



FINAL 2024 BUDGET AND 2023 REVISED BUDGET



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2024 BUDGET

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Letter from Executive Director & Finance Manager

NWCCOG Council and all Members,

Welcome to the proposed 2024 Budget for the Northwest Colorado Council of Governments, presented at the October meeting and to be approved at the December meeting as required by Article V of the Amended and Restated Bylaws of the Northwest Colorado Council of Governments.

Payroll: the 2024 budget proposes a **5.1% COLA increase with a 1.9% merit increase** (together these closely reflect the “2023” Denver-Boulder-Greeley Consumer Price Index calculated by the Department of Labor, months ending in July 2023) per employee. Our primary asset is our people. The value we deliver through services is a direct result of their efforts. We continue to attract and retain quality employees in a very competitive market. We put considerable time into training. The 2022 Wage Range analysis for each position to better align our wages to the current market is recommended to be adjusted top-to-bottom for all positions by 5.1% COLA in 2024 just as it was a 5.5% COLA in 2023. This keeps it close to current so that when we do another full analysis in 2024, the adjustments are hopefully minor.

General Administration: we submitted to CDOT for approval our Indirect Rate this year (for 16.5% again, though Auditors recommended a 17.47%) to confirm that it is compliance with 2 CFR 200. The indirect revenues pay for the Office Manager’s time and most of the in-house Finance Director (15% to Project THOR) and Accountant positions. Due to increased number of employees and rate, 36% of the Executive Director wages (down from 45%) are to be paid through Indirect. The 2024 Indirect budget totals \$725,253 and represents 16% of the total budget. Rent for each program was increased 10% in 2024 up from 6% in 2023 year to bolster the fund balance for the aging NWCCOG office building. After mortgage, CAM and planned maintenance, this will leave the building fund balance low at \$32,000 at the end of 2024. Though our priority is to keep it at \$100,000 we have utilized the fund for significant necessary remodel work in recent years.

Dues: The projected 2024 Member Dues (jurisdictions confirm participation by December 1) are \$432,799 following a vote of approval from NWCCOG Council at the August Meeting. Combined with Indirect and fees for service from the Elevator Program, dues are the “General Fund” of NWCCOG. Note that QQ projected dues for 2024 are not yet approved and were \$166,855 in 2023. This is most of the QQ operating budget. QQ also keeps a \$100,000 Legal Defense Fund balance and continues to build on beginning fund balance. All incorporated municipalities and 5 of 6 Counties in Region 12 are currently NWCCOG Members.

Leverage: One of the primary values of membership in NWCCOG is the ability of the organization each year to leverage Regional Business Dues as matching funds for grant programs which require it. Member dues represent a single digit fraction of the overall NWCCOG budget but this “local match” is required for NWCCOG to qualify for a number of grants and key programs listed below. For 2024, the following estimated amounts are submitted for approval with the budget:

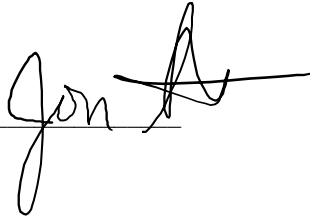
Vintage	\$ 57,391 - cash
Broadband Grant	\$ 80,000 - cash
Economic Development District	\$ 80,000 - cash
Watershed Services	\$ 6,996 – cash

TOTAL	\$224,387	(52% of Dues)
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The Bylaws require Restricted Emergency Reserve Account to be 10% of the current year’s internal programs’ projected revenues, which is \$10,707,207. The balance of the reserve fund is estimated to be \$1,132,207 at the beginning of 2023 and is anticipated to be \$1,339,648 at the end of 2023 which equals 13% of the internal program

budgeted revenues. We feel confident that the 2023 budget continues NWCCOG's commitment to provide high-quality, cost-effective services to our members.

Jon Stavney, Executive Director

A handwritten signature in black ink, appearing to read 'Jon', written over a horizontal line.

Becky Walter, Finance Manager

A handwritten signature in black ink, appearing to read 'Becky Walter', written over a horizontal line.

Additional NWCCOG Budget Narrative Background from the Executive Director

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

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

Programs at the Vintage are funded by federal dollars through the Older Americans Act and state dollars through the State Funding for Senior Services. Some of the support for people over 60 years of age is directly provided by Vintage, but about half it is subcontracted to providers within the region, many of whom bring additional funds to the programs for services such as congregate meals, home delivered meals and legal assistance.

The Elevator Inspection Program is the only fully fee-for-service program at NWCCOG and supplements the Regional Business and Broadband programs.

Most of the programs above pay into the Indirect fund to help cover the general costs of managing NWCCOG, the office manager, copier, payroll, accounting, audits and other costs that would be onerous to track and bill out to specific departments. This indirect calculation is re-approved annually by a state and a federal agency. Watershed Services, and QQ, with contract staff that are out of the NWCCOG

office pay a lesser amount into Indirect as a fee. The Healthcare Collaborative grant allows for an administrative fee, which was proposed and accepted annually as 10% of the grant.

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



History & Mission Statement

2024 BUDGET

HISTORY

Northwest Colorado Council of Governments was established as Colorado Planning and Management Region XII in 1972 by Executive Order of the Governor in response to the Federal Intergovernmental Cooperation Act of 1968. Regional, multi-jurisdictional planning was encouraged as a means to avoid overlap, duplication, and competition between local planning activities and to coordinate planning and management of certain activities at a regional level. Today, NWCCOG core programs serve a five-county region including Eagle, Grand, Routt, Pitkin, and Summit Counties and 25 municipalities therein. Routt County re-addition to Region 12 is pending as of the date of this draft budget. Additional members from outside Region XII include the City of Glenwood Springs. Many programs serve customer bases larger than Region 12, some serving as many as 9 counties, for various reasons – including critical mass and opportunity.

MISSION STATEMENT

NWCCOG fosters innovative regional solutions and supports local government members by managing diverse programs that deliver direct services and grant funding opportunities to beneficiaries across the region; providing leadership, guidance, and partnership building; and advocating members' interests and needs with local, state, and federal entities.

Revised 2023



2023 Year NWCCOG Council Members

(Who Vote on the 2024 BUDGET)

COUNTIES

Eagle
Grand
Pitkin
Summit

Routt

MUNICIPALITIES

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

REPRESENTATIVES

Jeanne McQueeney*
Randy George*
Patti Clapper, Vice Chair*
Nina Waters
Tim Redmond

REPRESENTATIVES

Vacant
Chico Thuon
Glenn Drummond
Toby Babich
Kristen Brownson
Carolyn Skowyra, Sec-Treasurer*
Geoff Grimmer
Lewis Gregory
Tom Fisher
Ingrid Wussow
Joshua Hardy
Ernie Bjorkman
Jeremy Rietmann
Matthew Mendisco
Ray Tinkum
Ashley MacDonald
George Brodin
Lesley Davis
Ben Kliemer
Ryan Hyland
Britta Gustafson
Michael Buccino
Kathleen Halloran
James Dustin
Keith Riesberg

ALTERNATE

Kathy Chandler-Henry
Merrit Linke
Steve Child
Tamara Pogue

Tim Corrigan

ALTERNATE

Sara Ott
Tamra Underwood
Sara Nadolny
Michelle Eddy
Eric Mamula
Nathan Johnson
Ellen Bodenhemier
Michael Brack
Stacey Nell
Matt Langhorst
Ted Cherry
Baxter Strachan
Lana Bryce
Ryan Banks
Christene Lee
Teagen Serres
Gusty Kanakis
Levi Corrigan
Melissa Mathews
Ann-Marie Sandquist
Alyssa Shenk*
Ginger Scott
Russel Forrest
Sherry Cure
Alisha Janes

*Denotes Executive Committee Members



2024 Fiscal Management

Program Categorization:

Internal, Employee Managed Programs:

Internal programs are managed by NWCCOG employees. NWCCOG is the sponsoring agency for Vintage, Elevator Inspection Program (EIP), Energy Management, Regional Business (RB), Economic Development District (EDD), the Northwest Loan Fund (NLF) and Regional Transportation Coordinating Council (RTCC) as well as sub-programs to each of these. These "internally" sponsored programs are included in the NWCCOG annual audit and share administrative costs through applied indirect cost rate.

External and Contracted Programs:

NWCCOG enters into agreements for the provision of fiscal oversight, and sometimes office space and other admin services with external programs that can benefit through co-location and shared usage of NWCCOG resources. Most external programs are coordinated by contract staff rather than employees with benefits. The NWCCOG Foundation, Inc. is administered by NWCCOG, but its administrative costs are covered by a 5% administrative rate assessed annually *to active accounts* rather than by an indirect cost rate. The NWCCOG Foundation's 5% administrative fee may be waived for NWCCOG members or programs that are partnering with the Foundation on projects.

NWCCOG is the designated fiscal agent for the Northwest All Hazards Emergency Management Region (NWAHEMR) whose grant does not allow indirect, and the Northwest Colorado Healthcare Coalition (NWHCC) for which we negotiated a 10% administrative fee on actual expenditures. Federal granting sources for the NWAHEMR do not allow reimbursement for expenses based on an indirect cost rate so all expenses are individually calculated and direct billed. NWCCOG also serves as the fiscal agent for the Water Quality/Quantity Committee (QQ), Watershed Services, and Wild & Scenic Stakeholder group which are each charged an administrative fee which is somewhat less than the indirect fee charged to programs. In 2021, with the retirement of Lane Wyatt, the Summit Water Quality Committee (SWQC) is managed by a contractor, and the joint fiscal agency roles of Silverthorne and NWCCOG are to be taken on entirely by the Town of Silverthorne in 2022.

Fiscal Philosophy:

NWCCOG will operate common cost centers such as motor pool, the building fund, and arrange for leasing and/or purchasing of equipment, cars, phone systems, fax machines, copiers, postal machines, etc. to meet the needs of internal staff and for external program contractors as arranged. Actual costs for the use of the equipment and services will be charged directly to programs whenever it is efficient for NWCCOG staff to do so. In recent years leased vehicles are being charged directly to the programs to which they are assigned.



Annual Dues Assessment Policy

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

2. CALCULATION AND APPROVAL OF TOTAL ANNUAL DUES ASSESSMENT: The proposed total annual dues assessment will be adjusted by the latest available population estimates and assessed valuation and a factor calculation for each. The proposed total dues assessment shall be calculated by adding the individual jurisdictions' dues amounts together. The proposed total annual dues assessment will be presented to the membership for approval at the July Council meeting (or) when Population numbers are available, or no later than the August meeting for approval.

3. INDIVIDUAL MEMBER JURISDICTION ASSESSMENT: The dues assessment for each Member Jurisdiction will be calculated using a formula applying a dollar multiplier on population and percent of mills multiplier on assessed valuation as approved by the NWCCOG Council. Assessed valuation amounts will be the most recent annual report produced by the State of Colorado, Division of Property Taxation. Population numbers will be the latest available estimates from the State Demographer's Office.

4. ANNUAL CONFIRMATION OF DUES ASSESSMENT: The dues calculation shall be reviewed and approved by the NWCCOG Council at either the July or August meeting. By August 31st, NWCCOG shall send notices to each Member Jurisdiction stating the amount of the next calendar year's annual assessment for services, including a confirmation of that annual assessment. The confirmation of intention to pay the assessment must be received by NWCCOG by December 1st.

5. PAYMENT OF DUES ASSESSMENT: Dues Assessments are billed in early January and due and payable on an annual basis by February 28th. All members who have fulfilled their dues assessment responsibilities by this date will be considered "current" and thereby eligible for all Member rights, privileges, and services for the calendar year including participating as voting members of Council. New members jurisdictions may join at any time and pay that year dues based on the same calculations.

6. NON-PAYMENT OF DUES ASSESSMENT: If any members' dues payment is more than 20 days delinquent, the Council Chair or Executive Director shall send written notice to each Member Jurisdiction within the county where such delinquent member is located, setting forth in detail the amount of said delinquency and permitting all Member Jurisdictions within that county to collectively contribute the amount of the delinquency. If, at the next regular meeting it is determined that the amount of the delinquency will be contributed by the other members, then the delinquent member shall be deemed to be current. If the amount of the delinquency will not be covered by the other members, then the delinquent member will not be eligible for any membership rights, privileges, and services.

