



NORTHWEST COLORADO COUNCIL OF
GOVERNMENTS

2026 DRAFT BUDGET

Presented to Council
October 23rd, 2025



www.nwccog.org

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2025 Revised and 2026 Budget

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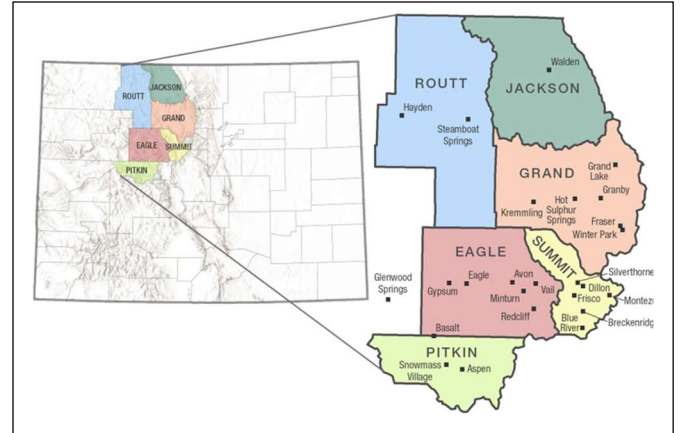
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Letter from Executive Director & Finance Director

2026 NWCCOG Draft Budget



NWCCOG Council and all Members,

Welcome to the proposed 2026 Budget for the Northwest Colorado Council of Governments, presented at the October meeting following a Budget Workshop, and set 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. As Executive Director, I want to once again thank Finance Director Becky Walter for shouldering the brunt of the budget preparation work and coordination with Directors while this year spearheading implementation of our new HR platform, Paycom, which went live on October 1. Our organizational capacity, level of innovation/improvement and resilience are exponentially improved by having an internal Finance Office.

5%

COLA plus Merit

Payroll: Our primary asset is our people. We continue to attract and retain quality employees in a very competitive market. We put considerable time into training. The 2026 budget proposes a **3% COLA increase with a 2% merit increase** (the COLA rounds up the Denver-Aurora-Lakewood Consumer Price Index calculated by the Department of Labor, month ending in May 2025). The 2024 Wage Range analysis for each position aligned our wages to the market; this COLA will raise all ranges by 3%. Prior years were 2.6% in 2025, and 5.1% COLA in 2024, and briefly as high as 9%.

General Administration: Indirect is calculated in part from the prior year's Audited financials, which recommends a 19.12% Indirect Rate for 2026 compliant with 2 CFR 200. Each year we discuss whether this is an amount sustainable for both individual programs and to support the overall organizational needs. That amount is 16.5%, the same as 2025. We then submit that document from the audit with our recommendation to CDOT (state) and to EDA

16.5%

Indirect Rate charged to internal programs to cover General Administration and resources shared across the organization such as IT and HR

(federal) for approval that then applies to all our grant funding. Indirect revenues cover 100% of the Office Manager and Accountant's time, and the majority of the Finance Director's time.

The Indirect revenue budget projected in 2026 totals \$846,408 in revenues and represents 5.2% of the total budget.

Dues: The Council-approved 2026 Member Dues (jurisdictions confirm participation by November 1) are \$479,185. Combined with Indirect and fees-for-service from the Elevator Program, dues comprise the "General Fund" of NWCCOG. Note that QQ projected dues for 2026 are \$199,209. QQ retains a \$100,000 Legal Defense Fund balance plus accrued interest.

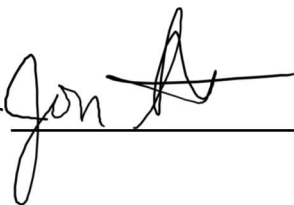
63%

Member Dues Directly
Support Core
NWCCOG
Programming

Leverage: Regional Business Dues provide crucial matching funds for grant programs which require it (EDD and Watershed Services), and along with periodic transfers from the Elevator Inspection Program meet needs for programs with insufficient funding to meet expectations (Vintage, Broadband). For 2026, those amounts are:

Vintage	\$ 110,000 - cash
Broadband (in Regional Business)	\$ 106,000* - (integrated into RB in 2026)
Economic Development District	\$ 80,000 - cash
Watershed Services	\$ 7,000 – cash
TOTAL	\$303,000 (63% of Dues)

The Bylaws require Restricted Emergency Reserve Account to be 10% of the current year's internal programs' projected revenues (\$15,329,769). The balance of the reserve fund is estimated to be \$1,639,556 at the beginning of 2026 and is anticipated to be \$2,141,442 at the end of 2026 which equals 14% of the internal program budgeted revenues. We feel confident that the 2026 budget continues NWCCOG's commitment to providing high-quality, cost-effective services to our members.

Jon Stavney, Executive Director 

Becky Walter, Finance Director 



History & Mission Statement

2026 BUDGET

HISTORY

Northwest Colorado Council of Governments was established as Colorado Planning and Management Region XII in 1972 by Executive Order of the Governor in response to the Federal Intergovernmental Cooperation Act of 1968. Regional, multi-jurisdictional planning was encouraged as a means to avoid overlap, duplication, and competition between local planning activities and to coordinate planning and management of certain activities at a regional level. Today, NWCCOG core programs serve a six-county region including Eagle, Grand, Jackson, Pitkin, Routt and Summit Counties and 25 municipalities therein. 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

Northwest Colorado Council of Governments 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.



2025 NWCCOG Council Members

COUNTIES

Eagle
Grand
Pitkin
Jackson
Summit
Routt

REPRESENTATIVES

Tom Boyd*
Randy George*
Patti Clapper, Vice Chair*
Samantha Martin*
Nina Waters, Treasurer*
Tim Redmond*

ALTERNATE

-
Merrit Linke
Jeffrey Woodruff
Coby Corkle
Tamara Pogue
Keith Hensley

MUNICIPALITIES

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

REPRESENTATIVES

Sam Rose
Gary Brooks
Rick Stevens
--
Kristen Brownson
Carolyn Skowyra*
Geoff Grimmer
Michael Brack
Diane McBride
Jacob Zook
Joshua Hardy
--
Jeremy Rietmann
Matthew Mendisco
--
Dan Sullivan
Teagen Serres
Eric Gotthelf
Lesley Davis
Ben Kliemer
Jonnah Glassman
Britta Gustafson
Michael Buccino
Kathleen Halloran
James Dustin
--

ALTERNATE

Christine Benedetti
Tamra Underwood
Sara Nadolny
--
Kelly Owens
Nathan Johnson
--
Sarah Catanzarite
Stacey Nell
Steve Boyd
Ted Cherry
Baxter Strachan
Lana Bryce
Ryan Banks
Christene Lee
Ken Riley
--
Gusty Kanakis
Levi Corrigan
Melissa Mathews
Ann-Marie Sandquist
Alyssa Shenk, Chair*
Ginger Scott
Russel Forrest
Sherry Cure
Alisha Janes

*Executive Committee Members

-- Not Confirmed by Jurisdiction



Fiscal Management

2026 BUDGET

Program Categorization:

Internal, Employee Managed Programs:

Internal programs are managed by NWCCOG employees. NWCCOG is the sponsoring agency for Vintage (Area Agency on Aging), Elevator Inspection Program (EIP), Energy Management, Regional Broadband & Project THOR, 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 billed directly. 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.

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 reasonable for NWCCOG staff to do so. In recent years, leased vehicles are being charged directly to the programs to which they are assigned.



Indirect Cost Rate

2026 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 2026 Indirect Cost Center is comprised of support services, which provide fiscal accountability, communication services, and basic office functions.

Fiscal: Includes two full FTE positions, 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 (1 FTE), 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.

Methodology: Indirect costs are shared, pro-rata, by NWCCOG programs. Each contributes to these costs based on that program's total gross wages. This percentage applied combines the audited ratio of direct to indirect costs with internal budget analysis.

