 970-468- 20 www.nwccog.org

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	
OBJECTIVES	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?*	*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 identifiable risks	
OBJECTIVES	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?*	*Continue review and update of all Policies & Procedures, draft a schedule for this *Achieve Excellence in compliance with State & Federal program guidelines and audits

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
WHY THESE GOALS? *audit review, team aspiration, client input, survey results, etc.*	Members need a good stream of information on regional and national issues and have a larger presence when pulling resources together.



DEPARTMENT GOALS & OBJECTIVES 2024

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

DEPARTMENT: Broadband Program		SUBMITTAL DATE: August 2023
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.	

GOAL 1: Continue Technical Assistance to Communities upon Request		
OBJECTIVES	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		
OBJECTIVES	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	

WHY THESE GOALS? *audit review, team aspiration, client input, survey results, etc.*	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.
GOAL 3: Strategize and Implement Long-Term Plan for THOR Network	
OBJECTIVES	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
MEASUREABLE OUTCOMES *how will you know when you meet these goals?*	Time will tell. RBBD 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
WHY THESE GOALS? *audit review, team aspiration, client input, survey results, etc.*	The NWCCOG RBB Director position is funded by 50% each by DOLA and NWCCOG Dues which is only sustainable for some time.

DEPARTMENT GOALS & OBJECTIVES

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

DEPARTMENT: Economic Development District SUBMITTAL DATE: 8/10/23	
STATED MISSION STATEMENT *overall purpose of department*	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	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 members
MEASUREABLE OUTCOMES *how will you know when you meet these goals?*	- # 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? *audit review, team aspiration, client input, survey results, etc.*	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	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 *how will you know when you meet these goals?*	(Objectives con't) 4. Resilience: Bolster the long-term economic durability of the region 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
WHY THESE GOALS? *audit review, team aspiration, client input, survey results, etc.*	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

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

GOAL 4:

OBJECTIVES	1.
	2.
	3.
MEASUREABLE OUTCOMES *how will you know when you meet these goals?*	
WHY THESE GOALS? *audit review, team aspiration, client input, survey results, etc.*	

GOAL 5:

OBJECTIVES	1.
	2.
	3.
MEASUREABLE OUTCOMES *how will you know when you meet these goals?*	
WHY THESE GOALS? *audit review, team aspiration, client input, survey results, etc.*	



DEPARTMENT GOALS & OBJECTIVES 2024

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

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	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	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.



DEPARTMENT GOALS & OBJECTIVES 2024

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

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 Did we grow the ReEnergize program to more counties
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
MEASUREABLE OUTCOMES *how will you know when you meet these goals?*	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.
WHY THESE GOALS? *audit review, team aspiration, client input, survey results, etc.*	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.

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

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

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



DEPARTMENT GOALS & OBJECTIVE

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

DEPARTMENT: Northwest Loan Fund		SUBMITTIAL DATE: August 2023
STATED MISSION STATEMENT *overall purpose of department*	<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	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
MEASUREABLE OUTCOMES *how will you know when you meet these goals?*	NLF Financial Statement Budget to Actual
WHY THESE GOALS? *audit review, team aspiration, client input, survey results, etc.*	<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	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
MEASUREABLE OUTCOMES *how will you know when you meet these goals?*	<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

WHY THESE GOALS? *audit review, team aspiration, client input, survey results, etc.*	<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
--	--

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	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.

DEPARTMENT GOALS & OBJECTIVES 2024

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

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.		

DEPARTMENT: Watershed Services		SUBMITTAL DATE: August 2021
STATED MISSION STATEMENT *overall purpose of department*	Implement the NWCCOG Regional Water Quality Management Plan, 208 Plan	

GOAL 1: Work with local governments and watershed groups on 208 matters.	
OBJECTIVES	1. Continue activities related to improving water clarity in Grand Lake.
	2. Work with members to review land use codes to provide greater water quality protection.
	3. Review referred development applications and comment on methods to improve water quality.
MEASUREABLE OUTCOMES *how will you know when you meet these goals?*	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.
WHY THESE GOALS? *audit review, team aspiration, client input, survey results, etc.*	Timely and reasonable initiatives to implement the 208 Plan that are identified as a work product in the CDPHE purchase order with NWCCOG.

GOAL 2: Review wastewater treatment facility (WWTF) site applications for consistency with the 208 Plan.	
OBJECTIVES	1. Work with local communities to address site specific treatment issues.
	2. Review and, when appropriate, comment on site applications and discharge permits.
MEASUREABLE OUTCOMES *how will you know when you meet these goals?*	Count number of reviews.
WHY THESE GOALS? *audit review, team aspiration, client input, survey results, etc.*	This is a basic function of 208 Plan that is identified as a work product in the CDPHE purchase order with NWCCOG.

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



Northwest Colorado Council of Governments Mission Statement Review

Current:

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.

Jon:

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.

Becky:

The purpose of the NWCCOG is to be responsive to our local government members' needs and interests when acting as a region. NWCCOG accomplishes this through the management of many diverse programs that deliver a wide range of direct services to beneficiaries across the region, including the distribution of grant funding to agencies and clients. NWCCOG also provides leadership, guidance and assistance in problem solving, information sharing and partnership building, and advocating for members interests and needs with local, state and federal entities.

Erin:

The mission of the NWCCOG is to foster innovative regional solutions for our local government members' needs and interests when acting as a region by managing programs that provide direct services and distributing grant funding to agencies and eligible participants. 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.

Anita:

NWCCOG provides Governments in Northwest Colorado with leadership, advocacy, ways to collaborate, research on timely topics, and information sharing forums. NWCCOG allocates funding in the areas of: Energy Efficiency, Older Adult Services, Loans to Businesses, Elevator Safety, Water Quality and Quantity (I'd like to see these worded in a way that the average person would understand).