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

NWCCOG 2024 REGIONAL BUSINESS DUES ANALYSIS

FORMULA : POPULATION ASSESSED VALUATION												0.632000 0.00001440												2022 draft population estimates, Colorado Department of Local Affairs, Demography Section 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 Denver-Aurora-Lakewood CPI March 2023 - 5.1%												POPULATION				ASSESSED VALUATION								2024 DUES		2023 DUES PAID		Difference 2023-2024		2023-2024 % CHANGE					
COUNTY																																			
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%							
EAGLE												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%							
GYPSUM												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%							
GRANBY												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%							
KREMMLING												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%							
JACKSON WALDEN												576	0.72%	\$	364.03	\$	7,997,292.00	0.11%	\$	115.16	\$	479.00	\$	416.00	\$	63.00		13.2%							
PITKIN 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%							
ROUTT 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%							
SUMMIT 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%							
FRISCO												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%							
MONTEZUMA												70	0.09%	\$	44.24	\$	2,603,010.00	0.04%	\$	37.48	\$	82.00	\$	76.00	\$	6.00		7.3%							
SILVERTHORNE												4,773	5.98%	\$	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												79,870	100.00%	\$	50,478.00	\$	7,434,331,952.00	100.00%	\$	107,054.38	\$	157,531.00	\$	144,758.00	\$	12,773.00		8.1%							
REGION XII SUBTOTAL												223,375		\$ 141,173.16		\$ 19,541,146,932.00		\$ 281,392.52		\$ 422,564.00		\$ 389,337.00		\$ 33,227.00		7.9%									
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																		\$ 432,799.00		\$ 398,639.00		\$ 34,160.00		7.9%											
Non-Current Members for Reference																																			
JACKSON COUNTY												1,314		\$ 830.45	\$ 88,632,077.00	\$ 1,276.30	\$ 2,107.00																		
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																		



2024 Indirect Cost Rate

2024 BUDGET

Introduction: Cost effectiveness is a key component to the viability of any Council of Governments. Programs sponsored by NWCCOG must be able to make more effective use of their administrative dollars by sharing operational systems than a comparable stand-alone operation. An example of this shared program cost savings is fiscal duties including the annual audit, and insurance which covers all NWCCOG program areas, and is administered for each of these entities rather than multiple times on an individual program basis. Other costs that follow this pattern include office supplies, the copy machine, the phone system, equipment repairs, and some organizational staff time.

Support Areas: The 2024 Indirect Cost Center is comprised of support services, which provide fiscal accountability, communication services, and basic office functions.

Fiscal: includes three full FTE positions, Office Manager Finance Director and Accountant, as well as annual audit expense, accounting software support, and check printing.

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

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

Management: With the Fiscal duties being managed entirely in-house by NWCCOG employees in 2022 the Executive Director time related to internal management of NWCCOG including human resources, building, motor pool and other matters of general organizational concern will no longer be charged to Indirect, but will return primarily to Regional Business and EDD. Occasionally the ED will charge hours of extended focus on a specific program. The intent of this is to allow the bulk of ED time to be charged to Regional Business with a focus on delivering value outward to the membership.

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

YEAR	RATE
2024	16.50
2023	16.50
2022	15.00
2021	15.00
Four Year Total	63
Four Year Average	15.75

9100 - Indirect

	FUND BALANCE - BEGIN	(96,787)	65,638	82,980	82,980	129,316
					Projected	
		2021	2022	2023	2023	2024
ACCT #	ACCOUNT NAME	ACTUAL	ACTUAL	BUDGET	Actual	BUDGET
4250	ADMINISTRATION	2,096	2,109	-	2,400	-
4450	CREDIT CARD REBATES	2,971	4,605	5,000	8,500	8,500
4520	OTHER INCOME		14,000			10,000
4550	INTERNAL INDIRECT REVENUE	361,606	427,966	575,457	615,427	674,893
4560	EXTERNAL INDIRECT REVENUE - HCC	24,196	15,015	16,000	4,071	16,000
4560	EXTERNAL INDIRECT REVENUE - Other	16,875	15,282	15,755	15,702	16,244
4610	INSURANCE PROCEEDS	861	1,027		6,000	
4620	REIMBURSED FEES/EXPENSES		3,085			
	TOTAL REVENUES	408,605	483,088	612,213	652,100	725,636
6110	SALARIES - Executive Director	2,438	35,584	72,000	72,000	61,632
6121	SALARIES - Program Staff	2,845	6,000			
6131	SALARIES - Office Manager	58,536	31,641	57,309	59,004	70,000
6151	SALARIES - Fiscal	62,520	91,125	141,720	85,276	149,947
6100	STAFF BONUS		2,500	12,000	12,000	
6210	TAXES & BENEFITS	55,246	61,738	88,599	88,599	83,817
6410	CONTRACT STAFF		3,843			
6420	FISCAL CONTRACT	29,439	6,045	5,000	5,000	5,000
6510	OUTSIDE CONTRACTOR	10,897				
	TOTAL SALARIES AND BENEFITS	221,921	238,475	376,629	321,879	370,396
6130	MEETING EXPENSE	1,491	2,934		2,500	2,500
6310	FLEX PLAN ADMIN	38	1,020		1,020	
6311	BACKGROUND CHECK	5				
6430	LEGAL EXPENSE	488			244	
6440	AUDIT SERVICES	26,000	32,205	35,000	55,725	57,000
6610	OFFICE SUPPLIES	17,457	11,425	14,000	14,000	9,000
6620	BANK CHARGES	111	149			
6635	LEASED ASSET - Interest		265			
6640	POSTAGE	316	596	300	1,000	300
6660	ADVERTISING	681	2,388	1,500	500	500
6670	INTERNET/WEBSITE EXPENSE	17,694	4,683	500	1,100	17,900
6675	IT SECURITY	64,805	66,220	99,000	99,000	107,350
6680	DUES & SUBSCRIPTIONS	19,739	32,419	27,000	37,983	40,000
6730	TELEPHONE	8,773	9,030	9,000	4,773	5,000
6760	INSURANCE	13,613	22,805	27,000	23,000	27,000
6830	EQUIPMENT LEASE - Copier & Postage	16,945	8,768	11,500	7,220	7,220
7130	TRAVEL & MEETINGS	37	105	1,000	200	2,500
7150	TRAINING & TECH ASSISTANCE	300	1,883	3,000	800	7,000
7150	EMPLOYEE TUITION FUND					30,000
	TOTAL PROGRAM EXPENSES	188,492	196,896	228,800	249,065	313,270
	OTHER EXPENSES					
6720	RENT	32,639	30,375	33,021	34,820	48,070
8000	CAPITAL OUTLAY	15,781				
	TOTAL EXPENSES	458,833	465,746	638,449	605,764	731,736
	Transfers from other programs	212,652				
	REVENUE OVER EXPENDITURES	162,425	17,342	(26,236)	46,336	(6,100)
	FUND BALANCE - END	65,638	82,980	56,743	129,316	123,216

*Employee education fund established starting 2024

*Okay Jon and Becky 9-7-2023

9200 - Building Fund

	FUND BALANCE - BEGIN	79,991	111,489	(464,999)	(464,999)	100,732
					Projected	
		2021	2022	2023	2023	2024
ACCT #	ACCOUNT NAME	ACTUAL	ACTUAL	BUDGET	ACTUAL	BUDGET
4530	DIRECT CHARGES INCOME - Silverthorne	87,993	92,183	97,708	97,708	106,026
4530	DIRECT CHARGES INCOME - Gypsum			55,728	55,724	55,724
4200	STATE FUNDING				12,000	
4520	LOCAL FUNDING				432,274	
	TOTAL REVENUES	87,993	92,183	153,436	597,706	161,750
6510	CONTRACT SERVICES- GENERAL		2,349		2,196	
6620	BANK CHARGES		7,907			
6610	OFFICE SUPPLIES	1,393				
6710	MORTGAGE EXPENSE - Silverthorne	38,160	38,160	38,160	38,160	38,160
6710	MORTGAGE EXPENSE - Gypsum			55,728	55,724	55,724
6740	REPAIRS & MAINTENANCE.	20,072	4,358	2,500	8,000	10,000
6745	CAM FEES	16,686	16,687	16,687	16,687	20,000
6750	JANITORIAL/TRASH EXPENSE	3,900	5,540	6,500	6,429	6,500
6800	EQUIP REPAIR/MAINT/SUPPLY	12				
6840	TOOLS & EQUIPMENT	467				
8000	CAPITAL OUTLAY	18,805	593,670	45,000	112,000	45,000
	TOTAL EXPENSES	99,495	668,670	164,575	239,196	175,384
	TRANSFERS	43,000			207,221	
	REVENUE OVER EXPENDITURES	31,498	(576,487)	(11,139)	565,731	(13,634)
	FUND BALANCE - END	111,489	(464,999)	(476,138)	100,732	87,098

*Lump sum payment of \$133,220.53 transferred from Energy Program Reserves into Building Fund in 2023 to pay for tenant finish overage not covered by Building Loan.

*The \$428,000 payment received from Eagle County in 2022 is shown in 2023 due to the terms of the BEECH agreement their impact on financial statement presentation. Additionally, due to the terms of the agreement, it is possible that this revenue will continue to be shown over a period of years on future revised budgets instead of a lump sum.

*Had built fund balance for major projects, which were incurred in 2023.

*Deferred projects include Kitchen Remodel, Exterior Door remodel and card lock

*OK Jon and Becky 11-29-2023

Date	Vendor	Description	COG Paid
2/15/2022	Land Title	Earnest Money	\$ 10,000.00
6/20/2022	Eagle County	BEECH payment	\$ (428,000.00)
7/8/2022	Land Title	Initial purchase	\$ 1,004,612.20
11/9/2022	First Bank	Loan funded	\$ (744,250.00)
5/2/2022-12/31/2022	Various Vendors	2022 Tenant Finish - CIP account	\$ 283,308.00
1/1/2023-07/05/2023	Various Vendors	2023 Tenant Finish - CIP account	\$ 23,966.60
6/15/2023	State of Colorado	Charge Ahead grant	\$ (12,000.00)
6/7/2023	Various Vendors	Energy rebates	\$ (4,274.27)
8/23/2023	Land Title	Fee Refund	\$ (142.00)
			\$ 133,220.53

9400 - Motor Pool

	FUND BALANCE - BEGIN	35,155	56,263	46,257	56,263	44,718
					Projected	
		2021	2022	2023	2023	2024
ACCT #	ACCOUNT NAME	ACTUAL	ACTUAL	BUDGET	ACTUAL	BUDGET
4530	MOTOR POOL BILLINGS	2,860		-		-
4610	INSURANCE PROCEEDS	215		-		-
4010	GAIN ON SALE	19,038		-		-
	TOTAL REVENUES	22,113	-	-	-	-
6420	CONTRACT - FISCAL OFFICE	1,728				
	TOTAL SALARIES AND BENEFITS	1,728	-	-	-	-
6610	OFFICE SUPPLIES	101				
6760	INSURANCE	1,877	2,459		5,696	6,500
6800	EQUIP REPAIR/MAINTENANCE/SUPPLY					
6810	VEHICLE REPAIR	-			-	
6811	GAS, OIL & VEHICLE SUPPLIES	487	1,129		4,565	500
6830	EQUIPMENT LEASE	6,721	6,419		1,284	1,284
7120	LICENSE & PERMITS	36				
7130	TRAVEL & MEETING	55				
	TOTAL PROGRAM EXPENSES	9,277	10,007	-	11,545	8,284
	OTHER EXPENSES					
8000	CAPITAL OUTLAY					
	TOTAL EXPENSES	11,005	10,007	-	11,545	8,284
	REVENUE OVER EXPENDITURES	11,108	(10,007)	-	(11,545)	(8,284)
	TRANSFERRED FROM PROGRAMS	10,000				
	FUND BALANCE - END	56,263	46,257	46,257	44,718	36,434

*Only "motor pool" vehicle being leased is for NLF, Enterprise minimum

*Jon and Becky OK 8-16-2023

PROGRAM SUMMARIES

2024 BUDGET AND REVISED 2023 BUDGET





ECONOMIC DEVELOPMENT DISTRICT

2024 BUDGET NARRATIVE PROGRAM SUMMARY

Program Established:	2012
Program Director:	Rachel Tuyn, EDD Director

Recent Program Highlights:

- a. A new three-year grant, covering the period 4/1/23 - 3/31/26 was implemented in 2023. The amount of the grant is \$210,000 (\$70,000/year for 3 years). This is matched 1:1 each year with NWCCOG funds. The total annual budget for the EDD program is \$140,000. The scope of work for this three-year grant, and thus the EDD program overall includes the following key areas: planning, business assistance, data, capacity building, partnership building/regional collaboration, Economic Development District management.
- b. 2023 Regional Economic Summit - The event was held on May 4 at the Silverthorne Pavilion. There were approximately 100 in attendance, including elected officials, town and county staff, representatives from non-profit and housing organizations, economic development organizations, business owners, and citizens. We were able to more than cover the cost of this event with \$2,500 in sponsorships, and \$1,650 in registration fees.
- c. 2023 NWCCOG / CAST Workforce Housing Report - this project has been in the works for over a year. The final report will be published in fall 2023. The report highlights projects, initiatives, efforts currently being pursued by towns and counties in the NWCCOG region and CAST members. This report is an update to the 2019 Regional Workforce Housing Report. Great strides have been made to implement solutions to the workforce housing crisis in the NWCCOG and CAST communities in the four years since the first report was published, and this report highlights those successes. This report was financially supported by the EDA Planning Partnership grant through staff time, as EDD Director served as project manager.