Application of Four-Year Averaging Factor:

YEAR	RATE (%)
2026	16.50
2025	16.50
2024	16.50
2023	16.50
Four Year Average	16.50



Dues Assessment Policy

2026 BUDGET

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

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

3. INDIVIDUAL MEMBER JURISDICTION ASSESSMENT: The dues assessment for each Member Jurisdiction will be calculated using a formula applying a dollar multiplier on population and percent of mills multiplier on assessed valuation as approved by the NWCCOG Council. Assessed valuation amounts will be the most recent annual report produced by the State of Colorado, Division of Property Taxation. Population numbers will be the latest estimates available 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 confirmation of that annual assessment. The confirmation of intention to pay the assessment must be received by NWCCOG by November 1st.

5. PAYMENT OF DUES ASSESSMENT: Dues Assessments are billed in December, 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 therefore 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's 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 2026 REGIONAL BUSINESS DUES ANALYSIS

FORMULA :

POPULATION 0.724900

ASSESSED VALUATION 0.0000105

Approved by NWCCOG Council on 8/7/2025

Sources:

2024 draft population estimates, Colorado Department of Local Affairs, Demography Section

Certification of Levies & Revenues as of 1/1/2025, Year 2024, 54st Annual Report, Division of Property Taxation, State of Colorado

Completed by Becky Walter, Finance Director 7/17/2025

Denver-Aurora-Lakewood CPI May 2024 - 2.2%

Completed by Becky Walter, Finance Director 7/17/2025
Denver-Aurora-Lakewood CPI May 2024 - 2.2%

POPULATION					ASSESSED VALUATION			PROPOSED DUES	2025 DUES PAID	DIFFERENCE 2025-2026	2025-2026 % CHANGE						
COUNTY																	
COUNTY	EAGLE COUNTY	54,196	37.7%	\$	39,287	\$	5,198,836,800	28.8%	\$	54,588	\$	93,874	\$	91,889	\$	1,985	2.2%
	GRAND COUNTY	16,202	11.3%	\$	11,745	\$	1,453,729,090	8.1%	\$	15,264	\$	27,009	\$	25,936	\$	1,073	4.1%
	PITKIN COUNTY	16,593	11.5%	\$	12,028	\$	5,684,821,370	31.5%	\$	59,691	\$	71,719	\$	70,077	\$	1,642	2.3%
	ROUTT COUNTY	25,064	17.4%	\$	18,169	\$	2,123,599,960	11.8%	\$	22,298	\$	40,467	\$	39,499	\$	968	2.5%
	SUMMIT COUNTY	30,441	21.2%	\$	22,067	\$	3,470,857,807	19.2%	\$	36,444	\$	58,511	\$	57,175	\$	1,336	2.3%
	JACKSON COUNTY	1,311	0.9%	\$	950	\$	99,974,962	0.6%	\$	1,050	\$	2,000	\$	1,915	\$	85	4.4%
	TOTAL COUNTY	143,807	100.0%	\$	104,246	\$	18,031,819,989	100.0%	\$	189,334	\$	293,580	\$	286,491	\$	7,089	2.5%
MUNICIPAL																	
EAGLE	BASALT (EAGLE & PITKIN)	4,020	4.9%	\$	2,914	\$	316,654,960	2.8%	\$	3,325	\$	6,239	\$	6,178	\$	61	1.0%
	AVON/AVON METRO	6,127	7.5%	\$	4,441	\$	376,237,450	3.4%	\$	3,950	\$	8,392	\$	8,053	\$	339	4.2%
	EAGLE	7,364	9.0%	\$	5,338	\$	243,971,960	2.2%	\$	2,562	\$	7,900	\$	7,725	\$	175	2.3%
	GYPSUM	9,246	11.3%	\$	6,702	\$	275,245,960	2.5%	\$	2,890	\$	9,593	\$	9,411	\$	182	1.9%
	MINTURN	939	1.1%	\$	681	\$	47,191,800	0.4%	\$	496	\$	1,176	\$	1,157	\$	19	1.6%
	RED CLIFF	242	0.3%	\$	175	\$	7,923,850	0.1%	\$	83	\$	259	\$	256	\$	3	1.2%
	VAIL	4,414	5.4%	\$	3,200	\$	1,738,170,880	15.6%	\$	18,251	\$	21,451	\$	21,036	\$	415	2.0%
GRAND	FRASER	1,453	1.8%	\$	1,053	\$	121,972,080	1.1%	\$	1,281	\$	2,334	\$	2,315	\$	19	0.8%
	GRANBY	2,191	2.7%	\$	1,588	\$	129,480,420	1.2%	\$	1,360	\$	2,948	\$	3,023	\$	(75)	-2.5%
	GRAND LAKE	409	0.5%	\$	296	\$	78,610,340	0.7%	\$	825	\$	1,122	\$	1,081	\$	41	3.8%
	HOT SULPHUR SPRINGS	689	0.8%	\$	499	\$	13,763,260	0.1%	\$	145	\$	644	\$	627	\$	17	2.7%
	KREMMLING	1,508	1.8%	\$	1,093	\$	26,378,240	0.2%	\$	277	\$	1,370	\$	1,313	\$	57	4.3%
	WINTER PARK	1,095	1.3%	\$	794	\$	280,816,130	2.5%	\$	2,949	\$	3,742	\$	3,584	\$	158	4.4%
	JACKSON	WALDEN	553	0.7%	\$	401	\$	7,394,092	0.1%	\$	78	\$	479	\$	478	\$	1
PITKIN	ASPEN	6,569	8.0%	\$	4,762	\$	2,930,335,720	26.3%	\$	30,769	\$	35,530	\$	34,907	\$	623	1.8%
	SNOWMASS VILLAGE	2,977	3.6%	\$	2,158	\$	856,276,380	7.7%	\$	8,991	\$	11,149	\$	10,811	\$	338	3.1%
ROUTT	HAYDEN	2,047	2.5%	\$	1,484	\$	42,177,210	0.4%	\$	443	\$	1,927	\$	1,825	\$	102	5.6%
	STEAMBOAT SPRINGS	13,464	16.4%	\$	9,760	\$	1,341,877,550	12.1%	\$	14,090	\$	23,850	\$	23,305	\$	545	2.3%
SUMMIT	BLUE RIVER	853	1.0%	\$	618	\$	91,200,272	0.8%	\$	958	\$	1,576	\$	1,541	\$	35	2.3%
	BRECKENRIDGE	5,067	6.2%	\$	3,673	\$	998,795,023	9.0%	\$	10,487	\$	14,160	\$	13,720	\$	440	3.2%
	DILLON	1,046	1.3%	\$	758	\$	146,557,394	1.3%	\$	1,539	\$	2,297	\$	2,231	\$	66	3.0%
	FRISCO	2,788	3.4%	\$	2,021	\$	357,809,300	3.2%	\$	3,757	\$	5,778	\$	5,595	\$	183	3.3%
	KEYSTONE	1,400	1.7%	\$	1,015	\$	302,134,600	2.7%	\$	3,172	\$	2,600	\$	1,541	\$	1,059	68.7%
	MONTEZUMA	71	0.1%	\$	51	\$	3,746,180	0.0%	\$	39	\$	91	\$	88	\$	3	3.4%
	SILVERTHORNE	5,447	6.6%	\$	3,949	\$	388,070,875	3.5%	\$	4,075	\$	8,023	\$	7,526	\$	497	6.6%
	TOTAL MUNICIPAL	81,979	100.0%	\$	59,427	\$	11,122,791,926	100.0%	\$	116,789	\$	174,630	\$	169,327	\$	5,303	3.1%
REGION XII SUBTOTAL		225,786		\$	163,673	\$	29,154,611,915		\$	306,123	\$	468,210	\$	455,818	\$	12,392	2.7%
GLENWOOD SPRINGS		10,229		\$	7,415	\$	339,006,340		\$	3,560	\$	10,975	\$	10,765	\$	210	2.0%
OUTSIDE REGION XII SUBTOTAL		10,229		\$	7,415	\$	339,006,340		\$	3,560	\$	10,975	\$	10,765	\$	210	2.0%
TOTAL DUES									\$ 479,185.00	\$ 466,583.00	\$ 12,602.00		2.7%				