Talai:

Note to Anita's statement above – I like the use of laymen's terms however Watershed is a program of NWCCOG - Water Quality and Quantity is it's own committee (as explained by Torie). Also, should you decide to spell out the services we provide funding for we should incorporate an umbrella for NWRHCC, NWAHEMR, RGN, RTCC .

DrCOG:

The Denver Regional Council of Governments is a planning organization where local governments collaborate to establish guidelines, set policy and allocate funding in the areas of: transportation and personal mobility growth and development aging and disability resources.



MEMORANDUM

To: NWCCOG Council
From: Jon Stavney, Executive Director and Becky Walter, Finance Manager
Date: June 29, 2023
Re: Proposed 2024 Member Dues

2023 YTD cost analysis for Regional Business and Indirect budgets:

Staff recommends utilizing the population and valuation formula alone for 2024 Dues without adjusting the multiplier because of the fact that Indirect revenues continue to rise with the projection of 25% through 2023. This is a result of Energy and EIP hiring. While the overall employee base grows, Indirect will continue to increase in 2024. This should cover other increased expenses listed below taking pressure off of Member Dues to cover the entire increase. Continuing to keep Dues increasing nominally with costs is a best practice to make the need for a sudden increase in the future less likely.

- Taxes and benefits, health insurance, and overall payroll costs are increasing.
 - General taxes and benefits are expected to increase by \$39,253 in 2023
 - Indirect payroll costs have increased recently due to In-House Fiscal with a full-time Fiscal Assistant and Manager
 - County Health Pool significantly raised rates in 2023, with a projected 25.5% (\$34,380) increase
- Other increased cost factors:
 - Audit expenses are increasing by an anticipated 24% (\$8,000)
 - IT security costs have increased by 30% YTD (\$8,100)
 - Plans for ongoing building improvements such a security system
 - General cost increases due to inflation
- Proposed dues increase is 7.9% (compared to 8.0% in 2023)
 - Assessed valuation formula is unchanged for a 6.72% increase based on valuation
 - Population formula was increased by 0.067 to account for general decrease in county and municipal populations for a 10.31% increase based on population
 - Dues will account for roughly 20% of projected cost increases, assumed to trend similarly in 2024.