Budget Notes:

EDA funding for this program has been flat, remaining at \$70,000 for the last 11 years since NWCCOG has been a district, yet all costs have continued to increase (i.e. salary, benefits, rent, indirect). This issue is a common concern among all EDDs throughout the state, and NWCCOG has participated in advocacy efforts to encourage the EDA to increase planning partnership funds available to EDDs. NWCCOG is increasing the match in revised 2023 to \$75,000 and in 2024 to \$80,000 to be able to cover wage increases.

General Program Description:

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

3800 - Economic Development District

		2021	2022	2023	Projected	
ACCT #	ACCOUNT NAME	ACTUAL	ACTUAL	Budget	2023 Actual	2024 Budget
4100	FEDERAL CONTRACT	424,838	125,903	70,000	70,000	70,000
4200	STATE GRANT REVENUE		32,500	0		
4520	LOCAL FUNDING	-			2,500	2,500
4630	NWCCOG MATCHING	69,996	69,996	70,000	75,000	80,000
4535	MEETING REGISTRATION		1,775	1,775	1,650	1,650
4640	CARRY OVER from prior	46,172	124,074			
4650	CARRY OVER to next period	(124,074)	0			
	TOTAL REVENUES	416,932	354,248	141,775	149,150	154,150
6110	SALARIES - Executive Director	33,114	-	0		
6121	SALARIES - EDD Director	110,102	80,998	84,238	85,453	91,434
6210	TAXES & BENEFITS	44,330	50,437	33,503	33,357	37,939
6121	SALARIES- EDA CARES		44,105			
6510	OUTSIDE CONTRACT	33,020	-			
	TOTAL SALARIES AND BENEFITS	220,566	175,540	117,741	118,810	129,373
6130	MEETING EXPENSE				527	1,000
6610	OFFICE SUPPLIES					1,000
6640	POSTAGE	5	7		1	
6650	PRINTING	1,000			15	
6655	PROGRAM EXPENSE	375	5,705	1,775	4,000	4,150
6660	ADVERTISING	5,247				
6670	INTERNET / WEBSITE	230	0	500		
6680	DUES & SUBSCRIPTIONS	1,142	970	825	980	950
7130	TRAVEL & MEETINGS	542	118	700	550	
7150	TRAINING & TECH. ASSISTANCE	305	0			
	TOTAL PROGRAM EXPENSES	8,846	6,800	3,800	6,074	7,100
	OTHER EXPENSES					
6720	RENT	2,084	2,183	2,314	2,314	0
7910	INDIRECT COSTS APPLIED	18,721	24,302	13,899	14,100	15,087
7320	PASSED THROUGH	213,169	104,000		7,961	2,000
9140	DEFERRED EXPENSE from prior period		46,453			
9160	DEFERRED EXPENSE	(46,453)				
	TOTAL EXPENSES	416,932	359,279	137,754	149,258	153,559
	TRANSFERS		5,030			
	REVENUES OVER EXPENDITURES	-	(0)	4,021	(108)	591

*NWCCOG is the Fiscal Agent for the State Demography Summit. We hold a fund balance (not shown) for their annual revenue and pass-through expenses (shown)

*Increased match in 2023 and 2024 to cover wage increases (not matched by EDA)

*OK Jon and Becky 9-7-2023



ELEVATOR INSPECTION PROGRAM

2024 BUDGET NARRATIVE PROGRAM SUMMARY

Program Established:	1993
Program Director:	David L Harris

Review of projected end of year budget projections for 2024:

1. Since 2019 the program has performed at a level that made it a model program for the State of Colorado.
2. Annual revenues for 2024 will again exceed projections, specifically with the enforcement program which exceeded revenues by over 100%. Other revenues also exceeded expectations. This has allowed the EIP program to contribute to other programs.

General overview of projected 2024 budget:

In general, the overall budget for 2024 remains the same except for the following.

1. The EIP is proposing an increase in annual inspection fees by 10% in order to offset the cost of doing business. There are close to 600 witnessed tests due by the end of 2024 that will also bring in additional revenue. Both enforcement and annual inspection fees should increase revenue, but the actual number will not be entirely known until mid-year.
2. There have been increases in staffing salaries that will affect the total revenue, however with continued enforcement and the addition of a minor increase in operational fees we feel confident that the impact will not be truly felt.

Program Summary:

The EIP is moving ahead strong in fulfilling program requirements, the office support team as well as the field inspection staff are working together in a manner that is consistent and fluid. There have been many changes in the program within the last 5 years and there are several more positive changes to come. However, the number of elevators that have a valid certificate of operation has increased from 55% to 87% since its implementation. The EIP director feels that an average compliance of 87% is closely aligned with that of the State of Colorado. In closing, the program staff continues to work sharper than ever, especially with so many changes in the last five years and the program continues to improve moving forward.

2100 - Elevator Inspection Program

		2021	2022	2023	Projected	
ACCT #	ACCOUNT NAME	ACTUAL	ACTUAL	BUDGET	2023	2024
					ACTUAL	BUDGET
4410	ANNUAL INSPECTION FEES	454,776	509,400	665,000	676,098	760,112
4430	OTHER SERVICES INCOME (5 Yrs & Failed Accept)	385,224	343,444	360,000	405,338	425,000
4440	PERMIT REVIEW FEES	296,772	204,130	150,000	370,564	200,000
4460	FINES & PENALTIES	343,500	503,751	450,000	606,910	550,000
4470	TCO PROCESSING FEE				300	120,000
4610	INSURANCE PROCEEDS	3,991			4,612	
	TOTAL REVENUES	1,484,263	1,560,724	1,625,000	2,063,822	2,055,112
6112	SALARIES - Program Director	107,984	125,000	133,750	135,145	146,697
6121	SALARIES - Inspectors	298,289	447,740	570,019	581,485	611,107
6131	SALARIES - Office Support	136,850	179,080	192,848	213,491	215,972
6121	SALARIES - Bonus				3,000	
6210	TAXES & BENEFITS	173,803	212,888	287,644	311,403	350,413
6510	CONTRACTOR	7,132	1,940	10,000	6,000	10,000
6560	OTHER CONTRACTOR (3rd Party)	16,600	13,869	20,000	18,061	20,000
	TOTAL SALARIES AND BENEFITS	740,658	980,518	1,214,261	1,268,585	1,354,189
6130	MEETING EXPENSE	3,827	121			
6610	OFFICE SUPPLIES	10,207	8,956	10,000	22,500	20,000
6635	LEASED ASSET - Interest Expense		4,073			
6640	POSTAGE	41	43	250	140	150
6655	PROGRAM EXPENSE	7,026				
6660	ADVERTISING	457	1,152	1,000	350	1,000
6680	DUES & SUBSCRIPTIONS	1,346	651	1,250	513	1,250
6730	TELEPHONE	6,041	6,016	6,000	8,800	9,000
6760	INSURANCE PREMIUM	560	1,082	1,000	510	550
6761	INSURANCE DEDUCTIBLE				1,500	1,500
6811	VEHICLE SUPPLIES/TIRES	9,989	23,636	18,500	24,164	25,000
6830	VEHICLE LEASE	34,023	66,314	57,000	57,000	57,000
6840	TOOLS & EQUIPMENT		1,903	2,000	2,225	2,000
6930	BAD DEBT WRITTEN OFF	2,425	2,601	3,000	1,500	1,500
6935	DEBTS FORGIVEN				37,025	39,047
6950	EIP SNOWMASS PERMIT FEES REBATE	2,292	1,062	20,000	5,000	5,000
7110	PROGRAM SUPPLIES			1,000	500	1,000
7120	LICENSE & PERMITS	630	1,433	2,500	5,113	5,200
7130	TRAVEL & MEETINGS	38,042	47,249	55,000	55,000	60,000
7150	TRAINING & TECH. ASSISTANCE		5,931			
	TOTAL PROGRAM EXPENSES	116,906	172,224	178,500	221,840	229,197
	OTHER EXPENSES					
6720	RENT & UTILITIES	9,030	5,309	5,627	5,627	6,190
7910	INDIRECT COSTS APPLIED	81,468	112,733	147,942	153,470	160,673
	TOTAL EXPENSES	948,062	1,270,784	1,546,330	1,649,522	1,750,249
	REVENUES OVER EXPENDITURES	536,201	289,940	78,670	414,300	304,863
9130	TRANSFERED TO OTHER PROGRAMS	394,652	84,922	49,600	283,097	37,184
	REPLACEMENT FUND RESERVE	22,500				

*Jon and Becky reviewed 8-16-2023

*David and Becky reviewed 8-9-2023



ENERGY PROGRAM

2024 BUDGET NARRATIVE PROGRAM SUMMARY

Program Established:	1978
Program Director:	Doug Jones

2024 Energy Program Highlights:

- The Weatherization Assistance Program (WAP) is administered by the Colorado Energy Office with Federal and State funding, and currently has a 3.5-million-dollar budget for the 23 /24 program year (July 23 / June 24). We will serve 120 households in program year 23/24 at 60% SMI.
- FEE for Service Programs
 - Colorado's Affordable Residential Energy Program (CARE) is administered by Energy Outreach Colorado and is funded with utility rebates and private donations. We anticipate having a 1.2-million-dollar budget for the 2024 calendar year and we will serve 160 families at 80% AMI in NW Colorado in 2024.
 - The ReEnergize Program in Garfield County is administered by CLEER and has a \$100,000 budget helping 45 households at 80% to 150% AMI.
 - The Crisis Intervention Program (CIP) helps families in crisis with their heating systems in NW Colorado. The 2024 budget 9/1/23 to 8/31/24 is anticipated at \$350.000 and helping 75 homes in crisis.
 - The Beneficial Electrification for Eagle County Households (BEECH) Program is leveraging funds from Eagle County and the CEO to provide Weatherization and Beneficial Electrification services for 24 additional homes in 2024.

Budget Notes:

- * The ReEnergize Program is anticipated to grow to neighboring Counties in 2024
- * There are currently no projects with NEEP (Non-Profit Energy Efficiency Program) scheduled for the 2024 calendar year.