Non-Current Members for Reference

CARBONDALE	6,527	\$	4,731	\$	243,718,670	\$	2,559	\$	7,290
LEADVILLE	2,628	\$	1,905	\$	62,160,960	\$	653	\$	2,558
OAK CREEK	841	\$	610	\$	14,131,820	\$	148	\$	758
YAMPA	391	\$	283	\$	6,187,480	\$	65	\$	348
SUBTOTAL	10,387	\$	7,530	\$	326,198,930	\$	3,425	\$	10,954

2025 REVISED & 2026 Program Budgets



NWCCOG 2026 All Funds Budget Summary

	Estimated 2026 Beginning Fund Balances	Budgeted Revenues	Budgeted Expenses	Transfers	Net	Loan Activity	Ending Fund Balances
Internal Programs							
Broadband	-	-	-	-	-		-
Economic Development	-	153,093	(164,546)	-	(11,453)		-
Elevator Inspection	-	2,600,000	(2,008,273)	(60,000)	531,727		-
Energy Management	888,561	6,845,000	(6,497,645)	-	347,355		1,235,916
Northwest Loan Fund	3,895,265	1,219,213	(383,899)	-	835,314	(1,300,000)	3,430,579
Project THOR	378,346	1,550,344	(1,304,381)	-	245,963		624,309
Regional Business	-	563,222	(617,418)	60,000	5,804		-
Regional Transportation	110,393	381,758	(381,758)	-	-		110,393
Vintage- AAA	216,650	2,017,139	(2,017,139)	-	-		216,650
Subtotal - Internal Programs	\$ 5,489,215	\$ 15,329,769	\$ (13,375,059)		\$ 1,954,710		\$ 5,617,847
External Programs							
Health Care Coalition	-	445,854	(445,854)		-		-
Homeland Security	-	250,000	(250,000)		-		-
NWCCOG Foundation	12,200	15	(120)		(105)		12,095
Water Quality/Quantity	205,076	208,290	(201,790)		6,500		211,576
Watershed Services	33,584	99,896	(101,728)		(1,832)		31,752
Wild & Scenic	64,420	163,400	(141,750)		21,650		86,070
Subtotal - External Programs	\$ 315,280	\$ 1,167,455	\$ (1,141,242)		\$ 26,213		\$ 341,493
Total - Non-Duplicated Budget Prior to Internal Service Funds	5,804,495	16,497,224	(14,516,301)		1,980,923		5,959,340
Internal Service Funds							
Indirect	89,500	847,277	(910,615)	-	(63,338)		26,161
Motor Pool	11,117	-	(7,395)	-	(7,395)		3,722
Building	75,572	170,533	(145,384)	-	25,149		100,721
Subtotal - Internal Service Funds	\$ 176,189	\$ 1,017,810	\$ (1,063,394)		\$ (45,584)		\$ 130,604
Total Budget Revenues/Expenses	\$ 5,980,683	\$ 17,515,034	\$ (15,579,695)	\$ -	\$ 1,935,339		\$ 6,089,944

NWCCOG 2026

All Funds Budget Summary by Program

	Projected 2026 Beginning Fund Balances	Total 2026 Budgeted Revenues	Salaries & Contracts	Benefits	Rent	Indirect	Other	Total 2026 Budgeted Expenses	Transfers	Net	Loan Activity	Ending Fund Balances
Internal Programs												
Broadband		-	-	-	-	-	-	-		-		
Economic Development		153,093	(100,806)	(45,107)	-	(16,633)	(2,000)	(164,546)		(11,453)		
Elevator Inspection		2,600,000	(1,231,846)	(362,275)	(6,694)	(170,849)	(236,610)	(2,008,273)	(60,000)	531,727		
Energy Management	888,561	6,845,000	(3,027,081)	(978,946)	(277,994)	(431,276)	(1,782,348)	(6,497,645)		347,355		1,235,916
Northwest Loan Fund	3,895,265	1,219,213	(170,235)	(26,808)	(3,602)	(20,994)	(162,260)	(383,899)		835,314	(1,300,000)	3,430,579
Project THOR	378,346	1,550,344	(123,886)	(29,547)	(3,007)	(20,441)	(1,127,500)	(1,304,381)		245,963		624,309
Regional Business		563,222	(259,448)	(54,876)	(5,471)	(34,223)	(263,400)	(617,418)	60,000	5,804		
Regional Transportation	110,393	381,758	(115,179)	(23,130)	(4,689)	(17,355)	(221,405)	(381,758)		-		110,393
Vintage- AAA	216,650	2,017,139	(473,382)	(189,877)	(14,441)	(77,910)	(1,261,528)	(2,017,139)		-		216,650
Subtotal - Internal Programs	\$ 5,489,215	\$ 15,329,769	\$ (5,501,863)	\$ (1,710,566)	\$ (315,898)	\$ (789,680)	\$ (5,057,052)	\$ (13,375,059)		\$ 1,954,710		\$ 5,617,847
External Programs												
Health Care Coalition		445,854	(249,342)	-	-	(37,331)	(159,180)	(445,854)		-		
Homeland Security		250,000	(12,500)	-	-	-	(237,500)	(250,000)		-		
NWCCOG Foundation	12,200	15	-	-	-	-	(120)	(120)		(105)		12,095
Water Quality/Quantity	205,076	208,290	(171,222)	-	-	(15,338)	(15,230)	(201,790)		6,500		211,576
Watershed Services	33,584	99,896	(92,900)	-	-	(1,928)	(6,900)	(101,728)		(1,832)		31,752
Wild & Scenic	64,420	163,400	(135,000)	-	-	-	(6,750)	(141,750)		21,650		86,070
Subtotal - External Programs	\$ 315,280	\$ 1,167,455	\$ (660,964)	\$ -	\$ -	\$ (54,597)	\$ (425,680)	\$ (1,141,242)		\$ 26,213		\$ 341,493
Total - Non-Duplicated Budget Prior to Internal Service Funds	\$ 5,804,495	\$ 16,497,224	\$ (6,162,827)	\$ (1,710,566)	\$ (315,898)	\$ (844,277)	\$ (5,482,732)	\$ (14,516,301)		\$ 1,980,923		\$ 5,959,340
Internal Service Funds												
Indirect	89,500	847,277	(422,666)	(96,892)	(57,264)	-	(333,792)	(910,615)		(63,338)		26,161
Motor Pool	11,117	-	-	-	-	-	(7,395)	(7,395)		(7,395)		3,722
Building	75,572	170,533	-	-	-	-	(145,384)	(145,384)		25,149		100,721
Subtotal - Internal Service Funds	\$ 176,189	\$ 1,017,810	\$ (422,666)	\$ (96,892)	\$ (57,264)	\$ -	\$ (486,571)	\$ (1,063,394)		\$ (45,584)		\$ 130,604
Total Budget Revenues/Expenses	\$ 5,980,683	\$ 17,515,034	\$ (6,585,494)	\$ (1,807,459)	\$ (373,162)	\$ (844,277)	\$ (5,969,303)	\$ (15,579,695)	\$ -	\$ 1,935,339		\$ 6,089,944