NWCCOG 2024 REGIONAL BUSINESS DUES ANALYSIS

FORMULA :															
POPULATION				0.632000		2022 draft population estimates, Colorado Department of Local Affairs, Demography Section									
ASSESSED VALUATION				0.00001440		Certification of Levies & Revenues as of 1/1/2023, Year 2022, 52nd Annual Report, Division of Property Taxation, State of Colorado									
Completed by Becky Walter 6/26/2023												Difference		2023-2024	
Denver-Aurora-Lakewood CPI March 2023 - 5.1%												2023-2024		2023-2024	
COUNTY				POPULATION		ASSESSED VALUATION				2024 DUES		2023 DUES PAID		% CHANGE	
EAGLE COUNTY				55,291 38.53% \$ 34,943.91		\$ 3,632,834,440.00 30.01% \$ 52,312.82				\$ 87,257.00		\$ 82,484.00		\$ 4,773.00 5.5%	
GRAND COUNTY				15,748 10.97% \$ 9,952.74		\$ 944,243,890.00 7.80% \$ 13,597.11				\$ 23,550.00		\$ 20,599.00		\$ 2,951.00 12.5%	
PITKIN COUNTY				16,856 11.75% \$ 10,652.99		\$ 3,690,059,560.00 30.48% \$ 53,136.86				\$ 63,790.00		\$ 59,052.00		\$ 4,738.00 7.4%	
SUMMIT COUNTY				30,583 21.31% \$ 19,328.46		\$ 2,458,966,100.00 20.31% \$ 35,409.11				\$ 54,738.00		\$ 50,209.00		\$ 4,529.00 8.3%	
ROUTT COUNTY				25,027 17.44% \$ 15,817.06		\$ 1,380,710,990.00 11.40% \$ 19,882.24				\$ 35,699.00		\$ 32,235.00		\$ 3,464.00	
TOTAL COUNTY				143,505 100.00% \$ 90,695.16		\$ 12,106,814,980.00 100.00% \$ 174,338.14				\$ 265,033.00		\$ 244,579.00		\$ 20,454.00 7.7%	
MUNICIPAL															
EAGLE															
BASALT (EAGLE & PITKIN)				4,101 5.13% \$ 2,591.83		\$ 220,980,130.00 2.97% \$ 3,182.11				\$ 5,774.00		\$ 5,041.00		\$ 733.00 12.7%	
AVON/AVON METRO				5,889 7.37% \$ 3,721.85		\$ 261,835,040.00 3.52% \$ 3,770.42				\$ 7,492.00		\$ 7,049.00		\$ 443.00 5.9%	
				7,362 9.22% \$ 4,652.78		\$ 166,038,170.00 2.23% \$ 2,390.95				\$ 7,044.00		\$ 6,458.00		\$ 586.00 8.3%	
				9,251 11.58% \$ 5,846.63		\$ 187,858,890.00 2.53% \$ 2,705.17				\$ 8,552.00		\$ 7,243.00		\$ 1,309.00 15.3%	
MINTURN				985 1.23% \$ 622.52		\$ 31,712,010.00 0.43% \$ 456.65				\$ 1,079.00		\$ 1,007.00		\$ 72.00 6.7%	
RED CLIFF				247 0.31% \$ 156.10		\$ 5,913,320.00 0.08% \$ 85.15				\$ 241.00		\$ 216.00		\$ 25.00 10.4%	
VAIL				4,592 5.75% \$ 2,902.14		\$ 1,294,683,020.00 17.41% \$ 18,643.44				\$ 21,546.00		\$ 21,780.00		\$ (234.00) -1.1%	
FRASER				1,506 1.89% \$ 951.79		\$ 76,343,030.00 1.03% \$ 1,099.34				\$ 2,051.00		\$ 1,692.00		\$ 359.00 17.5%	
				2,310 2.89% \$ 1,459.92		\$ 81,397,330.00 1.09% \$ 1,172.12				\$ 2,632.00		\$ 2,214.00		\$ 418.00 15.9%	
GRAND LAKE				400 0.50% \$ 252.80		\$ 58,218,160.00 0.78% \$ 838.34				\$ 1,091.00		\$ 940.00		\$ 151.00 13.8%	
HOT SULPHUR SPRINGS				684 0.86% \$ 432.29		\$ 10,426,240.00 0.14% \$ 150.14				\$ 582.00		\$ 532.00		\$ 50.00 8.6%	
				1,478 1.85% \$ 934.10		\$ 20,152,410.00 0.27% \$ 290.19				\$ 1,224.00		\$ 1,115.00		\$ 109.00 8.9%	
WINTER PARK				1,099 1.38% \$ 694.57		\$ 175,979,260.00 2.37% \$ 2,534.10				\$ 3,229.00		\$ 2,622.00		\$ 607.00 18.8%	
WALDEN				593 0.74% \$ 374.78		\$ 7,997,292.00 0.11% \$ 115.16				\$ 490.00		\$ 416.00		\$ 74.00 15.1%	
ASPEN				6,718 8.41% \$ 4,245.78		\$ 2,008,903,130.00 27.02% \$ 28,928.21				\$ 33,174.00		\$ 30,414.00		\$ 2,760.00 8.3%	
SNOWMASS VILLAGE				2,986 3.74% \$ 1,887.15		\$ 503,766,090.00 6.78% \$ 7,254.23				\$ 9,141.00		\$ 8,701.00		\$ 440.00 4.8%	
HAYDEN				1,954 2.45% \$ 1,234.93		\$ 30,647,040.00 0.41% \$ 441.32				\$ 1,676.00		\$ 1,488.00		\$ 188.00 11.2%	
STEAMBOAT SPRINGS				13,284 16.63% \$ 8,395.49		\$ 854,621,940.00 11.50% \$ 12,306.56				\$ 20,702.00		\$ 18,790.00		\$ 1,912.00 9.2%	
DILLON				1,031 1.29% \$ 651.59		\$ 111,888,030.00 1.51% \$ 1,611.19				\$ 2,263.00		\$ 1,844.00		\$ 419.00 18.5%	
BRECKENRIDGE				4,930 6.17% \$ 3,115.76		\$ 728,572,750.00 9.80% \$ 10,491.45				\$ 13,607.00		\$ 12,765.00		\$ 842.00 6.2%	
				2,796 3.50% \$ 1,767.07		\$ 257,564,650.00 3.46% \$ 3,708.93				\$ 5,476.00		\$ 5,111.00		\$ 365.00 6.7%	
				70 0.09% \$ 44.24		\$ 2,603,010.00 0.04% \$ 37.48				\$ 82.00		\$ 76.00		\$ 6.00 7.3%	
				4,773 5.97% \$ 3,016.54		\$ 281,094,650.00 3.78% \$ 4,047.76				\$ 7,064.00		\$ 6,001.00		\$ 1,063.00 15.0%	
BLUE RIVER				848 1.06% \$ 535.94		\$ 55,136,360.00 0.74% \$ 793.96				\$ 1,330.00		\$ 1,243.00		\$ 87.00 6.5%	
TOTAL MUNICIPAL				79,887 100.00% \$ 50,489.00		\$ 7,434,331,952.00 100.00% \$ 107,054.38				\$ 157,542.00		\$ 144,758.00		\$ 12,784.00 8.1%	
FRISCO															
MONTEZUMA															
REGION XII SUBTOTAL				223,392 \$ 141,184.16		\$ 19,541,146,932.00 \$ 281,392.52				\$ 422,575.00		\$ 389,337.00		\$ 33,238.00 7.9%	
REGION XIII															
GLENWOOD SPRINGS				10,092 \$ 6,378.14		\$ 267,864,140.00 \$ 3,857.24				\$ 10,235.00		\$ 9,302.00		\$ 933.00 9.1%	
OUTSIDE Region XII SUBTOTAL				10,092 \$ 6,378.14		\$ 267,864,140.00 \$ 3,857.24				\$ 10,235.00		\$ 9,302.00		\$ 933.00 9.1%	
TOTAL DUES															
\$ 432,810.00 \$ 398,639.00 \$ 34,171.00 7.9%															
Non-Current Members for Reference															
JACKSON COUNTY				1,357 \$ 857.62		\$ 88,632,077.00 \$ 1,276.30				\$ 2,134.00					
CARBONDALE				6,774 \$ 4,281.17		\$ 177,474,950.00 \$ 2,555.64				\$ 6,836.81					
LEADVILLE				2,621 \$ 1,656.47		\$ 41,063,637.00 \$ 591.32				\$ 2,247.79					
OAK CREEK				871 \$ 550.47		\$ 10,444,810.00 \$ 150.41				\$ 701.00					
YAMPA				398 \$ 251.54		\$ 4,607,930.00 \$ 66.35				\$ 318.00					
SUBTOTAL				10,664 \$ 6,739.65		\$ 233,591,327.00 \$ 3,363.72				\$ 10,103.60					



Statewide Land Use & Housing Proposal July 2023

HOUSING AND LAND USE GOALS : The following goals respond to the current workforce housing crisis.

1. Ensure that attainable housing opportunities respond to the needs of each Colorado community, including a variety of sizes, price points, and accommodations for persons with disabilities.
2. Reduce sprawl, increase density, promote infill development, and compact, walkable communities with multi-modal transportation alternatives to reduce personal vehicle miles travelled and greenhouse gas emissions (GHGs).
3. Build resilient communities with cost effective and sustainable infrastructure.
4. Implement changes to land use, transportation and infrastructure planning and funding to increase livability for Colorado residents, maintain and strengthen communities and reduce infrastructure costs and GHGs.