400x - Energy Program

	FUND BALANCE BEGINNING	182,540	83,792	597,655	597,655	464,405
					Projected	
		2021	2022	2023	2023	2024
ACCT #	ACCOUNT NAME	ACTUAL	ACTUAL	BUDGET	ACTUAL	BUDGET
4100	FEDERAL GRANT INCOME	1,713,378	2,210,967	2,906,690	1,849,690	1,721,651
4200	STATE GRANT INCOME	985,495	1,236,840	1,196,000	1,570,000	1,811,250
4510	OTHER LOCAL FUNDING	249,788	471,206	420,000	1,749,000	1,790,517
4440	FOUNDATIONS & TRUSTS	5,000				
4610	INSURANCE PROCEEDS	5,931				
4620	REIMBURSED EXPENSES	7,790	11,326		6,308	8,474
4640	CARRYOVER REVENUE		(64,152)			
4830	GAIN ON SALE / INSURANCE PROCEEDS	3,000				
4650	CARRYOVER REVENUES	64,152	(55,985)		55,985	60,070
	TOTAL REVENUES	3,034,535	3,810,201	4,522,690	5,230,983	5,391,962
6112	SALARIES - Program Director	95,570	115,000	123,050	123,050	131,664
6115	SALARIES - Program Manager	84,706	81,201	90,515		
6131	SALARIES - Outreach Manager	64,983	35,840	71,887		
6131	SALARIES - Outreach Assistant	47,511	59,748	103,491		
6131	SALARIES - Office Staff				419,018	463,078
6121	SALARIES - Field Staff	693,532	849,032	1,219,898	1,366,488	1,435,509
6141	SALARIES - Fiscal	21,689	36,040	65,744	71,358	133,990
6124	NON-GRANT PROFIT SHARING		-	66,000	142,004	142,000
6210	TAXES & BENEFITS - Health Insurance				377,772	576,581
6210	TAXES & BENEFITS - All Other	383,034	426,704	675,756	169,724	259,044
6420	CONTRACT - FISCAL	6,858		4,000		
6510	CONTRACT SERVICES	90,327	79,448	20,795		
6511	H&S CONTRACTOR	25,951	10,866	22,000	35,000	15,000
6512	WIRING UPGRADES CONTRACTOR		26,107			
6513	SOLAR CONTRACTOR		186,335		320,000	341,250
	TOTAL SALARIES AND BENEFITS	1,514,160	1,906,322	2,463,136	3,024,414	3,498,115
6430	LEGAL EXPENSE		153	1,000	366	1,000
6610	OFFICE SUPPLIES	39,576	41,709	38,500	94,075	25,000
6620	BANK CHARGES	30	60		60	
6630	CREDIT CARD FEES			400		
6635	LEASED ASSET - Interest Expense		4,351			
6640	POSTAGE	1,371	2,213	1,200	3,212	2,200
6650	PRINTING	1,040	1,202	1,200	1,200	1,200
6655	PROGRAM EXPENSE	7,800	11,321	1,000	7,853	3,322
6660	ADVERTISING	6,275	11,172	5,100	17,521	5,400
6670	INTERNET/WEBSITE EXPENSE	1,619	1,784	1,200	2,000	1,500
6680	DUES & SUBSCRIPTIONS	158	2,035	400	14,682	600
6730	TELEPHONE	14,094	13,853	16,000	19,576	12,500
6760	INSURANCE - Vehicles/Tools	6,229	8,195	6,000	8,000	8,000
6761	INSURANCE DEDUCTIBLE	598	500		1,000	
6762	LIABILITY INSURANCE	2,920	3,304	4,000	4,000	4,000
6800	EQUIP. MAINT & REPAIR	3,236	1,256	26,000	1,873	2,000
6810	VEHICLE REPAIR/MAINTENANCE	28,905	44,425	50,000	35,000	15,000
6811	GAS, OIL & SUPPLIES	45,420	59,719	65,000	74,037	65,000
6830	EQUIPMENT LEASE - LONG TERM	6,681	1,200	5,800	6,400	6,400
6840	TOOLS AND EQUIPMENT	81,346	63,256	62,000	136,635	72,000
7120	LICENSE & PERMIT FEES	3,054	10,370	3,500	19,000	19,000
7130	TRAVEL & MEETINGS	27,612	102,868	20,000	108,681	20,000
7150	TRAINING & TECH ASSISTANCE	14,240	16,189	15,000	20,000	25,000

400x - Energy Program

	FUND BALANCE BEGINNING	182,540	83,792	597,655	597,655	464,405
					Projected	
		2021	2022	2023	2023	2024
ACCT #	ACCOUNT NAME	ACTUAL	ACTUAL	BUDGET	ACTUAL	BUDGET
7155	ENERGY PROGRAM STIPEND		644		6,000	6,000
7311	PURCHASED FOOD		97			
7425	SOLAR	194,615		320,000		
7410	MATERIALS	702,792	657,016	722,064	830,476	715,900
	TOTAL PROGRAM EXPENSES	1,191,283	1,058,891	1,365,364	1,411,647	1,011,022
	OTHER EXPENSES					
7910	INDIRECT COSTS APPLIED	150,454	174,690	276,307	299,256	357,100
6720	INTERNAL RENT & UTILITIES		34,141	10,969	200,666	73,886
6720	EXTERNAL RENT & UTILITIES	74,489	27,116	98,000		120,432
6720	WX - COG GARAGE	13,081	0	14,528		
9140	DEFERRED EXPENSE PRIOR PERIOD	43,170	28,200			
9160	DEFERRED EXPENSE	(28,200)	(5,742)			
8000	CAPITAL OUTLAY	149,347	9,704	227,745	295,000	190,000
	TOTAL EXPENSES	3,107,785	3,233,322	4,456,048	5,230,984	5,250,555
	TRANSFERS				(133,250)	
	REVENUES OVER EXPENDITURES	(73,250)	576,879	66,642	(0)	141,407
	FUND BALANCE ENDING	83,792	597,655	664,297	464,405	605,812

*\$133,250 transferred to Building Fund in 2023 to cover repayment of Tenant Finish costs not covered by building loan

*Fund balance shown to reflect funds generated by non-grant programs and use of Reserve Account

*Reviewing Wages and Org Chart for Program

*Becky and Elaina reviewed 8-29-2023

*Jon and Becky reviewed 9-8-2023



NWCCOG FOUNDATION INC.

2024 BUDGET NARRATIVE PROGRAM SUMMARY

Program Established:	1996
Program Director:	Jon Stavney (NWCCOG Executive Director)

Recent Program Highlights:

The Foundation was not utilized in 2023 and has no plans yet for 2024. Leadership decided to repay Indirect again for past Admin work.

Budget Notes:

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

General Program Description:

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

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

8100 - NWCCOG Foundation

	BEGINNING FUND BALANCE	29,897	37,211	23,255	23,255	22,612
					Projected	
		2021	2022	2023	2023	2024
ACCT #	ACCOUNT NAME	ACTUAL	ACTUAL	BUDGET	ACTUAL	BUDGET
4250	REIMBURSED EXPENSES				719	-
4600	CONTRIBUTIONS INCOME	10,036	15,632	20,000	48,199	-
4800	PROGRAM INCOME		1,265	1,500	3,146	1,500
7010	INTEREST EARNINGS	3	37	15	50	50
7030	OTHER INCOME	2,400	128			
	TOTAL REVENUES	12,439	17,062	21,515	52,114	1,550
6141	SALARIES					
6210	BENEFITS					
6050	CONTRACT STAFF					
6520	OUTSIDE CONTRACT					
	TOTAL SALARIES AND BENEFITS	-	-	-	-	-
6155	BANK SERVICE CHARGES	90	120	120	120	120
6186	FUNDRAISING EXPENSE		26		693	
	TOTAL PROGRAM EXPENSES	90	146	120	813	120
	OTHER EXPENSES					
7320	PASS THROUGH FUNDS	5,035	16,871	20,000	51,944	-
	TOTAL EXPENSES	5,125	17,017	20,120	52,757	120
	REVENUES OVER EXPENDITURES	7,314	45	1,395	(643)	1,430
	Transfer to COG for administrative costs		(14,000)			(10,000)
	ENDING FUND BALANCE	37,211	23,255	24,650	22,612	14,042

*OK Jon and Becky 9-7-2023



NORTHWEST ALL-HAZARDS EMERGENCY MANAGEMENT REGION

2024 BUDGET NARRATIVE PROGRAM SUMMARY

Program Established:	2003
Program Director:	None

NWCCOG is contracted with Colorado State DHSEM as the fiscal agent and is responsible for the deliverables. The program is being transitioned away from participation by the region following notification as such from the then Chair in late 2022. The Board has not met in official capacity since. In 2024 efforts will continue from 2023 working directly with DHSEM and specific grantees to close out prior grant years in alignment with the grant terms. Becky has been the point person on this process.

The Federal Emergency Management Agency (FEMA) in cooperation with the State of Colorado Department of Homeland Security and Emergency Management (DHSEM) employs the Homeland Security Grant Program (HSGP). The HSGP is applied throughout the State of Colorado in nine regions including the Northwest All-Hazard Emergency Management Region (NWAHEMR). The NWAHEMR includes ten counties (Eagle, Garfield, Grand, Jackson, Mesa, Moffat, Pitkin, Rio Blanco, Routt, and Summit) and is guided by a regional board comprised of the emergency managers from each county. The Board provides programmatic direction and financial oversight. As fiscal agent and regional coordinator, NWCCOG serves alongside the Board implementing the grant. In December 2022, after almost twenty years of participating in the HSGP, the Board decided to forgo participating in the 2023 grant year. NWCCOG is committed to carrying out fiscal agent duties for the remaining open grant years.

2023 Program Highlights

- Grant Years 2019 and 2021: Jackson County Communications Repeater Project - \$106,985.
Enhanced interoperability by providing a modern, secure communication infrastructure.
- Grant Year 2022: Rio Blanco County 911 Dispatch Project - \$81,082.
Modernized dispatch capabilities with a cloud-based solution that enhances emergency response.
- Grant Years 2019 and 2022: Regional Credentialing Project - \$39,773
Renewed the Salamander Tracking Application subscriptions and replaced the RapidTAG printers.
- Grant Year 2019 Closeout: Fully spent-down the grant year.
- **2024 Program Goals:** Grant Years 2020, 2021, and 2022: Expend funds through the Jackson County Communications Repeater Project and other projects, trainings, or exercises. Grant Years 2020 and 2021 Closeout: Fully spend-down the grant years. Assist DHSEM Onsite Visit: Participate during Spring 2024.

HSGP Grant Year Alignment with NWCCOG Budget Cycle

The grant is awarded annually for a performance period of three years with optional extensions. The following chart provides the alignment of HSGP fiscal year (Sept – Aug) with the NWCCOG fiscal year (Jan – Dec).

Grant Year	Grant Performance Period			NWCCOG Budget Year		
	Start	End	Total Months	2023	2024	2025
2019	9/1/2019	6/30/2023	46	6		
2020	9/1/2020	5/31/2024	45	12	5	
2021	9/1/2021	8/31/2024	36	12	8	
2022	9/1/2022	8/31/2025	36	12	12	8

61xx - Northwest All Hazards Emergency Management Region

		2021	2022	2023	Projected	
		2021	2022	2023	2023	2024
ACCT #	ACCOUNT NAME	ACTUAL	ACTUAL	BUDGET	ACTUAL	BUDGET
4100	FEDERAL FUNDS - SHSG	62,541	323,515	240,325	268,379	171,443
4100	FEDERAL FUNDS - M & A	12,649	9,755	12,649	12,649	12,649
	TOTAL REVENUES	75,190	333,270	252,974	281,028	184,092
6100	FISCAL MANAGER		4,024		8,227	2,687
6410	CONTRACT STAFF	39,451	38,601	50,000	38,222	25,382
6420	FISCAL CONTRACT	4,332	1,895	4,332		
	TOTAL SALARIES AND BENEFITS	43,783	44,520	54,332	46,449	28,069
6440	AUDIT EXPENSE		2,500	2,500	2,500	2,500
6610	OFFICE SUPPLIES		1,139	500	638	400
6640	POSTAGE	89	39	50	10	10
6660	ADVERTISING		158			
6680	DUES & SUBSCRIPTIONS	(8)		250		
6670	INTERNET / WEBSITE	162				
6840	TOOLS & EQUIPMENT	29,120	284,914	194,842	234,203	152,341
7130	TRAVEL & MEETINGS	2,044		500	5,455	3,459
	TOTAL PROGRAM EXPENSES	31,407	288,750	198,642	242,806	158,710
	TOTAL EXPENSES	75,190	333,270	252,974	281,028	184,092
	REVENUES OVER EXPENDITURES	-	-	-	-	-

*NWAHEMR board has dissolved and is not pursuing any new funding starting in 2023. NWCCOG will focus on spending down and closing existing open grants.

*Updated by Deborah Bogan 8-29-2023

*Okay Becky and Deborah 9-18-2023



NORTHWEST (BUSINESS) LOAN FUND

2024 BUDGET NARRATIVE PROGRAM SUMMARY

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

Recent Program Highlights:

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

General Program Description:

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

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

The NLF was re-established in 2013 with the first loan being made in 2014. Primary funding is from the Community Development Block Grant (CDBG) which includes 16% Administration for running the program. Other funding sources are occasionally utilized but typically do not include Admin.

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

Director Budget Notes:

Income and expenses for loans are always best estimates while actuals depend on actual loans made the the funding sources. What loans opportunities will arise and which will become loans in any year is impossible to know as though many contacts are encouraged to apply, only a small percentage do. Coming into 2023, Federal Grant income was left at Zero due to delays in payments by the state in the past two years. Though NWCCOG budgets on a modified accrual basis, for NLF within a budget year income is not booked until funds are reimbursed by the state.