NWCCOG 2025 All Funds Budget Revision Summary

	Revenue			Expense			Net	
	Original 2025 Budgeted Revenue	Revised Revenue Budget	Change in Revenue Budget	Original 2025 Budgeted Expense	Revised Expense Budget	Change in Expense Budget	Net Budget Change	Revised Budget Net
Internal Program Funds								
Broadband Program	210,000	210,000	-	243,499	238,899	(4,600)	4,600	(28,899)
Economic Development District	155,111	160,688	5,577	165,895	163,895	(2,000)	7,577	(3,207)
Elevator Inspection	2,159,000	2,565,413	406,413	1,854,480	1,814,141	(40,339)	446,752	751,272
Energy Management	5,551,087	6,423,152	872,065	5,400,961	6,078,485	677,524	194,541	344,667
Northwest Loan Fund	1,000,650	811,700	(188,950)	326,476	354,169	27,693	(216,643)	457,531
Project THOR	1,342,893	1,795,708	452,815	1,261,889	1,743,160	481,271	(28,456)	52,548
Regional Business	659,517	726,701	67,184	663,790	721,548	57,758	9,426	5,153
Regional Transportation	186,971	460,465	273,494	186,971	460,465	273,494	-	-
Vintage - AAA	1,923,426	2,022,395	98,969	1,911,184	2,000,133	88,949	10,021	22,263
Subtotal - Internal Program Funds	\$ 13,188,656	\$ 15,176,222	\$ 1,987,567	\$ 12,015,145	\$ 13,574,895	\$ 1,559,750	\$ 427,817	\$ 1,601,328
External Program Funds								
Health Care Coalition	251,154	183,124	(68,030)	251,154	183,124	(68,030)	-	-
Homeland Security	143,383	131,200	(12,183)	143,382	131,200	(12,182)	(1)	-
NWCCOG Foundation	15	5,075	5,060	120	5,180	5,060	-	(105)
Water Quality/Quantity	201,749	225,300	23,550	201,749	221,900	20,151	3,399	3,399
Watershed Services	65,370	118,362	52,993	65,370	139,857	74,487	(21,494)	(21,495)
Wild & Scenic	129,030	70,129	(58,902)	129,030	48,642	(80,388)	21,486	21,487
Subtotal - External Program Funds	\$ 790,701	\$ 733,190	\$ (57,512)	\$ 790,805	\$ 729,903	\$ (60,903)	\$ 3,390	\$ 3,286
Total - Non-Duplicated Budget Prior to Internal Service Funds	\$ 13,979,357	\$ 15,909,412	\$ 1,930,055	\$ 12,805,950	\$ 14,304,797	\$ 1,498,847	\$ 431,215	\$ 1,604,614
Internal Service Program Funds								
Building	167,200	167,200	-	150,384	168,153	17,769	(17,769)	(953)
Indirect	764,828	778,394	13,565	830,165	789,528	(40,636)	54,202	(11,135)
Motor Pool	-	-	-	7,000	9,089	2,089	(2,089)	(9,089)
Subtotal - Internal Service Funds	\$ 932,029	\$ 945,594	\$ 13,565	\$ 987,549	\$ 966,771	\$ (20,778)	\$ 34,343	\$ (21,177)
Total Budget Revenues/Expenses	\$ 14,911,385	\$ 16,855,006	\$ 1,943,620	\$ 13,793,499	\$ 15,271,568	\$ 1,478,070	\$ 465,558	\$ 1,583,438

*Budget Revision does not show transfers between programs, transfers from reserve funds, or loan disbursements.

NWCCOG Net Revenues 2025 vs 2026 Comparison - All Funds

	Revenue				Expense				Net		
	Revised 2025 Budgeted Revenue	2026 Revenue Budget	Change in Revenue Budget	% Increase/Decrease Year Over Year	Revised 2025 Budgeted Expense	2026 Expense Budget	Change in Expense Budget + (-)	% Increase/Decrease Year Over Year	2025 Net	2026 Net	Increase (Decrease) Year Over Year
Internal Program Funds											
Broadband Program	210,000	-	(210,000)	-100%	(238,899)	-	238,899	-100%	(28,899)	-	28,899
Economic Development District	160,688	153,093	(7,595)	-5%	(163,895)	(164,546)	(651)	0%	(3,207)	(11,453)	(8,246)
Elevator Inspection	2,565,413	2,600,000	34,587	1%	(1,814,141)	(2,008,273)	(194,132)	11%	751,272	591,727	(159,545)
Energy Management	6,423,152	6,845,000	421,848	7%	(6,078,485)	(6,497,645)	(419,161)	7%	344,667	347,355	2,688
Northwest Loan Fund	811,700	1,219,213	407,513	50%	(354,169)	(383,899)	(29,730)	8%	457,531	835,314	377,783
Project THOR	1,795,708	1,550,344	(245,364)	-14%	(1,743,160)	(1,304,381)	438,779	-25%	52,548	245,963	193,415
Regional Business	726,701	563,222	(163,479)	-22%	(721,548)	(617,418)	104,130	-14%	5,153	(54,196)	(59,349)
Regional Transportation	460,465	381,758	(78,706)	-17%	(460,465)	(381,758)	78,707	-17%	-	-	-
Vintage - AAA	2,022,395	2,017,139	(5,257)	0%	(2,000,133)	(2,017,139)	(17,006)	1%	22,263	-	(22,263)
Subtotal - Internal Program Funds	\$ 15,176,222	\$ 15,329,769	\$ 153,547	1%	\$ (13,574,895)	\$ (13,375,059)	\$ 199,836	-1%	882,162	1,374,436	492,274
External Program Funds											
Health Care Coalition	183,124	445,854	262,730	143%	(183,124)	(445,854)	(262,730)	143%	-	-	-
Homeland Security	131,200	250,000	118,800	91%	(131,200)	(250,000)	(118,800)	91%	-	-	-
NWCCOG Foundation	5,075	15	(5,060)	-100%	(5,180)	(120)	5,060	-98%	(105)	(105)	-
Water Quality/Quantity	225,300	208,290	(17,010)	-8%	(221,900)	(201,790)	20,110	-9%	3,399	6,500	3,101
Watershed Services	118,362	99,896	(18,466)	-16%	(139,857)	(101,728)	38,129	-27%	(21,495)	(1,832)	19,663
Wild & Scenic	70,129	163,400	93,271	133%	(48,642)	(141,750)	(93,108)	191%	21,487	21,650	163
Subtotal - External Program Funds	\$ 733,190	\$ 1,167,455	\$ 434,265	59%	\$ (729,903)	\$ (1,141,242)	\$ (411,339)	56%	3,286	26,213	22,927
Total - Non-Duplicated Budget Prior to Internal Service Funds	\$ 15,909,411	\$ 16,497,224	\$ 587,813	4%	\$ (14,304,797)	\$ (14,516,301)	\$ (211,504)	1%	\$ 885,448	\$ 1,400,649	515,201
Internal Service Program Funds											
Building	167,200	170,533	3,333	2%	(168,153)	(145,384)	22,769	-14%	(953)	25,149	26,102
Indirect	778,394	847,277	68,883	9%	(789,528)	(910,615)	(121,087)	15%	(11,135)	(63,338)	(52,203)
Motor Pool	-	-	-	0%	(9,089)	(7,395)	1,694	-19%	(9,089)	(7,395)	1,694
Subtotal - Internal Service Funds	\$ 945,594	\$ 1,017,810	\$ 72,216	8%	\$ (966,771)	\$ (1,063,394)	\$ (96,624)	10%	(21,177)	(45,584)	(24,407)
Total Budget Revenues/Expenses	\$ 16,855,005	\$ 17,515,034	\$ 660,029	4%	\$ (15,271,568)	\$ (15,579,695)	\$ (308,127)	2%	\$ 864,271	\$ 1,355,065	490,794

*Budget Summary does not show transfers between programs, transfers from reserve funds, or loan disbursements.