PROPOSAL:

Achieving these goals will require comprehensive and coordinated state and local government legislation to address transportation, housing, and infrastructure in new and thoughtful ways to change land use patterns. This proposal includes a combination of legislative requirements, authorizations, and conditional funding to provide an effective framework that supports workforce housing development at the local level. Coordination between county and municipal land use authorities and consideration of water supplies and infrastructure capacity is essential for the success of any large-scale workforce housing effort. This proposal is intended to establish a strong commitment at the state level to increase workforce housing while maintaining control at the local level to determine the best strategies to achieve the state and local workforce housing goals.

1. Require Workforce Housing Plans

Require municipalities and counties to complete and implement a housing needs assessment and housing plan. Establish minimum standards and data collection for housing needs assessments and plans so the State can compile uniform data. Require the adoption of a land use strategy to implement

identified housing goals. Authorize and promote coordinated regional workforce housing planning by counties and municipalities.

2. Local Area Median Income Determination

Through the housing plan, identify local AMI levels for which workforce housing is needed and appropriate in each jurisdiction. Alignment is needed between state funding sources and locally identified AMI levels.

3. Condition State Funding on Adoption of Housing Plan

Require adoption of a housing plan that is compliant with minimum state standards as a condition of eligibility for funding for housing, transportation, parks, and utility infrastructure. Require housing plans for both municipalities and counties or combined regional housing plans. Establish performance standards for residential housing that is tied to all state funding, including funding for utility infrastructure, transportation, economic development, resiliency, sustainability, and housing. The performance standards could be those strategies outlined in SB23-213. Require local commitment to some level of growth in housing units similar to Prop 123, provided that the definition of affordable housing uses AMIs that are appropriate for each jurisdiction as identified in their housing plan. Include state funding to provide technical support for all aspects of local workforce housing efforts, including planning, land use strategies, forming local housing authorities, and implementing workforce housing projects.

4. Legislative Prohibitions and Authorizations

Private covenants are often an impediment to implementing workforce housing strategies. Support legislation which invalidates private covenants which prohibit housing deed restrictions and accessory dwelling units. Prohibit private covenants which require water intensive landscaping. Authorize local government water conservation landscaping requirements to supersede private covenants.

5. Water

Adopt an aggressive statewide per capita per day usage standard that applies to every new development whether in a county or a municipality. Adopt a schedule for all existing residential units to come into compliance with the new standard. Authorize water and sewer districts to coordinate available water supplies with workforce housing plans.

6. New Revenue Authorization

Explore tax strategies that generate new revenues to drive creation of workforce housing. A) Consider changes to the assessment categories that would tax vacant homes and short-term rentals at a higher rate with additional revenues restricted to workforce housing. Alternatively, empower local jurisdictions to raise funds for housing by taxing vacant homes and/or short-term rentals. B) Increase allowable tax that can be proposed by local or regional housing authorities. C) Amend TABOR to authorize local elections on new real estate transfer taxes (RETT) to generate revenues for workforce housing.

7. Coordinated Land Use Planning

Require coordinated land use planning among municipalities, counties, and special districts that achieves higher density, increased access to multi-modal transportation opportunities, and reduced cost of public infrastructure. Require that any new annexations meet certain land use performance standards while at

the same time curtailing opportunities for sprawling development in unincorporated areas. Where coordinated planning has occurred, reduce barriers to development.