8800 - Northwest Loan Fund

	FUND BALANCE - BEGIN	2,370,548	1,398,530	1,480,055	1,480,055	515,912
					Projected	
		2021	2022	2023	2023	2024
ACCT #	ACCOUNT NAME	ACTUAL	ACTUAL	BUDGET	ACTUAL	BUDGET
4100	CDBG FEDERAL CONTRACT	133,000	1,066,636	625,000	1,018,000	1,390,000
4200	STATE CONTRACTS		-	-	-	200,000
4251	STATE CONTRACTS - ADMIN	33,847	3,464			
4250	FEDERAL CONTRACT- ADMIN	10,000	185,600	100,000	162,880	222,400
4520	OTHER LOCAL FUNDING		133,506			-
4535	MEETING REGISTRATION		1,464			-
4720	LOAN INTEREST REVENUE	86,669	137,233	90,000	137,233	238,839
4820	BANKING INTEREST EARNINGS	1,021	4,610	2,000	4,610	4,000
4730	FEE INCOME	20,593	21,283	10,000	21,283	35,405
	TOTAL REVENUES	285,131	1,553,796	827,000	1,344,006	2,090,644
58000	* Less AMOUNT TO BE LOANED OUT	1,021,000	1,222,650	625,000	2,071,928	1,590,000
	NET REVENUES	(735,869)	331,146	202,000	(727,922)	500,644
6112	SALARIES - Program Director	85,813	101,000	108,070	108,070	115,635
6121	SALARIES - Program Staff	15,159				
6210	TAXES & BENEFITS	18,238	20,217	21,091	21,091	23,430
6410	CONTRACT STAFF	988	2,331	2,000	2,500	3,000
6510	OUTSIDE CONTRACT SERVICES	848	1,675	12,000	10,000	12,000
6420	FISCAL SERVICES	1,860	930			
	TOTAL SALARIES AND BENEFITS	122,905	126,153	143,161	141,661	154,065
6130	MEETING EXPENSE	1,021	3,373	700	5,000	2,000
6440	AUDITOR EXPENSE	2,000				
6610	OFFICE SUPPLIES	707	602	500	1,000	1,000
6615	LOAN LOSS RESERVE	17,480	66,910		35,000	
6620	BANK CHARGES	116	167	120	100	100
6640	POSTAGE	240	374	500	1,100	1,100
6655	PROGRAM EXPENSE	2,309	1,361	5,000	8,800	5,000
6660	ADVERTISING	(717)	1,744		1,000	1,000
6680	DUES & SUBSCRIPTIONS	4,056	3,840	7,000	6,000	6,000
6730	TELEPHONE EXPENSE	1,230	1,234	1,250	1,500	1,500
6811	VEHICLE GAS/OIL/SUPPLIES		989	2,000	2,800	2,800
6930	BAD DEBTS WRITTEN OFF	51,148	17,692			24,192
7110	PROGRAM SUPPLIES	1,543	740	1,000	2,400	1,000
7130	TRAVEL & MEETINGS	10,005	6,436	12,000	9,000	9,000
7150	TRAINING & TECH. ASSISTANCE	2,700				
7321	PASS THROUGH - LOANS MADE					
	TOTAL PROGRAM EXPENSES	93,837	105,461	30,070	73,700	54,692
	OTHER EXPENSES					
6720	RENT & UTILITIES	2,727	2,857	3,028	3,028	13,354
7910	INDIRECT COSTS APPLIED	16,681	15,150	17,832	17,832	19,080
	TOTAL EXPENSES	236,150	249,622	194,091	236,221	241,191
	REVENUES OVER EXPENDITURES	(972,018)	81,525	7,909	(964,143)	259,453
	FUND BALANCE - END	1,398,530	1,480,055	1,487,964	515,912	775,365

*Projected 2024 Revolved Fund loan disbursements: \$500,000

*Negative net 2023 revenues due to loans made from Revolved Funds (not reimbursed by a grant) and EOY CDBG loans that will be reimbursed in 2024

*OK Anita and Becky 9-19-2023

Budget Detail - 2024 BUDGET												Comparison Prior Year YTD Actuals
Northwest Loan Fund 2024	General Operating 8800	Revolved	CDBG-20-630	CDBG-20-630 COVID	FOREST SERVICE	START UP COLORADO	OEDIT-2017	ENERGIZE LOANS	CDBG-16-602	CDBG-13-589	ALL NLF Funds Total	
REVENUE												
4100 FEDERAL GRANT INCOME (CURRENT YEAR)			690,000	200,000	-						890,000	1,068,898
4100 FEDERAL FUNDS RECEIVABLE (PRIOR YEAR)			400,000	100,000							500,000	
4100 2022 FEDERAL FUNDS RECEIVABLE											-	
4200 STATE GRANT INCOME						200,000					200,000	
4250 ADMIN INCOME - STATE FUNDS											-	3,464
4251 ADMIN INCOME - FEDERAL FUNDS (CURRENT YEAR)			110,400	32,000							142,400	
4251 ADMIN INCOME - FEDERAL FUNDS RECEIVABLE (PRIOR YEAR)			64,000	16,000							80,000	
4720 LOAN INTEREST INCOME - REVOLVED		77,695									77,695	42,751
4720 LOAN INTEREST INCOME - OTHER			65,275	35,287	20,163	19,625	372	103	20,207	112	161,144	94,482
4820 INTEREST EARNED	4,000										4,000	4,610
4730 FEE INCOME		7,845	15,436	5,521	798	4,460	24	23	1,291	7	35,405	21,283
TOTAL REVENUE	4,000	85,540	1,345,111	388,808	20,961	224,085	396	126	21,498	118	2,090,644	1,370,458
EXPENDITURES												
SALARIES & BENEFITS:												
6112 PROGRAM DIRECTOR	115,635										115,635	101,000
6210 TAXES & BENEFITS	23,430										23,430	20,217
6410 CONTRACT STAFF	3,000										3,000	2,331
6520 OUTSIDE CONTRACT	12,000										12,000	2,605
SUB-TOTAL: SALARIES & BENEFITS	154,065		-		-		-	-	-	-	154,065	126,153
PROGRAM EXPENSES:												
6130 MEETING EXPENSE	2,000										2,000	5,000
6610 OFFICE SUPPLIES	1,000										1,000	1,000
6615 LOAN LOSS RESERVE											-	35,000
6620 BANK CHARGES	100										100	100
6640 POSTAGE	1,100										1,100	1,100
6655 PROGRAM EXPENSE	5,000										5,000	8,800
6660 ADVERTISING	1,000										1,000	1,000
6680 DUES & SUBSCRIPTIONS	6,000										6,000	6,000
6730 TELEPHONE EXPENSE	1,500										1,500	1,500
6811 VEHICLE GAS/OIL/SUPPLIES	2,800										2,800	2,800
6930 BAD DEBTS - WRITTEN OFF	6,500									17,692	24,192	-
7110 PROGRAM SUPPLIES	1,000										1,000	2,400
7130 TRAVEL & MEETINGS	9,000										9,000	9,000
SUBTOTAL: PROGRAM EXPENSES	37,000	-	-	-	-		-	-	-	17,692	54,692	105,461
OTHER EXPENSES												
6720 RENT & UTILITIES	13,354										13,354	2,857
7910 INDIRECT COSTS APPLIED	19,080										19,080	15,150
SUBTOTAL: OTHER EXPENSES	32,434										32,434	(95,778)
TOTAL EXPENDITURES	223,499	-	-	-	-		-	-	-	17,692	241,191	135,837
TOTAL REVENUE OVER EXPENDITURES	(219,499)	85,540	1,345,111	388,808	20,961		396	126	21,498	(17,574)	1,849,453	1,520,222
Beginning Fund Balance (1/1/2024)											515,912	
Ending Fund Balance (12/31/2024)											775,365	



Northwest Colorado Region Healthcare Coalition (NWRHCC or HCC)

2024 BUDGET NARRATIVE PROGRAM SUMMARY

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

Recent Program Highlights:

- The Colorado Department of Health and Environment (CDPHE) awarded Fiscal Agent status to NWCCOG in July of 2017. The program is in its final year of the current 5-year grant cycle. CDPHE expects continued funding from the Administration for Strategic Preparedness and Response after the conclusion of the current grant cycle, and as far as we know plans to have NWCCOG continue in this role.
- Due to the wealth of COVID-19 emergency and recovery funds available to healthcare and emergency response organizations through 2022, the HCC significantly underspent 2020-2021 and 2021-2022 budgets. CDPHE is pursuing carryover funding opportunities, but it is still unclear if this funding would be allocated back to healthcare coalitions or kept at the state level to support their operations and systems.
- As a result of CDPHE's funding formula update at the end of budget period 4, the NWRHCC received increased funding of \$18,746 for budget period 5, which is the fifth year of the NWRHCC in this current format. The fiscal year is July 1, 2023 - June 30, 2024, and there is a list of deliverables from CDPHE that the NWRHCC is to complete by June 2024.
- NWRHCC website at www.colorado-nwrhcc.org. Information about the coalition and its members can be found on the website.

General Program Description:

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

Budget Note:

The NWCCOG receives \$11,996 of the \$231,176 grant for administrative services and supports 10% of NWCCOG's Fiscal Manager's salary.

622x - Health Care Coalition

		2021	2022	2023	Projected 2023	2024
ACCT #	ACCOUNT NAME	ACTUAL	ACTUAL	BUDGET	Actual	BUDGET
4200	STATE GRANT REVENUE	261,683	204,493	212,430	210,325	231,176
4640	CARRY OVER REVENUE	1,623	(1,623)			
	TOTAL REVENUES	263,306	202,870	212,430	210,325	231,176
6100	PAYROLL EXPENSE		2,825		13,542	11,039
6410	CONTRACT STAFF	98,180	143,195	149,760	151,901	163,779
6520	OUTSIDE CONTRACT		11,414	10,787	2,000	5,000
	TOTAL SALARIES AND BENEFITS	98,180	157,434	160,547	167,443	179,818
6130	MEETING EXPENSE	1,576	1,079			
6610	OFFICE SUPPLIES		618	650	300	200
6655	PROGRAM EXPENSE	2,875		2,500	2,500	2,835
6660	ADVERTISING		44	600	50	
6670	INTERNET/WEBSITE EXPENSE	99	236	1,650	500	889
6680	DUES & SUBSCRIPTIONS	384	7,839	7,676	7,765	7,513
6840	TOOLS & EQUIPMENT		5,490		277	
7130	TRAVEL & MEETINGS	2,639	15,115	19,495	19,495	18,925
	TOTAL PROGRAM EXPENSES	7,573	30,422	32,571	30,887	30,362
	OTHER EXPENSES					
7320	PASS THROUGH CONTRACTUAL PAYMEN	133,654				9,000
7910	INDIRECT	24,196	15,015	19,312	11,996	11,996
	TOTAL EXPENSES	263,604	202,870	212,430	210,325	231,176
	REVENUES OVER EXPENDITURES	(298)	-	-	(0)	(0)
	FUND BALANCE - ENDING		-	-	(0)	(0)

*Potential for carryover funding to be received in 2024. Unknown, not shown.