Internal Services

Finance Director: Becky Walter
Accountant: Greg Ociepka

Office Manager: Moira Vander Meer

Est. 2021



2025 Highlights

In early 2025, NWCCOG staff completed process mapping of the new-hire onboarding workflow with the goal of overhauling a burdensome and disjointed system. This work highlighted the need for a single, integrated HR & Payroll platform. Led by Finance Director Becky Walter, the team selected Paycom as a comprehensive solution for the entire organization. Paycom went live in Q4, with the system replacing manual payroll and timecard processing, fragmented benefits administration, and NEOGOV for onboarding and performance management. Over time, the system will also assume responsibility for expense reports (replacing Certify) and tracking of required certifications and trainings. The result is a single, "hire-through-retire" platform, streamlining all employee-related functions.



Eisenhower-Johnson Tunnel
Employee Tour



Staff hike to Lower Cataract Lake

Internal Services also:

- Replaced the manual check deposit procedure with electronic scanning system.
- Established online loan management and payment options for clients of the Northwest Loan Fund.
- Hosted multiple staff events, organized by the Wellness Committee, including a tour of the Eisenhower-Johnson Tunnel and a hike to Lower Cataract Lake.

Also referred to as "Indirect," the Internal Services team works in coordination with the Executive Director to provide support across the entire organization. The Finance team manages the organization's finances, including AP/AR, grant compliance, budgeting, external audits, and performing financial oversight. The Office Manager provides benefits management, on and off-boarding, Human Resources assistance, and other coordination duties that provide support across all programs and to the NWCCOG Council.

Before 2021, basic bookkeeping was provided by a long-time contractor. Given the number of programs within NWCCOG, and the distinct complexity of each program, the organization has benefitted greatly from daily engagement by internal fiscal support.

Programs are charged Indirect fees based on the number of employees and overall gross wages. CDOT audits and approves the Indirect rate each year as does the EDA, providing state and federal review and approval of Indirect expenditures and NWCCOG's Indirect rate.

9100 - Indirect

ACCT #		PROJECTED				
		2023 ACTUAL	2024 ACTUAL	2025 BUDGET	2025 ACTUAL	2026 BUDGET
	BEGINNING FUND BALANCE	83,645	160,909		100,634	89,500
	REVENUES					
4450	CREDIT CARD REBATES	7,182	2,669	5,000	2,588	3,000
4520	OTHER INCOME	210		10,000	10,000	
4550	INTERNAL INDIRECT REVENUE	618,016	699,507	721,644	732,308	789,680
4560	EXTERNAL INDIRECT REVENUE - HCC	9,540	10,133	11,437	15,216	37,331
4560	EXTERNAL INDIRECT REVENUE - Other	15,702	16,244	16,747	16,747	17,266
4610	INSURANCE PROCEEDS	6,621			1,535	
	TOTAL REVENUES	\$ 657,271	\$ 728,553	\$ 764,828	\$ 778,394	\$ 847,277
	EXPENSES					
6110	SALARIES - Executive Director	43,765	55,181	53,928	44,341	56,624
6131	SALARIES - Office Manager	59,981	90,354	78,733	78,733	82,664
6151	SALARIES - Finance Office	99,584	146,274	151,384	156,384	184,017
6100	STAFF BONUS	12,000				
6210	TAXES & BENEFITS	69,887	69,170	84,482	80,313	96,892
6410	CONTRACT STAFF		5,642	40,100	6,500	6,000
6420	FISCAL CONTRACT	4,675				
6510	OUTSIDE CONTRACTOR	1,739				
6518	IT CONTRACTOR		67,020	67,020	67,020	71,820
6525	PAYROLL SERVICES				19,870	21,541
	SUBTOTAL - SALARIES & BENEFITS	\$ 291,631	\$ 433,641	\$ 475,647	\$ 453,161	\$ 519,559
6310	FLEX PLAN ADMIN	1,273	1,806	1,400	799	800
6311	BACKGROUND CHECK		6			
6440	AUDIT SERVICES	59,106	79,833	82,500	82,500	86,625
6610	OFFICE SUPPLIES	16,349	14,385	12,000	12,000	15,000
6640	POSTAGE	767	533	300	500	500
6650	PRINTING & PUBLICATION		629			
6660	ADVERTISING	59	212	500	200	500
6665	MEETING EXPENSE	3,011	2,641	4,000	3,000	5,000
6670	INTERNET/WEBSITE EXPENSE	1,613	16,345	7,000	7,000	7,000
6675	IT SECURITY	72,508	10,000	47,844	26,864	66,379
6680	DUES & SUBSCRIPTIONS	64,565	83,315	75,212	77,449	67,497
6685	SAFETY	290	415	290	540	540
6730	TELEPHONE	4,293	3,701	4,500	3,055	3,500
6740	REPAIR & MAINTENANCE	251	512			
6760	INSURANCE	16,258	20,603	21,000	32,116	36,951
6830	EQUIPMENT LEASE - Copier & Postage	7,612	7,127	7,170	7,542	7,500
7130	TRAVEL & MEETINGS	(4)	2,080	1,200	4,000	4,000
7150	TRAINING & TECH ASSISTANCE	1,940	2,049	4,000	4,000	2,000
7150	EMPLOYEE TUITION FUND		5,150	30,000	19,200	30,000
9180	FRAUD EXPENSE		9,610			
	SUBTOTAL - PROGRAM EXPENSES	\$ 249,891	\$ 260,952	\$ 298,916	\$ 280,765	\$ 333,792
6720	RENT	38,486	46,944	55,601	55,602	57,264
8000	CAPITAL OUTLAY		47,290			
	SUBTOTAL - OTHER EXPENSES	\$ 38,486	\$ 94,234	\$ 55,601	\$ 55,602	\$ 57,264
	TOTAL EXPENSES	\$ 580,008	\$ 788,827	\$ 830,165	\$ 789,528	\$ 910,615
	REVENUES OVER EXPENDITURES	\$ 77,263	\$ (60,274)	\$ (65,336)	\$ (11,135)	\$ (63,338)
	NET REVENUE	\$ 77,263	\$ (60,274)	\$ (65,336)	\$ (11,135)	\$ (63,338)
	ENDING FUND BALANCE	160,909	100,634		89,500	26,161

*Employee education fund established starting 2024. \$30,000 is allocated annually.

*Paycom implemented in Q4 of 2025

9200 - Building Fund

ACCT #		2023 ACTUAL	2024 ACTUAL	2025 BUDGET	PROJECTED	
					2025 ACTUAL	2026 BUDGET
	BEGINNING FUND BALANCE	(464,999)	133,112	(57,291)	(5,475)	75,572
	REVENUES					
4530	DIRECT CHARGES INCOME - Silverthorne	97,708	106,026	111,476	111,476	114,809
4530	DIRECT CHARGES INCOME - Gypsum	55,724	55,724	55,724	55,724	55,724
4200	STATE FUNDING	12,000				
4520	LOCAL FUNDING	432,274				
	TOTAL REVENUES	\$ 597,706	\$ 161,750	\$ 167,200	\$ 167,200	\$ 170,533
	EXPENSES					
6510	CONTRACT SERVICES- GENERAL	2,196				
6710	MORTGAGE EXPENSE - Silverthorne	38,160	38,168	38,160	38,160	38,160
6710	MORTGAGE EXPENSE - Gypsum	55,724	55,724	55,724	55,724	55,724
6740	REPAIRS & MAINTENANCE.	21,007	-	10,000	15,000	15,000
6745	CAM FEES	16,687	16,687	20,000	20,000	20,000
6750	JANITORIAL/TRASH EXPENSE	6,500	7,501	6,500	6,500	6,500
8000	CAPITAL OUTLAY	66,543	234,073	20,000	32,769	10,000
	SUBTOTAL - PROGRAM EXPENSES	206,816	352,153	150,384	168,153	145,384
	TOTAL EXPENSES	\$ 206,816	\$ 352,153	\$ 150,384	\$ 168,153	\$ 145,384
	REVENUES OVER EXPENDITURES	\$ 390,890	\$ (190,403)	\$ 16,816	\$ (953)	\$ 25,149
9130	INTERPROGRAM TRANSFERS	207,221		35,000	82,000	
	NET REVENUE	\$ 598,110	\$ (190,403)	\$ 51,816	\$ 81,047	\$ 25,149
	ENDING FUND BALANCE	133,112	(57,291)	(5,475)	75,572	100,721