8. Insurance Reform

Reform the insurance industry to reduce barriers to the development of multi-family housing units.

~~~~~

CAST communities have aggressively pursued affordable housing for 30+ years, with demonstrable positive outcomes. We continue to update regulations and implement programs to incentivize affordable housing, as well as invest significant municipal funds. Through these efforts CAST communities have built a deep and nuanced understanding of the interplay between market forces and the regulatory environment on affordable housing. CAST appreciates the State's focus to increase housing affordability in Colorado and stands ready to identify actions that will result in more affordable housing for Coloradoans.





# Colorado Association of Area Agencies on Aging

Contact Address: PO Box 2308 ♦ Silverthorne, CO ♦ 80498

970-455-1067 ♦ [efisher@nwcog.org](mailto:efisher@nwcog.org) ♦ [www.c4a-colorado.org](http://www.c4a-colorado.org)

August 1, 2023

The Honorable Jared Polis  
Governor, State of Colorado  
136 State Capitol Building  
Denver, Colorado 80203

Dear Governor Polis:

The undersigned organizations and individuals urge you to work with us over the coming months to increase the state's investment in community-based services for Colorado's older adults. **Specifically, as part of your FY 2024-25 budget proposal, we respectfully request an increase in General Fund support for the State Funding for Senior Services line item in the Department of Human Services.** This request has three elements:

1. A General Fund "base" increase of \$5 million to help address unmet need.
2. Classification of the State Funding for Senior Services line item as a "community provider", thereby ensuring that the line item will be considered for annual inflationary increases.
3. A statutory proposal to review the adequacy of funding for the line item every five years.

Background: The State Funding for Senior Services is administered by the state's 16 Area Agencies on Aging (AAA). The services provided with these funds help older adults live independently in their communities and avoid more expensive institutional care and Medicaid programs. **The AAAs have not had a budget increase in state General Fund since 2018.** While increases in federal funding helped meet the demand resulting from the COVID-19 pandemic, those funds will end in 2024 despite the fact that demand for services has not declined accordingly. As a result, the AAAs **face a serious "funding cliff" if state funding is not increased in the upcoming budget.**

The service needs for older adults is continuing to grow. Today, one-in-five Coloradans is age 60 and older and Colorado has one of the fastest growing older adult populations in the nation. This represents the highest growth of any segment of Colorado's population. The state has now reached the point where there are more residents over the age of 60 than there are under the age of 18.

**Accounting for inflation, state funding for AAAs has fallen 8% in real terms over the last 5 years while the older adult population has grown 15%.** With continued flat state funding, in FY 2024-2025 AAAs will face a 10% decline in funding from FY 2018-2019 while seeing a 17% increase in the older adult population over the same period.

Further, Colorado's older adults were hit the hardest by the COVID-19 pandemic and are affected the most by inflationary pressures, especially in housing and health care. Throughout the COVID-19 crisis, AAAs served more older adults than ever. **In order to**

**continue to support the growing and increasingly diverse older Coloradan population, additional and sustainable funding for the AAAs must be prioritized.**

Aging services provided by AAAs and their providers help people "age in place" in the settings where they prefer to live. AAAs also enable older adults to avoid or delay the need for higher level hospital or nursing home care, which are more expensive and put more pressure on the state budget, particularly Medicaid (not to mention the individuals and their families). **Thus, increasing the General Fund for the State Funding for Senior Services line will help the state save money, since AAA services primarily are targeted to individuals who do not qualify for Medicaid services.**

Colorado's AAAs are efficient and trusted stewards of state dollars. They know how to extend the value of the funding utilizing local, foundation, participant and volunteer contributions. For 50 years, they have served as the local leaders on aging by planning, developing, funding and implementing local networks of coordinated community-based services that enable older adults to age well in the community. AAA services include information and referral/assistance in-home care, congregate and home-delivered meals, adult day care, case management, transportation, legal services, caregiver support/respite and more. Colorado's AAAs increasingly have partnered with state and federal agencies to address the growing and increasingly complex needs of Colorado's older adults. But many of these programs are underfunded or funded for a limited time.

**Without additional funding, the AAAs likely will need to establish waiting lists for critical services. The State must recognize the need to dramatically increase funding for AAAs to meet the ongoing and rising needs of our aging population.**

Our budget request will allow AAAs to continue to serve an increased number of older Coloradans who rely on their local community providers. In addition, categorization of the line item as a "community provider" will make the program eligible for consideration of annual inflationary increases, thus recognizing the important work of the AAAs – and that our demographics are not going to result in a caseload decrease. Finally, having a 5-year review of funding will allow the state to consider whether the annual funding that is provided is adequate to address the needs of Colorado's older adult community.

We look forward to working with you and your staff on this funding request to reach our collective goal of making Colorado the best state in which to age – and thrive – in place.

Sincerely,



COLORADO  
CROSS-DISABILITY  
COALITION

HUNGER  
FREE COLORADO

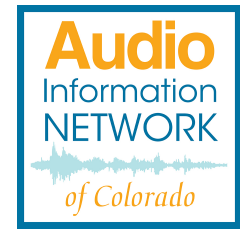


MENTAL HEALTH  
COLORADO



DENVER REGIONAL  
COUNCIL OF GOVERNMENTS

DRCOG area agency on  
**aging+**  
Service | Support | Advocacy





Center Toward Self-Reliance



CC: Kevin Neimond, Co-Executive Director, Colorado Department of Human Services  
Yolanda Webb, Director, Office of Adult, Aging and Disability Services  
Mark Ferrandino, Executive Director, Office of State Planning and Budgeting  
Jarett Hughes, Deputy Director of Policy and Research

July 31, 2023

The Honorable Jared Polis  
Governor, State of Colorado  
136 State Capitol Building  
Denver, Colorado 80203

Dear Governor Polis:

The undersigned organizations and individuals urge you to work with us over the coming months to increase the state's investment in community-based services for Colorado's older adults. **Specifically, as part of your FY 2024-25 budget proposal, we respectfully request an increase in General Fund support for the State Funding for Senior Services line item in the Department of Human Services.** This request has three elements:

1. A General Fund "base" increase of \$5 million to help address unmet need.
2. Classification of the State Funding for Senior Services line item as a "community provider", thereby ensuring that the line item will be considered for annual inflationary increases.
3. A statutory proposal to review the adequacy of funding for the line item every five years.

Background: The State Funding for Senior Services is administered by the state's 16 Area Agencies on Aging (AAA). The services provided with these funds help older adults live independently in their communities and avoid more expensive institutional care and Medicaid programs. **The AAAs have not had a budget increase in state General Fund since 2018.** While increases in federal funding helped meet the demand resulting from the COVID-19 pandemic, those funds will end in 2024 despite the fact that demand for services has not declined accordingly. As a result, the **AAAs face a serious "funding cliff" if state funding is not increased in the upcoming budget.**