*Jon and Becky reviewed 9-8-2023

*Carmen okay 9-6-2023



REGIONAL BUSINESS/MEMBER SERVICES

2024 BUDGET NARRATIVE PROGRAM SUMMARY

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

Recent Program Highlights:

- a. Planned with Rachel and served as MC of 2023 Economic Development Summit in May
- b. Edited and Published 2024 Regional Housing Report
- c. Edited and Published Community Metrics Project Report (end of 2023-early 2024)
- d. Continued services to membership
 - a. Facilitated Glenwood Springs Council retreat
 - b. Assisted Avon Council in Town Manager Evaluation for third year
 - c. Facilitated Avon Staff Retreat
 - d. Assisted Town of Fraser with Manager Search and Interviews
 - e. Worked with OEDIT to startup Grant Specialists 2023 (started Nov 2022)
 - f. Continued GIS contract services for Fraser and Winter Park
 - g. Provided Health Plans for Kremmling, Hot Sulphur Springs, Walden and Red Cliff
- e. Worked with Broadband Director to negotiate, design and deploy Project THOR Enhancements from \$2M, awarded by DOLA with no local match requirements.
- f. Acted as RTCC Mobility Manager for program in transition, closely with CDOT and IMTPR
- g. Working with State and Region 10 on future operations plans for Project THOR
- h. Assisted Program directors in highly performing, innovative programs
 - a. Rapid growth of the Energy Program
 - b. EIP program continued excellence and revenue center
 - c. Worked with Vintage on their DEI program

Budget Notes:

- * Member Dues provide the primary revenue for Regional Business. Other income includes general COG DOLA grants and direct services to members (GIS).
- * Approximately half of member dues cover cash matches required by specific programs Broadband Director Grant, EDD funding for Director, as well as supplemental funding for Vintage for reserve fund and Watershed Services

General Program Description:

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

1100 - Regional Business

		2021	2022	2023	Projected	
ACCT #	ACCOUNT NAME	ACTUAL	ACTUAL	BUDGET	2023	2024
					ACTUAL	BUDGET
4200	STATE GRANT REVENUE	27,131	18,761	100,000	140,000	25,000
4250	ADMINISTRATION	1,332	2,265	1,500	5,838	5,000
4310	COUNTY PLEDGES	177,655	227,099	246,898	244,579	265,033
4320	MUNICIPAL PLEDGES	127,199	141,902	154,060	154,060	167,766
4420	SPECIAL SERVICES INCOME	28,720	29,888	28,800	28,800	31,200
4520	OTHER LOCAL FUNDING	10,000		10,000		
4820	INTEREST INCOME	391	11,928	6,000	71,914	30,000
	OTHER INCOME	3,130				
	TOTAL REVENUES	375,558	431,842	547,258	645,191	523,999
6110	SALARIES - EXECUTIVE DIRECTOR	103,616	110,543	88,000	78,000	100,771
6100	SALARIES - STAFF BONUS	12,000	9,500		8,000	10,000
6210	TAXES & BENEFITS	21,394	22,025	22,124	27,000	26,273
6410	CONTRACT STAFF	38,105	47,930	123,000	128,800	100,000
	TOTAL SALARIES AND BENEFITS	175,115	189,998	233,124	241,800	237,045
6430	LEGAL EXPENSES	183			1,368	0
6610	OFFICE SUPPLIES	448		600	1,089	800
6620	BANK SERVICE CHARGES	960	997	800	800	800
6635	LEASED ASSET - Interest		528		792	792
6640	POSTAGE	89	266	300	300	300
6650	PRINTING & PUBLICATIONS	1,200	4,745	2,500	5,000	4,000
6660	ADVERTISING	1,903	4,069	1,000		2,000
6670	INTERNET/WEBSITE	106	512	200	344	500
6680	DUES & SUBSCRIPTIONS	522	360	500	1,000	1,000
6730	TELEPHONE	1,482	1,794	1,700	1,700	1,700
6810	VEHICLE REPAIR		1,081	350	3,000	3,500
6811	VEHICLE GAS, SUPPLIES	936	2,492	2,500	2,500	2,500
6830	EQUIPMENT LEASE - LONG TERM	6,577	5,601	7,000	7,608	7,608
6930	BAD DEBTS WRITTEN OFF	5,000				
7130	TRAVEL & MEETINGS	4,981	3,507	7,500	6,500	7,200
7150	TRAINING & TECHNICAL ASSISTANCE	2,167	3,914	8,000	11,000	14,900
	TOTAL PROGRAM EXPENSES	26,663	29,867	32,950	43,001	47,600
	OTHER EXPENSES					
6720	RENT & UTILITIES	4,142	4,339	4,599	4,599	5,059
7910	INDIRECT COSTS APPLIED	15,334	10,078	14,520	14,520	6,782
7320	PASS THROUGH - MINI GRANTS	47,998	14,811	90,000	75,000	60,000
7950	CASH MATCH TO PROGRAMS	181,529	179,009	192,017	208,373	224,387
	TOTAL EXPENSES	450,780	428,103	567,210	587,293	580,872
	Transfer from Elevator inspection program	68,000		20,000		
	REVENUE OVER EXPENDITURES	(7,222)	3,739	48	57,898	(56,873)

*OK Jon and Becky 9-7-2023



REGIONAL BUSINESS – BROADBAND and THOR Budgets

2024 BUDGET NARRATIVE PROGRAM SUMMARY

Program Established:	2013
Program Director:	Nate Walowitz (Regional Broadband Coordinator)

Recent Program Highlights:

- a. NWCCOG operates Project THOR on behalf of 10 local meet me center host communities. The project is anticipated to be expanding, though no budget numbers are added for that purpose because it has not been scoped or designed.
- b. NWCCOG continues to provide technical assistance to partners across the region and as a requirement of DOLA funding, across ½ the geography of the State of Colorado
- c. The Regional Director Position grant is 2 years, through December of 2023. As of the draft of this budget a grant requesting funding for the next two years was submitted to DOLA for 2024. Budget numbers for the program are based on what was proposed in that grant.
- d. The monthly reports reveal extensive activity by this program across all counties and many municipalities in the region and many beyond.
- e. Technical Assistance continues across many communities in the region planning for BEAD Federal Grant Funding, additional community access locations and new town deployments.
- f. The financials for Project THOR have improved significantly over the past 12 months and the program due to cost reductions is now covering both operational expenses and has started funding its reserve funds. The project is also funding a percentage of the program management costs. Models over the next 3+ years show this trend continuing as additional cost reductions and network performance improvements are implemented. All cost reductions are passed along to participating Project THOR communities
- g. DOLA 100% funded upgrades to the Project THOR network will occur in 2022 and 2023 as equipment becomes available. estimated overages not covered by DOLA were transferred from EIP at final budget. This includes needed network upgrade to deliver more bandwidth and capabilities to our communities, developing a connection to the Region 10 network for improved future resilience and interregional cooperation.

General Program Description:

The Regional Broadband program delivers technical assistance, education, inter-jurisdiction coordination, project, and program management for broadband, cellular, and public safety communications throughout the 9-County program area. The primary expense in Regional Broadband is funding of the Regional Broadband Coordinator position, which besides supporting and managing the NWCCOG Regional Broadband Program, continues to identify and support member needs, share information and be a resource for local governments and officials across the region membership.

1200 - Broadband

		2021	2022	2023	Projected	
ACCT #	ACCOUNT NAME	ACTUAL	ACTUAL	BUDGET	2023 ACTUAL	2024 BUDGET
4200	STATE GRANT REVENUE Jan-Jun PROGRA	48,605	58,457	65,000	65,231	65,231
4200	STATE GRANT REVENUE Jul-Dec PROGRA	48,605	58,457	65,000	65,321	65,231
4630	LOCAL CASH MATCH - NWCCOG Jan-Jun	35,000	30,000	35,000	35,000	40,000
4630	LOCAL CASH MATCH - NWCCOG Jul-Dec	35,000	30,000	35,000	35,000	40,000
4610	INSURANCE PROCEEDS				5,025	
	TOTAL REVENUES	167,210	176,914	200,000	205,576	210,462
6121	SALARIES - PROGRAM STAFF	153,794	161,483	146,869	146,869	157,150
6210	TAXES & BENEFITS	38,355	38,379	35,464	35,464	34,932
6410	OUTSIDE CONTRACT	1,974	3,830			
	TOTAL SALARIES AND BENEFITS	194,122	203,692	182,333	182,333	192,081
6130	MEETING EXPENSE	1,755	1,339	1,570	200	200
6430	LEGAL EXPENSE	2,593	1,830	165	0	150
6610	OFFICE SUPPLIES		164			
6635	LEASED ASSET - INTEREST		537			
6655	PROGRAM EXPENSE		967	1,080		
6680	DUES & SUBSCRIPTIONS	660	0	1,500		500
6730	TELEPHONE	898	634	800	606	606
6760	INSURANCE PREMIUM				176	
6761	INSURANCE DEDUCTIBLE				500	
6811	VEHICLE GAS/OIL/SUPPLIES	649	1,245	1,500	2,500	3,000
6830	EQUIP LEASE - LONG TERM	6,758	5,710	7,173	7,398	7,398
7130	TRAVEL & MEETINGS	5,780	5,909	6,000	11,500	15,000
	TOTAL PROGRAM EXPENSES	19,091	18,335	19,788	22,880	26,854
	OTHER EXPENSES					
6720	RENT & UTILITIES	3,447	3,045	3,228	3,228	2,781
7910	INDIRECT	23,069	24,222	24,233	24,233	25,930
	TOTAL EXPENSES	239,730	249,294	229,582	232,674	247,646
	Transfer from Elevator Inspection Program	61,600	52,557	29,600	27,097	37,184
	REVENUES OVER EXPENDITURES	(10,919)	(19,823)	18	(0)	0

*Match increased for 2024 to cover increased personnel costs

*Nate and Becky reviewed 8-23-23

*Jon and Becky reviewed 9-7-23

1300 - Project THOR

	FUND BALANCE - BEGINNING	197,566	116,618	182,696	182,696	176
					Projected	
		2021	2022	2023	2023	2024
ACCT #	ACCOUNT NAME	ACTUAL	ACTUAL	BUDGET	ACTUAL	BUDGET
4200	STATE GRANT REVENUE		945,313		1,250,445	147,143
4520	OTHER LOCAL FUNDING Jan-Jun PROGRA	515,934	547,816	532,562	532,562	586,737
4520	OTHER LOCAL FUNDING Jul-Dec PROGRM	515,934	547,816	532,562	532,562	586,737
4520	OTHER LOCAL FUNDING	137	34,731		16,108	104,600
	TOTAL REVENUES	1,032,005	2,075,675	1,065,124	2,331,677	1,425,217
6121	SALARIES - PROGRAM DIRECTOR			25,918	25,918	27,732
6151	SALARIES - FISCAL			7,276	7,276	8,080
6210	TAXES & BENEFITS			7,817	7,817	7,927
	TOTAL SALARIES AND BENEFITS	-	-	41,012	41,011	43,739
7510	THOR MONTHLY RECURRING COST	911,370	836,272	693,840	866,907	791,280
6635	LEASED ASSET - Interest		35,334			-
7530	FIBER LEASE (IRU)	74	909,979	-	356,700	-
7540	NETWORK OPERATOR FEE	142,875	132,506	90,000	90,000	75,000
7570	NETWORK EQUIPMENT SUPPORT		-	98,000	5,185	70,000
	TOTAL MONTHLY RECURRING COSTS	1,054,319	1,914,091	881,840	1,318,792	936,280
6430	LEGAL EXPENSE	999	2,837	4,500	3,165	3,300
6655	PROGRAM EXPENSE	25				-
6740	REPAIR & MAINTENANCE					10,000
6840	TOOL & EQUIPMENT	212				-
7130	TRAVEL & MEETINGS			2,000	2,000	2,000
7520	THOR NON-RECURRING COST	12,474	35,125	7,000	870	5,000
7550	NETWORK OPERATION EQUIP.	43,120	52,646	55,000	1,294,883	129,788
7560	NETWORK OPERATIONS LICENSES	1,805	4,899	4,000	0	-
	TOTAL CAPITAL AND NRC's	58,634	95,506	72,500	1,300,918	150,088
	OTHER EXPENSES					
7910	INDIRECT			5,477	5,477	5,909
	TOTAL EXPENSES	1,112,953	2,009,597	1,000,829	2,666,198	1,136,016
	REVENUES OVER EXPENDITURES	(80,948)	66,078	64,296	(334,521)	289,201
	TRANSFERS IN				152,000	
	FUND BALANCE - ENDING	116,618	182,696	246,992	176	289,376

*2023 transfer in of \$152,000 to cover overages in Network Enhancements over DOLA grant



REGIONAL TRANSPORTATION COORDINATING COUNCIL

2024 BUDGET NARRATIVE PROGRAM SUMMARY

Program Established:	2010
Program Director:	Dana Wood

Recent Program Highlights:

- a. Led exploration and discussions with NWIMTPR and CDOT about taking on role of Admin for that group. Wrote Grant to CDOT with that revised scope added.
- b. Drafting or rewriting Partner profiles for all transit agencies in the region
- c. As of September, awaiting CDOT grant notice for Jan 2024 to fund the Mobility program.