*OK Jon and Becky 9/11/2025

*2025 R&M and Capital Outlay for meeting room mold mitigation and ceiling improvements

*2025 Transfer from EIP to build fund balance to \$100,000 by the end of 2026

9400 - Motor Pool

ACCT #		2023	2024	2025	PROJECTED	
		ACTUAL	ACTUAL	BUDGET	2025 ACTUAL	2026 BUDGET
	BEGINNING FUND BALANCE	46,257	33,410	27,207	20,207	11,117
	REVENUES					
4530	MOTOR POOL BILLINGS	-		-	-	
4610	INSURANCE PROCEEDS	-		-	-	
4010	GAIN ON SALE	-		-	-	
	TOTAL REVENUES	\$ -	\$ -	\$ -	\$ -	\$ -
	EXPENSES					
6760	INSURANCE	6,275	4,528	5,000	5,777	7,395
6811	GAS, OIL & VEHICLE SUPPLIES	5,365	-	-	650	
6830	EQUIPMENT LEASE	1,207	1,675	2,000	2,663	
	SUBTOTAL - PROGRAM EXPENSES	\$ 12,847	\$ 6,203	\$ 7,000	\$ 9,089	\$ 7,395
	TOTAL EXPENSES	12,847	6,203	7,000	9,089	7,395
	NET REVENUE	(12,847)	(6,203)	(7,000)	(9,089)	(7,395)
	ENDING FUND BALANCE	33,410	27,207	20,207	11,117	3,722

*OK Jon and Becky 9/11/2025

*Fund will be closed in 2027 and insurance expense moved to Indirect

Economic Development District

Director: Rachel Tuyn

Est. 2012



2025 Highlights

- **2025 Regional Economic Summit** - The event was held on May 1 at the Silverthorne Pavilion. There were approximately 100 in attendance. The day kicked off with a presentation on economic trends followed by speakers on successes in the region in the areas of housing, childcare, and economic resiliency.
- **Progress on CEDS Goals** -NWCCOG EDD is in the fourth year of our five-year CEDS. We are laying the groundwork for the five-year CEDS update in the last quarter of 2025. During 2025, the region's communities have done a tremendous job working towards achieving the goals identified in the CEDS, particularly in the *Support our Workforce* focus area. Some notable achievements include the following:



West Mountain Region Housing Coalition forms in the Roaring Fork Valley (Eagle, Pitkin, and Garfield counties) made up of 5 towns, 2 counties, the community college and regional transit authority to create deed restricted homes to support the local workforce. Summit County made great strides in efforts to increase access to affordable childcare including the county-wide Summit First Steps tuition assistance for 0-3 year olds, the Summit Pre-K Program (SPK) for 3-4 year olds, and Project Thrive for afterschool and summer programs for elementary-aged children. These programs are largely administered through partnerships with the county and towns, aiming to provide affordable and accessible early childhood and afterschool care to support working families.

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 healthy, vibrant, and diverse economies. The EDA's mission is to "lead the federal economic agenda by promoting innovation and competitiveness and 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 stimulate growth and business expansion and strengthen the economies of member communities in our region.

3800 - Economic Development District

ACCT #		2023 ACTUAL	2024 ACTUAL	2025 BUDGET	PROJECTED 2025 ACTUAL	2026 BUDGET
REVENUES						
4100	FEDERAL CONTRACT	70,000	70,000	70,000	70,000	70,000
4200	STATE GRANT REVENUE		40,000			
4520	LOCAL FUNDING	500	5,000		2,500	2,500
4630	NWCCOG MATCHING	70,000	80,000	80,000	80,000	80,000
4535	MEETING REGISTRATION	16,998	1,650		1,651	1,800
4640	CARRY OVER from prior		2,783	5,111	6,537	(1,207)
4650	CARRY OVER to next period	(2,783)	(6,537)			
TOTAL REVENUES		\$ 154,715	\$ 192,896	\$ 155,111	\$ 160,688	\$ 153,093
EXPENSES						
6121	SALARIES - EDD Director	85,453	91,434	96,006	96,006	100,806
6210	TAXES & BENEFITS	33,361	37,556	41,498	41,498	45,107
SUBTOTAL - SALARIES & BENEFITS		\$ 118,814	\$ 128,990	\$ 137,504	\$ 137,504	\$ 145,913
6640	POSTAGE	3				
6650	PRINTING	15	1,200			
6655	PROGRAM EXPENSE	0	3,833	500	5,500	2,000
6665	MEETING EXPENSE	527	3			
6680	DUES & SUBSCRIPTIONS	980	1,000	1,000	1,050	
7130	TRAVEL & MEETINGS	2,111		500	2,000	
SUBTOTAL - PROGRAM EXPENSES		\$ 3,636	\$ 6,036	\$ 2,000	\$ 8,550	\$ 2,000
6720	RENT	1,928				
7910	INDIRECT	14,100	15,087	15,841	15,841	16,633
7320	PASSED THROUGH	18,488	47,293			
SUBTOTAL - OTHER EXPENSES		\$ 34,516	\$ 62,380	\$ 15,841	\$ 15,841	\$ 16,633
TOTAL EXPENSES		\$ 156,966	\$ 197,406	\$ 165,895	\$ 163,895	\$ 164,546
REVENUES OVER EXPENDITURES		\$ (2,251)	\$ (4,510)	\$ (10,784)	\$ (3,207)	\$ (11,453)
9130	INTERPROGRAM TRANSFERS		1,674			
NET REVENUES		\$ (2,251)	\$ (2,836)	\$ (10,784)	\$ (3,207)	\$ (11,453)

*2026 personnel budget may be revised at the direction of the EDD Board due to program transition and potential Director hire.

Elevator Inspection Program

Director: David Harris

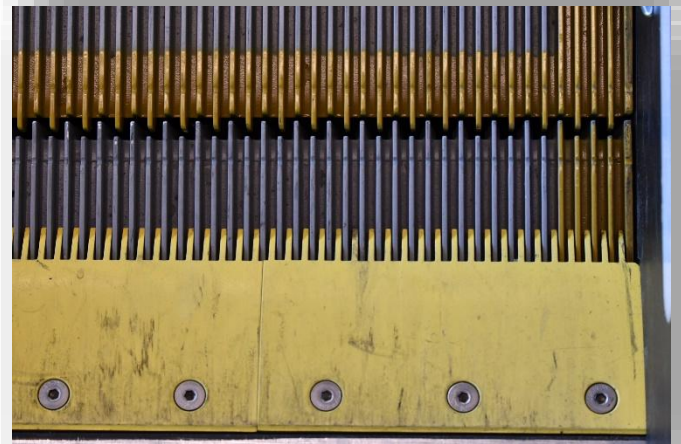
of Employees: 9

Est. 1993

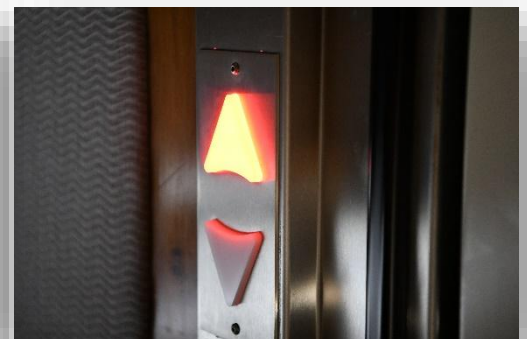
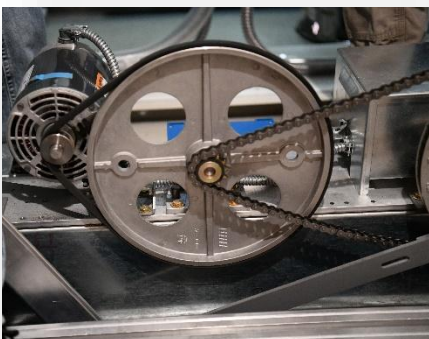