The service needs for older adults is continuing to grow. Today, one-in-five Coloradans is age 60 and older and Colorado is one of the fastest aging states in the nation. This represents the highest growth of any segment of Colorado's population. The state has now reached the point where there are more residents over the age of 60 than there are under the age of 18.

Further, Colorado's older adults were hit the hardest by the COVID-19 pandemic and are affected the most by inflationary pressures, especially in housing and health care. Throughout the COVID-19 crisis, the AAAs served more older adults than ever before. **In order to continue to support the growing and increasingly diverse older Coloradan population, additional and sustainable funding for the AAAs must be prioritized.**



The Honorable Jared Polis

July 31, 2023

Page 2

Aging services provided by AAAs help people "age in place" in the settings where they prefer to live. AAAs also enable older adults to avoid or delay the need for higher level hospital or nursing home care, which are more expensive and put more pressure on the state budget, particularly Medicaid (not to mention the individuals and their families).

**Thus, increasing the General Fund for the State Funding for Senior Services line will help the state save money, since AAA services primarily are targeted to individuals who do not qualify for Medicaid services.**

Colorado's AAAs are efficient and trusted stewards of state dollars. The AAA's know how to extend the value of the funding utilizing local, foundation, participant and volunteer contributions. For 50 years, they have served as the local leaders on aging by planning, developing, funding and implementing local networks of coordinated community-based services that enable older adults to age well in the community. AAA services include information and referral/assistance in-home care, congregate and home-delivered meals, adult day care, case management, transportation, legal services, caregiver support/respite and more. Colorado's AAAs increasingly have partnered with both state and federal agencies on efforts to address the growing and increasingly complex needs of Colorado's older adults. But many of these programs are underfunded or funded for a limited time.

**Without additional funding, the AAAs likely will need to establish waiting lists for critical services. The State must recognize that the need to dramatically increase funding for AAAs to meet the ongoing and rising needs due to the rapidly aging population.**

The budget request outlined above will allow the AAAs to continue to serve an increased number of older Coloradans who rely on their local community organizations. In addition, categorization of the line item as a "community provider" will make the program eligible for consideration of annual inflationary increases, thus recognizing the important work of the AAAs – and that our demographics are not going to result in a caseload decrease. Finally, having a 5-year review of funding will allow the state to consider whether the annual funding that is provided is adequate to address the needs of Colorado's older adult community.

We look forward to working with you and your staff on this funding request in an effort to reach our collective goal of making Colorado the best state in which to age – and thrive – in place.

Sincerely,

C:     Jarett Hughes, Deputy Director of Policy and Research  
        Michelle Barnes, Executive Director, Colorado Department of Human Services  
        Mark Ferrandino, Executive Director, Office of State Planning and Budgeting



# MEMORANDUM

**To:** NWCOG Council  
**From:** Talai Shirey  
**Date:** 08/11/2023  
**Re:** NWCCOG Website Analytics

The following website analytics covers a five-month period from April 10, 2023- August 9, 2023. The total number of pageviews in this duration was 15,490; over half were “organic searches” and just under half were “direct” or “referral from other sources” NOTE: Google Analytics were down from Jan-April; The most visited pages were:

Q Search...

| Page path and screen class ▾ + |                                                               | ↓ Views<br>-----        | Users<br>-----         | Vie<br>---- |
|--------------------------------|---------------------------------------------------------------|-------------------------|------------------------|-------------|
|                                |                                                               | 15,490<br>100% of total | 4,337<br>100% of total |             |
| 1                              | /                                                             | 3,646                   | 1,830                  |             |
| 2                              | /programs/elevator-inspection-program/                        | 2,329                   | 832                    |             |
| 3                              | /programs/elevator-inspection-program/elevator-site-finder-2/ | 1,399                   | 287                    |             |
| 4                              | /about/people/our-organization/our-staff/                     | 529                     | 362                    |             |
| 5                              | /programs/energy-program/weatherization-assistance-program/   | 500                     | 372                    |             |
| 6                              | /nwccog-regional-economic-summit-2023/                        | 488                     | 258                    |             |
| 7                              | /contact-us/                                                  | 457                     | 364                    |             |
| 8                              | /programs/energy-program/                                     | 435                     | 273                    |             |
| 9                              | /programs/elevator-inspection-program/additional-resources/   | 393                     | 174                    |             |
| 10                             | /about/people/our-council/council-resources/                  | 380                     | 170                    |             |

#### Key Words:

Organic Searches: Google redirected from users search words

Direct: user navigated directly to webpage

Referral from other sources: redirect from other sites (LinkedIn, Indeed, email, etc)



# PROGRAM UPDATES

**To:** NWCCOG Council  
**From:** NWCCOG Staff  
**Date:** August 2023  
**Re:** Program Updates

---

The following are events of note occurring since the July 2023 NWCCOG Council meeting.

## **Administration/Regional Business** – *Jon Stavney, Executive Director*

Since the July meeting I have drafted and submitted to grant requests to DOLA. One for another year of the Regional Broadband Director position. DOLA has put us on notice that they want all matters broadband to shift to the Colorado Broadband Office including the technical assistance program that has funded Nate's position for more than a decade, and the broadband middle mile grant program from which many of our local partners have received grants as well as funding THOR startup for a total over \$32 million dollars invested in broadband by DOLA in our region. The spreadsheet is on page 43 of the Broadband 10 Year report plus the Project THOR enhancement grant which is being deployed currently. Brandy Reitter, Director of the CBO is very supportive of our work and is going to the legislature with a funding request for 2024 that would allow the CBO to absorb what DOLA has been doing and much more. We are working very closely with CBO on that. On the matter of Project THOR hand-off, we are also meeting with Regions 9 and 10 and plan to together employ Ken Fellman to explore various structures of governance for these regional middle mile networks to perhaps merge.