General Program Description:

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

5410 - Regional Transportation

		2021	2022	2023	Projected	
ACCT#	ACCOUNT NAME	ACTUAL	ACTUAL	BUDGET	2023	2024
					ACTUAL	BUDGET
4100	FTA 5310 MOBILITY MANAGEMENT FUNDS	81,651	76,800	107,500	57,661	106,735
4510	LOCAL REVENUE - MATCH	4,000	4,000	20,000	20,000	24,000
4640	CARRYOVER from prior period	228,557	204,566		201,616	207,199
4650	CARRYOVER to next period	(204,566)	(201,616)		(207,199)	(148,780)
	TOTAL REVENUES	109,643	83,750	127,500	72,078	189,154
6110	EXECUTIVE DIRECTOR				10,084	10,084
6112	SALARIES - Program Director		150	2,696		-
6121	SALARIES - Program Staff	51,954	55,392	58,845	28,120	84,000
6141	SALARIES - FISCAL				12,471	
6210	TAXES AND BENEFITS	15,317	15,558	17,113	8,394	35,516
6520	OUTSIDE CONTRACTORS	17,790	470	25,400	3,500	15,000
	TOTAL SALARIES AND BENEFITS	85,061	71,570	104,054	62,569	144,600
6310	MEETING EXPENSE	211	1,490		106	2,500
6610	OFFICE SUPPLIES & MATERIALS	1,221	147	200	200	3,000
6640	POSTAGE	2	-			
6650	PRINTING	583	664	1,793		
6660	ADVERTISING	1,125	-	2,500		
6670	INTERNET/WEBSITE	3,788	2,981	700		1,000
6680	DUES AND SUBSCRIPTIONS	597	660	7,000		1,000
6730	TELEPHONE	-	306			1,200
6811	VEHICLE MAINTENANCE & SUPPLIES					4,000
6830	EQUIPMENT LEASE - LONG TERM					8,000
6840	TOOLS & EQUIPMENT		-	779		
7130	TRAVEL & MEETINGS	1,792	1,556	2,967		5,000
7150	TRAINING & TECHNICAL ASSISTANCE	82	-	1,301		
7311	PURCHASED FOOD	70				
	TOTAL PROGRAM EXPENSES	9,470	7,804	17,240	306	25,700
	OTHER EXPENSES					
6720	RENT & UTILITIES	9,878	10,349	1,971	3,121	3,331
7910	INDIRECT COSTS	7,793	8,331	10,154	6,304	15,524
7320	PASS THROUGH FUNDS	(725)				
9140	DEFERRED EXPENSE from prior period	6,335	8,170		22,474	
9160	DEFERRED EXPENSE	(8,170)	(22,474)		(22,695)	
	TOTAL EXPENSES	109,642	83,750	133,419	72,078	189,154
	REVENUES OVER EXPENDITURES	1	0		(0)	(0)

*A full-time Director has been hired for 2024 and will have a NWCCOG vehicle

*Okay Jon and Becky 9-7-2023

2024 BUDGET NARRATIVE PROGRAM SUMMARY

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

Recent Program Highlights:

- Submitted and received approval for the Vintage [Four Year Area Plan](#) (July 2023-June 2027). This document outlines needs and proposed recommendations for programs and services targeted to the needs of older adults with input from clients, service providers, and other interested stakeholders.
- Vintage served higher than general pop percentage of low income, rural, and minority individuals
- Signed a MOU with Colorado Mountain College to provide \$84,000 towards rural nursing scholarships
- Started a caregiver support group for Spanish speaking caregivers
- Embarking on an Equity, Diversity, and Inclusion training, assessment, and strategic plan through consulting contract with The Equity Project

Budget Notes: Vintage is projecting decreasing funds once Homestead funding and federal stimulus funding is depleted at the end of next federal fiscal year. **By 2025, Vintage is projecting a possible 20% decrease in funding**, which will reduce the amount of funding for provider subcontracts and the amount of older adults served through internal programs. Vintage is funded through the Federal Older Americans Act and State Older Coloradans Program funds, as well as small contracts with the Department of Regulatory Agencies (SHIP) and Health Care Policy & Financing (Low Income Senior Dental Program).

Program Description: Vintage is the Alpine region's aging expert – ensuring that all of us have access to the supports, services, and resources we need as we age. We also provide deep content expertise to ensure our communities and providers meet those needs as well. We serve Eagle, Grand, Jackson, Pitkin, Routt, and Summit counties.

Programs supplied directly through Vintage include:

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

Programs provided through contractual agreements through Vintage partners include: Nutrition Education and Counseling, Chore, Home Delivered & Congregate Meals, Transportation, Information & Assistance, Evidence Based Health Promotion Classes, Caregiver Support Groups, Case Management, Legal Services, and Material Aid Food (restaurant vouchers, home delivered baskets of perishable and non-perishable foods).

3000x - Vintage

		2021	2022	2023	Projected	
ACCT #	ACCOUNT NAME	ACTUAL	ACTUAL	BUDGET	2023 ACTUAL	2024 BUDGET
4100	FEDERAL CONTRACT REVENUE	919,465	895,340	1,065,047	463,730	1,047,991
4120	FEDERAL REVENUE - NSIP/usda	19,166	22,438	16,500	41,290	18,000
4110	FEDERAL REVENUE - Permanent Advance					-
4200	STATE CONTRACTS REVENUE	615,320	959,705	1,023,232	1,254,052	957,225
4200	HCPF LOW INCOME DENTAL GRANT	10,129	13,723	24,075	24,075	24,075
4210	STATE CASH MATCH	3,664	-	4,628	4,628	4,641
4630	LOCAL CASH MATCH - NWCCOG	34,537	42,017	56,377	56,377	57,391
4640	FEDERAL CONTRACT CARRYOVER	-	-	-		-
4660	MATCHING FUNDS	-	-	-		-
4400	FOUNDATIONS & TRUSTS		-	51,000	51,000	52,000
4640	CARRYOVER from prior period	75,073	165,829	-	166,729	-
4650	CARRYOVER to next period	(112,092)	(280,635)	-	(279,018)	-
	TOTAL REVENUES	1,565,261	1,818,417	2,240,859	1,782,863	2,161,323
6112	SALARIES - Program Director	104,062	92,250	105,160	107,856	113,357
6121	SALARIES - Program Staff	216,508	280,250	289,347	289,347	304,121
6210	TAXES & BENEFITS	104,323	109,401	116,004	116,004	130,245
6110	PAYROLL EXPENSES - Bonus	-	4,800	-	5,000	-
6510	CONTRACT SERVICES - Other		-	-		-
6410	CONTRACT STAFF		-	-		-
6560	OTHER CONTRACTOR		-	-	-	-
	TOTAL SALARIES AND BENEFITS	424,893	486,701	510,510	518,207	547,723
6430	LEGAL EXPENSE	-	-	-		-
6311	BACKGROUND CHECK	85	142	750	40	750
6130	MEETING EXPENSE	351	138	-	232	-
6610	OFFICE SUPPLIES	6,039	11,203	5,000	7,267	2,000
6620	BANK CHARGES	60	210	120	90	120
6635	LEASED ASSET - Interest		119		119	
6640	POSTAGE	1,702	1,099	1,150	1,108	1,500
6650	PRINTING	399	31	100		100
6660	ADVERTISING	45	1,092	5,607		5,607
6670	INTERNET/WEBSITE	28,580	40,557	36,000	36,129	40,000
6680	DUES & SUBSCRIPTIONS	4,108	2,811	3,800	5,385	3,400
6730	TELEPHONE	860	445	368	1,193	1,700
6762	LIABILITY INSURANCE	487	-	-		-
6810	VEHICLE REPAIR	-	209	-	255	-
6811	VEHICLE GAS/OIL/SUPPLIES	353	1,740	10,000	2,266	13,100
7110	PROGRAM SUPPLIES	2,489	1,834	-	1,787	-
7130	TRAVEL & MEETINGS	4,742	10,450	8,000	9,693	10,000
7150	TRAINING & TECHNICAL ASSISTANCE	15,397	728	10,000	7,065	10,000
7310	SENIOR AWARDS CEREMONY	224	109	-		-
7311	PURCHASED FOOD	79	630	-	200	-
7312	RAC TRAVEL/MEETINGS	686	1,299	1,000	1,000	1,000
7313	VOLUNTEER TRAVEL REIMB.	22,440	4,883	-		-
7315	RSVP RECOGNITION EVENT	2,229	20	-		-
7316	SB-290 GRANTEES		102,020		145,860	153,535
7320	PASS THRU -SUBCONTRACTORS	968,300	1,049,496	943,115	943,115	945,115

3000x - Vintage

		2021	2022	2023	Projected	
		2021	2022	2023	2023	2024
ACCT #	ACCOUNT NAME	ACTUAL	ACTUAL	BUDGET	ACTUAL	BUDGET
7321	PASS THRU NSIP - SUBCONTRACTORS	19,166	22,438	16,500	16,500	18,000
7340	DIRECT SERVICES DELIVERY		-	376,200		317,524
	TOTAL PROGRAM EXPENSES	1,078,821	1,253,700	1,417,710	1,179,302	1,523,451
	OTHER EXPENSES					
6720	RENT	14,869	14,827	18,424	17,274	18,099
7910	INDIRECT COSTS APPLIED	48,086	56,775	65,094	65,968	68,884
9140	DEFERRED EXPENSE - PRIOR PERIOD	-	5,044	-	2,111	
9160	DEFERRED EXPENSE	(5,071)	(2,111)	-		
	TOTAL EXPENSES	1,561,597	1,814,936	2,011,738	1,782,863	2,158,157
	REVENUES OVER EXPENDITURES	3,664	3,481	229,121	(0)	3,166



WATERSHED SERVICES

2024 BUDGET NARRATIVE PROGRAM SUMMARY

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

Recent Program Highlights:

- a. Watershed Services (WS) and QQ are staffed by the same contractors, much of the technical work related to water quality on behalf of local jurisdictions, monitoring, commenting on regulations and referred development reviews, etc. is funded through this NWCCOG program instead of QQ since these are roles played as the Region's 208 Plan manager.
- b. WS assisted QQ in the development of regional water plans, land use code updates, and local applications for development as requested or required.
- c. WS initiated an update of the Regional Water Quality Management Plan, also known as the "208 Plan" named after the section of the Clean Water Act which authorizes the plan. The Plan update will be completed in 2024.
- d. WS received additional funding from Colorado Department of Public Health and Environment to assess nonpoint source pollution issues in the NWCCOG Region, in large part from an influx of infrastructure bill funding. This additional funding for prioritization of nonpoint source pollution will continue in 2024.
- e. Staff continued to monitor and participate in activities of the Colorado Water Quality Control Commission and related entities on behalf of the membership. This includes closely monitoring potential changes to molybdenum standards for human-health and agricultural uses. Changes to the molybdenum water quality standards would have statewide implications, along with specific implementation concerns in Tenmile Creek in Summit County and the Williams Fork River in Grand County where subsidiaries of Freeport McMoRan operate the Climax and Henderson Mines, respectively. In addition, WS worked closely with QQ on appropriate standards in French Gulch and the Blue River with an eye on protecting investments in a mine water treatment plant installed and operated by Summit County and the Town of Breckenridge.

General Program Description:

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

3700 - Watershed Services

	FUND BALANCE BEGINNING	22,800	22,800	22,800	22,800	24,693
					Projected	
		2021	2022	2023	2023	2024
ACCT #	ACCOUNT NAME	ACTUAL	ACTUAL	BUDGET	ACTUAL	BUDGET
4200	STATE CONTRACT - 208	20,059	35,692	48,700	48,700	24,600
4200	STATE CONTRACT - Power Authority Funds	-	-	-	-	25,000
4630	LOCAL REVENUE - COG	6,996	6,996	6,996	6,996	6,996
4640	CARRY OVER (Used & Carried Forward)	(1,897)	(1,892)	10,678	12,570	12,570
	TOTAL REVENUES	25,157	40,795	66,374	68,266	69,166
6410	CONTRACT STAFF	23,500	32,039	54,115	54,114	50,000
6520	OUTSIDE CONTRACT SERVICES	-	7,050	7,000	7,000	10,000
	TOTAL SALARIES AND BENEFITS	23,500	39,089	61,115	61,114	60,000
6640	POSTAGE	3				
7130	TRAVEL & MEETINGS			3,500	3,500	3,500
	TOTAL PROGRAM EXPENSES	3	-	3,500	3,500	3,500
	OTHER EXPENSES					
7910	INDIRECT COSTS APPLIED	1,655	1,706	1,759	1,759	1,814
	TOTAL EXPENSES	25,157	40,795	66,374	66,373	65,314
	REVENUES OVER EXPENDITURES	0	-	(0)	1,893	3,852
	END OF YEAR FUND BALANCE	22,800	22,800	22,800	24,693	28,545

*Completed by Ashley Bembeneck 9-14-2023



WATER QUALITY/QUANTITY COMMITTEE (QQ)

2024 BUDGET NARRATIVE PROGRAM SUMMARY

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

Recent Program Highlights:

- a. QQ is partnering with Sonoran Institute, the Colorado River District, Northern Water, Trout Unlimited, and the Colorado Water Conservation Board on a project called *Bridging the Gap*, which identifies issues and lessons learned from water supply projects that seek to transfer water from one area of the state to urban growth centers with an eye toward increasing collaboration between water supply planning and land use planning in both the area where the water is needed and the area where the water originates. In 2022, project partners conducted interviews with 20+ stakeholders from 5 key water transfer projects and held the first convening to discuss key experiences and observations. In 2023, QQ held a second convening and produced final documents. In 2024, QQ will assist project partners in a “road show” to share final report items.
- b. Finalized and shared the [QQ Member Handbook](#) which provides information on services QQ members receive, QQ’s mission and policies, water quality and quantity issues of concern in the region, relevant state and federal law, Colorado water law and administration information, local land use regulatory tools, and information on 208 Regional Water Quality Management planning.
- c. Along with instrumental efforts from members, advocated for the stoppage of the Uinta Basin Railroad which would have allowed transport of waxy crude along the Colorado and Fraser Rivers.
- d. Provided a [summary](#) on the *Sackett vs. EPA* ruling and the impact the change in definition of “waters of the U.S.” will have to member jurisdictions. Monitored updates to federal agency rules to comply with the Supreme Court decisions. Monitored draft proposals for a statewide dredge and fill program.
- e. Submitted [comments](#) on the BLM’s proposed Public Lands rule that puts conservation on equal footing with other uses.
- f. Presented *Protecting Watersheds: The Versatility of Local Governments* at the Rocky Mountain Land Use Institute. This session provided a broad overview of the role of water quality and watershed health in water supply planning and the creative tools local governments can use for water quality and watershed protection.
- g. Hosted an Infrastructure Funding Webinar for members to hear from water experts who provided information on available infrastructure funding and application processes.