2025 Highlights

- NWCCOG's 10 staffers are leaders in the field, establishing code, industry standards and training peers.
- After a failed first attempt in 2025, the legacy GIS searchable database is being replaced with a version of Sales Force software that the State program piloted which will integrate all aspects of the program.
- Program Director David Harris is President of NAESA International, which sets standards for QEI Certification, and Western Region Chair. He regularly leads trainings and workshops for [NAESA](#).
- Inspector Kimmie Mirto serves as Asst. Secretary/Treasurer of the Western Region for NAESA.
- Inspector Jeff Woods serves on the [Board of Directors](#) for NAESA



Since 2019, the Elevator Inspection Program has performed at a level that made it a model for the State of Colorado. Inspectors must be experts in multiple types of code including sprinkler, fire alarm, smoke and heat detector, electrical, building, plumbing, mechanical, and procedural requirements/state conveyance statutes and regulations. Additionally, the Program Director frequently works with and provides trainings for fire departments and building departments. The office support team and field inspection staff are a tight-knit group that keep day-to-day operations flowing smoothly. There have been many changes in the program within the last five years and there are several more positive changes to come. As a result of the Team's hard work, the number of elevators that have a valid certificate of operation has increased from 55% to 87% since its implementation. The program staff continues to work diligently to not just achieve goals but surpass them. With so many changes in the last five years the program continues to improve.



2100 - Elevator Inspection Program

ACCT #		2023	2024	2025	PROJECTED	2026
		ACTUAL	ACTUAL	BUDGET	ACTUAL	BUDGET
REVENUES						
4410	ANNUAL INSPECTION FEES	666,667	674,346	944,000	849,600	990,000
4430	OTHER SERVICES INCOME (5 Yrs & Failed Accept	390,460	465,222	450,000	450,000	450,000
4440	PERMIT REVIEW FEES	353,215	374,289	200,000	370,488	315,000
4460	FINES & PENALTIES	636,785	520,800	460,000	766,400	700,000
4470	TCO SURCHARGE		140,550	80,000	123,900	80,000
4480	THIRD PARTY INSPECTION FEES			25,000	0	5,000
4880	SETTLEMENT PROCEEDS					60,000
4610	INSURANCE PROCEEDS	4,612	6,541		5,025	
TOTAL REVENUES		\$ 2,051,738	\$ 2,181,748	\$ 2,159,000	\$ 2,565,413	\$ 2,600,000
EXPENSES						
6112	SALARIES - Program Director	135,167	146,697	154,032	154,032	167,000
6121	SALARIES - Inspectors	551,998	627,132	641,659	641,659	698,967
6131	SALARIES - Office Support	194,164	223,103	213,817	213,817	169,479
6181	SALARIES - Other		12,000			
6121	SALARIES - Bonus	10,000				
6210	TAXES & BENEFITS	266,139	324,712	384,253	330,381	362,275
6510	CONTRACTOR	3,009	3,509	72,100	75,000	191,400
6560	OTHER CONTRACTOR (3rd Party)	18,061	27,807	5,000	5,000	5,000
SUBTOTAL - SALARIES & BENEFITS		\$ 1,178,537	\$ 1,364,960	\$ 1,470,861	\$ 1,419,889	\$ 1,594,121
6610	OFFICE SUPPLIES	23,011	22,815	25,000	20,000	25,000
6640	POSTAGE	90	32	150	30	10
6660	ADVERTISING	3,090	40	600	0	1,500
6665	MEETING EXPENSE	711			0	
6680	DUES & SUBSCRIPTIONS	553	2,853	1,250	20,000	20,000
6730	TELEPHONE	8,945	8,938	9,000	17,524	9,000
6760	INSURANCE PREMIUM	1,038	442	550	550	600
6761	INSURANCE DEDUCTIBLE	1,500	1,000	1,500	0	1,500
6810	VEHICLE REPAIR		10,217			
6811	VEHICLE SUPPLIES/TIRES	23,460	20,813	25,000	21,026	25,000
6830	VEHICLE LEASE	56,086	37,952	39,000	39,365	44,000
6840	TOOLS & EQUIPMENT	2,487	1,419	2,000	2,000	2,000
6930	BAD DEBT WRITTEN OFF	4,593	3,582	3,000	3,327	0
6935	DEBTS FORGIVEN	37,566	4,150	25,000	5,000	5,000
6950	EIP SNOWMASS PERMIT FEES REBATE	4,588	1,838	2,500	1,100	2,500
7110	PROGRAM SUPPLIES		136	1,000	500	500
7120	LICENSE & PERMITS	6,218	1,749	5,000	5,000	5,000
7130	TRAVEL & MEETINGS	57,453	65,967	70,000	85,762	95,000
7150	TRAINING & TECH. ASSISTANCE	50				
SUBTOTAL - PROGRAM EXPENSES		\$ 231,440	\$ 183,943	\$ 210,550	\$ 221,184	\$ 236,610
6720	RENT & UTILITIES	5,627	6,190	6,500	6,500	6,694
7910	INDIRECT	147,008	166,474	166,569	166,569	170,849
SUBTOTAL - OTHER EXPENSES		\$ 152,635	\$ 172,664	\$ 173,068	\$ 173,069	\$ 177,543
TOTAL EXPENSES		\$ 1,562,612	\$ 1,721,567	\$ 1,854,480	\$ 1,814,141	\$ 2,008,273
REVENUES OVER EXPENDITURES		\$ 489,127	\$ 460,181	\$ 304,520	\$ 751,272	\$ 591,727
9130	INTERPROGRAM TRANSFERS	(283,097)	(37,184)	(68,499)	(110,899)	(60,000)
NET REVENUES		\$ 206,030	\$ 422,997	\$ 236,021	\$ 640,373	\$ 531,727

*OK David, Bryanne, Becky 8/6/2025

Energy Program

Director: Doug Jones

of Employees: 31

Est. 1978



2025 Highlights

The Energy Program at the Northwest Colorado Council of Governments continues to expand its reach by helping households reduce energy costs, improve comfort, and transition to more efficient, sustainable homes. Strong partnerships with statewide and local programs allow us to leverage diverse funding sources and deliver measurable results.

A new partnership with Tri-State Colorado further strengthens our funding base, bringing stability and long-term growth through utility rebate support. This diversification allows NWCCOG to sustain and expand services across the region. ReEnergize Eagle County doubled its project volume in 2025, serving more households with insulation, air sealing, and electrification upgrades while advancing county energy goals.

The NWCCOG Energy Training Center is now a certified BPI testing site, enabling local staff and regional professionals to train and certify on-site while generating additional revenue. Plans for 2026 include adding a certified proctor to administer exams independently and further expand professional development.

Our team's expertise and dedication are key to this success. Six staff members have achieved Energy Auditor Certification, Justin Wiseman recently earned his NATE Certification, and Aaron Simmons joined the program through the ReEnergize Eagle County expansion to support increasing demand. In addition, Elaina West was honored as NWCCOG's Employee of the Year, a recognition of her leadership and contributions to the program.

Together, these initiatives demonstrate NWCCOG's capacity to manage complex funding, deliver high-quality services, and adapt to community needs. Collaboration with governments, utilities, and community partners ensures every dollar invested maximizes benefits for residents across Northwest Colorado.