The second DOLA grant submitted was for the Community Metrics project with Insights Collective. We have also submitted for a \$40k OEDIT grant through the EDD. The DOLA grant results will not be known until November. We hope to hear from OEDIT any day and launch the survey portion of the project, then use DOLA funds for the latter scopes of work such as the white paper and report-out. Working closely with CAST on this.

Speaking of CAST, the 2023 Regional Housing Report first draft is off of Margaret's desk and Rachel's desk now and is with our designer who is working with Jon as they have with previous reports to polish and package it. Looking for a Mid-September publication. This is a very timely project and many thanks to Rachel and Margaret for hours of collection time.

Also on the Housing front, CML invited both Claire from QQ and I to attend a meeting with many other stakeholders and the state to begin shaping the revisit of SB23-213 which we are expecting. Details are too lengthy to put in here. Glad to update anyone beyond what is shared in our Council meeting. Claire, Barbara and I are having after meetings to review and strategize about water and land use as this legislation is shaped.

Shout out to Judi who has taken my idea of Grow Your Own newsletter series and done the interviews and drafted the pieces which we edit together. Interested in your thoughts on that series.

I attended a CARO meeting in Canyon City on July 28<sup>th</sup> which covered a number of topics.

Andy Hill from DOLA's Housing division requested that we partner with Regions 9 and 10 because of the concentration of interest in technical assistance regarding Prop 123 on Housing. That webinar occurred Friday 11<sup>th</sup> of August.

## **RTCC –Mobility Manger**

I continue to serve as acting MM. I've met with CDOT on numerous occasions, on the TPR listening tour, at CARO



and individually. The grant for this position in 2024 has been submitted. When we are noticed about the award we will post for this position which will support TPRs. Jon has been attending TPRs. The summer RTCC meeting was cancelled.

### **Economic Development District (EDD)** – Rachel Lunney, Director Program

#### **2023 Regional Economic Summit**

**OEDIT CEDS Implementation Grant** – NWCCOG submitted a Letter of Interest for this grant which funds projects that are identified in regional CEDS. We submitted a request for \$40,000 (max grant amount) for the Community Assessment Project which has been discussed with NWCCOG Council and EDD board members for the last several months. The proposed project seeks to create a systemized, analytical approach to policy management techniques, which will clarify and measure the extent to which: the post-Covid economy and related forces have shifted the mindset of some resort community residents, and more specifically to a preference for a greater emphasis on tourism management and mitigation and less on tourism promotion, and; these changes are reflected in new and different plans, goals, and priorities that are identifiable and measurable by responsive civic leaders, and; these changes are evident in some but not all communities and warrant validation, and; communities can be identified where changes have occurred (for example, in tourism objectives, management approaches, budgets, organizational schemes, etc.), and examining the degree to which these results will be informative and actionable. Letter of Interest was submitted to OEDIT on August 1, we are awaiting a funding decision. Jon and Rachel did have a very positive meeting with OEDIT staff on July 31, which was very encouraging.

**Workforce Housing Report:** A close to final draft is in the review stages at this time. All data has been collected for the report including one-page summaries of each participating community's workforce housing efforts (both NWCCOG and CAST members); data on total housing units and how they are classified/used (data sources are U.S. Census, American Community Survey as well as from participating communities), a housing tools matrix, and one-page issue papers on topics of interest pertaining to workforce housing. The report is being formatted by the same graphic designer used for other NWCCOG reports. The purpose of the report is to share best practices, tools, strategies, and innovative solutions used by NWCCOG and CAST member communities in an effort to create more workforce housing, as well as educate state legislators on the many efforts and great progress our region's communities are making to address the housing crisis in the region as well as the state. Projected release for final report is late September/early October.

**Data** – the latest Quarterly Economic Update (July 2023) was sent on 7/24, reporting on the most recent jobs, wages, and labor force numbers (QCEW/BLS Q4 2022 and June for labor force). Open rate was 44%; report can be found on EDD website data center here: <http://nwccog.org/edd/wp-content/uploads/2023/07/NWCCOG-Regional-Economic-Update-July-2022.pdf>. Also updated and on data center are community profiles for each of NWCCOG's 6 counties.

#### **Statewide Collaboration**

There are two efforts underway, which NWCCOG EDD is participating in, to improve communication and collaboration between State agencies and local/regional agencies/EDDs with respect to a more coordinated statewide economic development effort (1) the development of a Statewide CEDS: OEDIT is leading the charge on this project. OEDIT is working with a contractor (Sagax Associates) on the development of this plan. NWCCOG EDD has participated in input sessions through CARO and individual meetings in order to ensure our regional CEDS is incorporated into the Statewide CEDS, and reflects the goals and objectives of our region. (2) EDA Policy Academy – this is an effort, being led by the EDA and the Center for Regional Economic Competitiveness (CREC) whose goals are as follows:

1. [Goal 1] - Establish and promote a framework between EDD's, governmental and non-governmental agencies and other key workforce and economic development stakeholders to guide enhanced communication, collaboration, and alignment of economic development strategies and actions within Colorado
2. [Goal 2] - Ensuring the framework is embraced at the state level

3. [Goal 3] - Fostering a consistent commitment to communication with stakeholders about the CEDS process and benefits of alignment.

NWCCOG EDD is part of the home team for this effort, which meets bi-monthly. This effort hopes to accomplish several things to improve collaboration and coordination including: Develop a Statewide Economic Development Alignment Framework; Develop an MOU between statewide organizations and agencies to identify and leverage strengths and create efficiencies and increased collaboration. Creating this network should reduce silos and duplication of efforts; build momentum/buy-in from Governor's cabinet; develop a communication strategy. This EDA-funded effort will wrap up in February 2024.

**Vintage** – Erin Fisher, Director

### **Vintage Goes to the Beehive State**

Amanda, Ceci, Jonnah and Erin attended the USAging Conference in Salt Lake City in July. This conference is specifically for Area Agencies on Aging and is a wealth of information and networking opportunities.

Highlights include:

- Hearing from the Acting Assistant Secretary for the Administration on Aging, Alison Barkoff, on the proposed changes to the Older Americans Act.
- Trying “dirty soda,” Utah’s beloved drink, made of a soda of your choosing, cream, sometimes fruit, and flavored syrups like vanilla, mango or cranberry. Our review? Two thumbs up.
- An amazing Ted-talk-esque presentation by Ayse Birsal, an award winning product designer, on how to *Design the Life you Love*. Life, just like a design problem, is full of constraints -- time, money, age, location, and circumstances. You can’t have everything, so you have to be creative to make what you want and what you need co-exist. Design the Life You Love is a joyful, inspirational guide to building the life you’ve always wanted, through four steps that reveal hidden skills and wisdom, anyone can design a life they love!