- h. Applied for grant funding to update the [*Water and its Relation to the Headwaters Counties \(2012\)*](#) report.
- i. Participated in the Water Quality Control Commission's the Lakes Nutrients Standards Rulemaking Proceeding, the Issues Formulation Hearing for the Upper Colorado River Basin, and several stakeholder processes led by the Water Quality Control Division. QQ assisted Breckenridge and Summit County in the on-going process to revise site-specific standards for French Gulch and the Blue River. All members benefit from QQ's engagement in the molybdenum water supply standard and the 10-year roadmap work groups.
- j. Continued to advocate for the region at the legislature and forge new relationships with the Colorado General Assembly and administration to implement Colorado's State Water Plan.
- k. Continued to support members efforts to integrate water quality and quantity protection into local codes, policies, and plans, including through reviewing comprehensive plans, land use code updates, and participating in the development of various stream management planning efforts and to integrate recommendations from QQ's 2019 [*Water Savings Resource Guide for the Headwaters*](#).

Budget Notes

At its June 2023 meeting, QQ proposed raising its dues by 5% in 2024. QQ members will vote on this increase at their November 2023 meeting. QQ is not charged the standard indirect rate, as consultants utilize less of the kind of resources charged to indirect. The program is charged an administrative fee of less than the +/- 15% indirect cost. Last year, that was 8%.

General Program Description:

The annual QQ budget is reviewed and approved by QQ which has direct oversight of its consultant team. Dues from QQ fund most program activities. QQ will review the 2024 budget in November of 2023.

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

5100 - Water Quality/Quantity Committee

	LEGAL DEFENSE FUND	100,000	100,000	100,000	100,000	100,000
	FUND BALANCE - BEGINNING	8,111	8,452	22,314	22,314	8,203
					Projected	
		2021	2022	2023	2023	2024
ACCT #	ACCOUNT NAME	ACTUAL	ACTUAL	BUDGET	ACTUAL	BUDGET
4200	STATE GRANT INCOME		11,100			9,900
4310	COUNTY PLEDGES	96,541	99,436	102,420	102,420	107,541
4320	MUNICIPAL PLEDGES	42,598	43,876	47,443	47,443	49,815
4330	ASSOCIATE MEMBER PLEDGES	4,243	4,370	4,501	4,501	5,906
4350	WATER & SAN. DIST. PLEDGES	11,180	11,472	12,490	11,922	12,401
4510	OTHER LOCAL FUNDING	6,000	10,075	13,425		
4535	MEETING REGISTRATION	125	25	1,500		1,000
4820	INTEREST INCOME	15	1,669	200	2,500	1,000
	TOTAL REVENUES	160,702	182,023	181,980	168,786	187,563
6410	QQ CONTRACT STAFF	124,245	148,053	152,025	157,798	159,383
6520	OUTSIDE CONTRACT	21,800	900	3,309	-	2,500
	TOTAL SALARIES AND BENEFITS	146,045	148,953	155,334	157,798	161,883
6130	MEETING EXPENSE		731	1,500	1,000	1,000
6640	POSTAGE	18	23	50	22	50
6680	DUES & SUBSCRIPTIONS	1,131	1,706	2,600	2,081	2,200
7130	TRAVEL & MEETINGS		3,172	8,500	8,000	8,000
	TOTAL PROGRAM EXPENSES	1,149	5,632	12,650	11,103	11,250
	OTHER EXPENSES					
7610	INDIRECT COSTS APPLIED	13,167	13,575	13,996	13,996	14,430
	TOTAL EXPENSES	160,362	168,161	181,980	182,897	187,563
	REVENUES OVER EXPENDITURES	340	13,863	(0)	(14,111)	0
	FUND BALANCE - ENDING	8,452	22,314	22,314	8,203	8,204

*Okay Torie Jarvis and Claire Carroll 9-18-2023

5110 - Wild & Scenic

	FUND BALANCE - BEGINNING	806	30,623	(9,328)	30,623	39,154
					Projected	
		2021	2022	2023	2023	2024
ACCT #	ACCOUNT NAME	ACTUAL	ACTUAL	BUDGET	ACTUAL	BUDGET
4200	STATE GRANT INCOME	68,563	29,294	99,999	108,530	108,530
4330	ASSOCIATE MEMBER PLEDGES		20,001		20,000	20,000
4620	REIMBURSED EXPENSES	33,456		20,000		
	TOTAL REVENUES	102,019	49,295	119,999	128,530	128,530
6410	QQ CONTRACT STAFF					
6520	OUTSIDE CONTRACT	70,461	81,474	107,299	107,299	107,299
	TOTAL SALARIES AND BENEFITS	70,461	81,474	107,299	107,299	107,299
6620	BANK CHARGES	30				
6680	DUES & SUBSCRIPTIONS		984			
7130	TRAVEL & MEETINGS	1,711	6,789	7,700	7,700	7,700
	TOTAL PROGRAM EXPENSES	1,741	7,773	7,700	7,700	7,700
	OTHER EXPENSES					
7610	INDIRECT COSTS APPLIED			5,000	5,000	5,427
	TOTAL EXPENSES	72,202	89,247	119,999	119,999	120,426
	REVENUES OVER EXPENDITURES	29,817	(39,952)	-	8,531	8,105
	FUND BALANCE - ENDING	30,623	(9,328)	(9,328)	39,154	47,259

*OK Claire Carroll 10/16/2023

NWCCOG 2024 Budget Summary

	Est. 2024										
	Beginning	2024						2024		Transfer	Ending
	Fund	Budgeted						Budgeted		between	Fund
Internal programs	Balance	Income	Salaries	Benefits	Rent	Indirect	Other	Expense	Net	Programs	Balance
Broadband		210,462	157,150	34,932	2,781	25,930	26,854	247,646	(37,184)	37,184	
Economic Development		154,150	91,434	37,939	-	15,087	9,100	153,559	591		
Elevator Inspection		2,055,112	1,003,776	350,413	6,190	160,673	229,197	1,750,249	304,863	(37,184)	
Energy Management	464,405	5,391,962	2,662,491	835,624	194,318	357,100	1,201,022	5,250,555	141,407		605,812
Northwest Loan Fund	515,912	500,644	130,635	23,430	13,354	19,080	54,692	241,191	259,453		775,365
Project Thor	176	1,425,217	35,812	7,927		5,909	1,086,368	1,136,016	289,201		289,376
Regional Business		523,999	210,771	26,273	5,059	6,782	331,987	580,872	(56,873)		
Regional Transportation	207,199	189,154	109,084	35,516	3,331	15,524	25,700	189,154	(0)		207,199
Vintage - AAAA	219,815	2,161,323	417,478	130,245	18,099	68,884	1,523,451	2,158,157	3,166		222,981
Subtotal	1,407,506	12,612,024	4,818,631	1,482,300	243,130	674,967	4,488,371	11,707,399	904,624		2,100,734
NWCCOG General Fund Balance	2,516,313								904,624		3,420,938
Internal Service Funds Funds											
Indirect	129,316	725,636	286,579	83,817	48,070		313,270	731,736	(6,100)		123,216
Motor Pool	44,718	-					8,284	8,284	(8,284)		36,434
Building	100,732	161,750					175,384	175,384	(13,634)		87,098
Subtotal	274,766	887,386	286,579	83,817	48,070	-	496,938	915,404	(28,018)		246,748
External Programs											
Health Care Coalition		231,176	179,818			11,996	39,362	231,176	(0)		(0)
Homeland Security		184,092					184,092	184,092	-		-
NWCCOG Foundation	22,612	1,550					120	120	1,430	(10,000)	14,042
Water Quality/Quanity	8,203	187,563	161,883			14,430	11,250	187,563	0		8,204
Watershed Services	24,693	69,166	60,000			1,814	3,500	65,314	3,852		28,545
Wild & Scenic	39,154	128,530	107,299			5,427	7,700	120,426	8,105		47,259
Subtotal	94,663	802,077	509,000	-	-	33,666	246,024	788,690	13,387		98,050
Total non-duplicated budget	1,502,170	13,414,101	5,327,631	1,482,300	243,130	708,634	4,734,395	12,496,090	918,011		2,198,784
Grand Total	1,776,936	14,301,486	5,614,210	1,566,117	291,200	708,634	5,231,333	13,411,494	889,993		2,445,532

NWCCOG 2024 Final Revised Budget - (December 2023)

2023 Budget Revision Summary

	Revenue			Expense			Revised Budget Net
	Original 2023 Budgeted Revenue	Revised Revenue Budget	Change in Revenue Budget	Original 2023 Budgeted Expense	Revised Expense Budget	Change in Expense Budget	
Program							
Internal Program Funds							
Broadband Program	200,000	205,576	5,576	229,582	262,674	33,092	(57,097)
Economic Development District	141,775	149,150	7,375	137,754	149,258	11,504	(108)
Elevator Inspection	1,625,000	2,063,822	438,822	1,546,330	1,649,522	103,192	414,300
Energy Management	4,522,690	5,230,983	708,293	4,776,048	5,230,984	454,936	(0)
Northwest Loan Fund	827,000	1,344,006	517,006	194,091	236,221	42,130	1,107,785
Project THOR	1,065,124	2,331,677	1,266,553	1,000,829	2,666,198	1,665,369	(334,521)
Regional Business	547,258	645,191	97,933	567,210	587,293	20,083	57,898
Regional Transportation Council	127,500	72,078	(55,422)	133,419	72,078	(61,341)	(0)
Vintage AAAA	2,240,859	1,782,863	(457,996)	2,011,738	1,782,863	(228,875)	(0)
						-	-
Total Internal Program Funds	11,297,206	13,825,347	2,528,141	10,597,001	12,637,090	2,040,090	1,188,257
External Program Funds							
Health Care Coalition	212,430	210,325	(2,105)	212,430	210,325	(2,105)	(0)
Homeland Security	252,974	281,028	28,054	252,974	281,028	28,054	-
NWCCOG Foundation	21,515	52,114	30,599	20,120	52,757	32,637	(643)
Water Quality/Quantity	181,980	168,786	(13,194)	181,980	182,897	917	(14,111)
Watershed Services	66,374	68,266	1,892	66,374	66,373	(1)	1,893
Wild & Scenic	119,999	128,530	8,531	119,999	119,999	-	8,531
Total External Program Funds	855,272	909,049	53,777	853,877	913,379	59,502	(4,330)
NWCCOG Total Budget	12,152,478	14,734,395	2,581,917	11,450,878	13,550,469	2,099,592	1,183,926
Internal Service Program Funds							
Building	153,436	597,706	444,270	164,575	239,196	74,621	358,510
Indirect	612,213	652,100	39,888	638,449	605,764	(32,685)	46,336
Motor Pool	-	-	-	-	(11,545)	(11,545)	11,545
GRAND TOTAL	12,918,127	15,984,202	3,066,075	12,253,902	14,383,884	2,129,983	1,600,318

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