- Erin celebrating a birthday



**Elevator Inspection Program (EIP)** – David Harris – Director

Please look forward to information on the next Program Update. We have separated from one inspector due to personal matters and will be posting for a replacement soon. EIP continues to set the standard for the state and has been requested to share best practices with other organizations. Compliance is setting a high standard which has its pain points, but certainly continues to produce revenues.

**Northwest Loan Fund (NLF)** – Anita Cameron, Director

Seven new loans have closed this year with more in the pipeline.

This process includes a written recommendation, spreadsheet/debt service analysis, site visits to meet the prospect and see the business, and then a zoom meeting where Loan Committee members ask questions and vote. After approval, Anita makes another trip for the loan closing.

Repeat clients are always welcome. Recently, a repeat client said they prefer to work with Anita over their bank because

1. The process is more friendly
2. They know that when they repay, the funds will be used again in the NLF territory (and not go out of State or Country).

Colorado Start-up Loan Fund: After two years, I've finally had a couple calls that would be a good fit for this funding. I have signed the contract to participate.

NLF is opening an Operating account at Alpine Bank. The need to transfer from Alpine to First Bank to cover our regular large items, is causing unnecessary excess work for Anita, Jon, Becky, Greg and Talai. The reason for having the NLF ICS (Sweep) account at Alpine is that First Bank allows only signers to moving funds from the ICS.

May 2023 marked my 10 year anniversary of re-starting the NLF. In October, there will be a Ten Year Celebration with the volunteer Loan Committee Members – most have served all ten years!

**Northwest Region Healthcare Coalition (NWRHCC)** – Carmen Flores, Readiness and Response Coordinator

Please look forward to information on the next Program Update.

**Water Quality & Quantity Committee (QQ)** – Torie Jarvis, Director and **Watershed Services & Summit Water Quality Committee (SWQC)** –

Torie provides summaries after each QQ meeting. If you don't receive these but would like to, let Talai or Torie know so they can add you to the list.

**Broadband Program** – Nate Walowitz, Regional Broadband Director

Nate has been working closely with Ekinops, the equipment vendor and network engineer for the Project THOR upgrades. We recently paid a \$700,000 bill for progress installing equipment. Their team attended the Mountain Connect conference in Denver last week which Nate and Jon also attended along with representatives from many of our stakeholders. It was exciting to hear how they are leveraging THOR for local benefit. The Upgrades should be fully operational this fall and will exponentially increase the capacity of the network, also allowing for additional revenue streams directly to NWCCOG.

**Energy Program** – Nate Speerstra, Manager

The Weatherization Assistance Program (WAP) ended its program year on June 30, 2023. The Energy Program contracted with the Colorado Energy Office (CEO) to weatherize 119 homes across the territory. 121 homes were actually weatherized (102% of goal). 63 of these were site-built homes, 44 were manufactured, 12 were 2/3/4-plex homes and 2 were in multi-family complexes (over 4 units in the building).

Department of Energy WAP policy is that certain fuel types and certain demographics should be identified and prioritized. Homes that heat with propane or electricity generally have high utility costs because these 2

fuel sources are more expensive than natural gas. Priority is also given to Clients over 60, those with a disability, or to a home with children under 6 years old. The statewide goal for electric/propane fueled homes was 15%, 33.9% of the homes we weatherized used electric or propane. Of the 266 residents we served in PY 22/23: 96 were over 60 years old, 35 had a disability, and 20 had children under the age of 6.

CEO has been tracking estimated fuel savings. Each measure that is installed in a home has an associated calculation of Btus that will be conserved. It is expressed in MMBtus (million btus). CEO's goal was to have a state-wide average of 23.8 MMBtus saved per home. The Energy Program averaged a savings of 30.5 MMBtus/home. The total calculated savings is 3,658.80 MMBtus.

These energy savings came from the hard work of our staff. They installed over 61,000 square feet of attic insulation, they installed 13 new water heaters, 28 new high efficiency furnaces, 13 cold climate air sourced heat pumps, and got an average air leakage reduction of 21%.

CEO has also been surveying our clients once the weatherization work has been completed. 89% of the 92 clients that responded to the survey rated our work as above expectations or outstanding (62%).

The CARE program is past its mid-year point. Almost all of the 160 clients have been audited and the hard work of installing the cost-effective measures is taking place with a 3 person crew in both Rifle and Silverthorne offices.

We are turning down fee for service work currently until some projects are completed. We are working with Lake County and the Non-profit Energy Assistance Program (NEAP) to renovate a non-profit office building in Leadville. We will be installing a heat pump for the office and two high efficiency furnaces to replace their heating systems for the rest of the complex. We will also be insulating the attic and doing air sealing work.

NREL and Xcel Energy have also asked us to install heat pumps in a test home to evaluate the effects of altitude on ASHP efficiency.

Finally, the staff in Garfield County have outgrown the office and warehouse space in New Castle. When we started that satellite office there were 3 staff members. We now have 9 staff members and needed to upgrade. A new warehouse/office space was identified in Rifle and, in July, the staff moved the operation to this new more suitable space.



**Council & EDD Board Members Present:**

Patti Clapper, Pitkin County  
Chris Oxley, CDLE  
Tim Redmond, Routt County  
Ben Kliemer, Town of Redcliff  
Keely Ellis, OEDIT  
Corry Mihm, Summit Chamber  
Tom Fisher, Town of Frisco  
Erin McCuskey, SBDC  
Josh Blanchard, Summit County  
John Bristol, RCEDP

**Other Present:**

Carolyn Tucker, CDLE

**NWCCOG Staff:**

Talai Shirey  
Rachel Tuyn  
Jon Stavney  
Anita Clapper  
Jonathan  
Godes

**Call to Order:**

Patti Clapper called the Economic Development District (EDD) Board meeting to order at 1:00 pm. Roundtable introductions were completed, and quorum was confirmed.

**Approval of May 2023 EDD Board Meeting Minutes**

***M/S: Josh Blanchard/Patti Clapper*** to approve the May 2023 EDD Board Meeting Minutes as presented

***Passed: Yes***

**Workforce Development Update**

Carolyn Tucker presented Workforce Development Update with a dive into community demographics.

**Grant through OEDIT for CEDS projects**

Following up from the May EDD Board meeting, Rachel recommended the projects below for the OEDIT Grant.

- Insights Collective Toolkit from the Community Matrix.
- Community Water/Wastewater availability data to use for SB213.
  - Note: Ashley with Alpine Environmental Consultants has already researched wastewater information; NWCCOG could hire her to research the available water information. It was also discussed that well water should be part of this research.
- Update workforce housing project Rachel and Jon are working on.

Keely Ellis provided the next steps and recommended scheduling a meeting before applying for the grant. It was confirmed that the funds may be split to several projects if OEDIT approved all projects and later discussed that all three mentioned work toward the same goal.

**New Business**

Rachel will be working on the updated workforce housing project over the next few months.

**Adjournment:**

***M/S: Josh Blanchard/Tim Redmond*** adjourned the EDD meeting at 1:40 p.m.

***Passed: Yes***

---

Patti Clapper, EDD Vice Chair

---

Date