- **The Weatherization Assistance Program (WAP)** Administered by the Colorado Energy Office with federal and state funds. Budget: \$3.5M; serves ~120 households at or below 60% SMI.
- **Colorado's Affordable Residential Energy Program (CARE)** Run by Energy Outreach Colorado with utility rebates and private donations. Budget: \$1.2M; serves ~160 families at or below 80% AML.
- **Tri State Program** New in 2025, funded through utility rebates in addition to \$150K budget.
- **The ReEnergize Program** in Garfield, Routt, and Eagle Counties is administered by CLEER, Yampa Valley, and Walking Mountains and has a \$900K budget helping ~70 homes at 80% to 150% AML.
- **The Crisis Intervention Program (CIP)** Provides emergency heating system repairs. Budget: \$150K; assists ~30 homes annually.
- **The Beneficial Electrification for Eagle County Households (BEECH)** Jointly funded by Eagle County and CEO. Supports weatherization and electrification for ~24 homes annually.

400x - Energy Program

ACCT #		2023	2024	2025	PROJECTED	2026
		ACTUAL	ACTUAL	BUDGET	2025 REVISED	BUDGET
	BEGINNING FUND BALANCE	660,671	636,125		543,894	888,561
	REVENUES					
4100	FEDERAL GRANT INCOME	2,133,482	1,265,360	1,693,377	1,427,395	1,600,000
4200	STATE GRANT INCOME	1,088,199	2,012,297	1,902,282	2,157,056	1,600,000
4510	OTHER LOCAL FUNDING	1,958,160	1,978,105	1,895,428	2,856,485	3,585,000
4610	INSURANCE PROCEEDS	4,628		-		0
4620	REIMBURSED EXPENSES	11,056	(7,672)	50,000	-	50,000
4450	CREDIT CARD REBATE		5,693		4,840	0
4640	CARRYOVER REVENUE	55,985	146,160	110,000	189,376	110,000
4650	CARRYOVER EXPENSE	(50,738)	(189,376)	(100,000)	(212,000)	(100,000)
	TOTAL REVENUES	\$ 5,200,771	\$ 5,210,568	\$ 5,551,087	\$ 6,423,152	\$ 6,845,000
6112	SALARIES - Program Director	123,050	131,740	138,247	138,247	145,159
6131	SALARIES - Office Staff	151,991	215,299	296,551	470,846	559,918
6121	SALARIES - Field Staff	1,425,174	1,435,572	1,679,606	1,545,203	1,659,121
6141	SALARIES - Fiscal	86,335	127,904	145,672	156,705	249,595
6124	PROFIT SHARING PROGRAM	142,003	139,976	139,976	149,406	149,406
6210	TAXES & BENEFITS - Health Insurance	387,119	394,560	597,528	588,042	675,840
6210	TAXES & BENEFITS - All Other	181,293	220,458	207,829	317,404	303,106
6510	CONTRACT SERVICES	27,729	51,551	42,925	101,267	66,071
6511	H&S CONTRACTOR	26,343	39,642	29,400	36,378	30,870
6512	WIRING UPGRADES CONTRACTOR	23,237	40,365	62,925	53,445	86,071
6513	SOLAR CONTRACTOR	59,521	94,711	46,648	19,969	0
	SUBTOTAL - SALARIES & BENEFITS	\$ 2,633,796	\$ 2,891,777	\$ 3,387,308	\$ 3,576,913	\$ 4,006,027
6610	OFFICE SUPPLIES	80,108	23,924	19,779	40,351	20,768
6620	BANK CHARGES	60		100	183	100
6640	POSTAGE	3,249	2,093	2,100	2,410	3,300
6650	PRINTING	1,671	890	1,575	3,957	3,000
6655	PROGRAM EXPENSE	11,056	15,371	13,678	7,028	10,000
6660	ADVERTISING	21,413	1,276	6,825	16,704	10,000
6670	INTERNET/WEBSITE EXPENSE	11,050				0
6680	DUES & SUBSCRIPTIONS	10,202	19,031	22,289	19,468	25,000
6685	SAFETY	505		-		0
6730	TELEPHONE	19,666	17,350	21,302	20,512	26,000
6760	INSURANCE - Vehicles/Tools	20,086	9,805	18,768	12,080	20,000
6761	INSURANCE DEDUCTIBLE	1,000	1,000	525	2,000	551
6762	LIABILITY INSURANCE		4,118	-		0
6800	EQUIP. MAINT & REPAIR	2,978	8,485	8,562	62,568	8,990
6810	VEHICLE REPAIR/MAINTENANCE	30,262	41,550	45,371	148,706	50,000
6811	GAS, OIL & SUPPLIES	74,654	72,794	75,513	52,711	80,000
6830	EQUIPMENT LEASE - LONG TERM	6,784	9,565	12,231	9,401	12,843
6840	TOOLS AND EQUIPMENT	164,749	84,349	84,091	168,180	88,296
7110	PROGRAM SUPPLIES	1	173			0
7120	LICENSE & PERMIT FEES	8,546	2,496	735	1,720	2,500
7130	TRAVEL & MEETINGS	104,555	86,777	110,127	63,345	120,000
7150	TRAINING & TECH ASSISTANCE	39,298	30,562	10,071	36,285	35,000
7155	ENERGY PROGRAM STIPEND	8,438	6,911	5,250	8,527	6,000
7410	MATERIALS	1,027,564	864,394	803,072	1,009,205	1,200,000
	SUBTOTAL - PROGRAM EXPENSES	\$ 1,647,896	\$ 1,302,914	\$ 1,261,965	\$ 1,685,340	\$ 1,722,348
7910	INDIRECT COSTS APPLIED	318,713	330,814	411,896	356,597	431,276
6720	INTERNAL RENT & UTILITIES	81,606	74,924	96,812	74,924	75,364
6720	EXTERNAL RENT & UTILITIES	112,600	153,159	192,980	229,765	202,629
9140	DEFERRED EXPENSE PRIOR PERIOD	5,742	15,138	20,000	59,978	0
9160	DEFERRED EXPENSE	(15,138)	(59,978)			0
8000	CAPITAL OUTLAY	306,882	594,051	30,000	94,968	60,000
	SUBTOTAL - OTHER EXPENSES	\$ 810,405	\$ 1,108,108	\$ 751,689	\$ 816,232	\$ 769,270

400x - Energy Program

ACCT #						PROJECTED	
	2023	2024	2025	2025	2026	2025	2026
	ACTUAL	ACTUAL	BUDGET	REVISED	BUDGET		
TOTAL EXPENSES	\$ 5,092,097	\$ 5,302,799	\$ 5,400,961	\$ 6,078,485	\$ 6,497,645		
REVENUES OVER EXPENDITURES	\$ 108,674	\$ (92,231)	\$ 150,126	\$ 344,667	\$ 347,355		
9130 INTERPROGRAM TRANSFERS	(133,221)						
NET REVENUES	\$ (24,546)	\$ (92,231)	\$ 150,126	\$ 344,667	\$ 347,355		
ENDING FUND BALANCE	636,125	543,894		888,561	1,235,916		

*In 2025, program plans to spend approximately \$25,000 in Energy Reserves to be used to fund the installation of a new charging station at the Silverthorne Office and to purchase supplies for the new Training Center in Gypsum.

*In 2026, reserves are anticipated to support the purchase of a new box truck, providing organizational ownership of a vehicle (all current vehicles were purchased with DOE funds and are owned by the State).

*Potential New Program in 2026: ReEnergize Pitkin County - Up to 10 projects at an estimated cost of \$15,000 per household.

*Potential New Program in 2026: Multifamily Project - With capacity for up to 25 units at an estimated cost of \$25,000 per unit.

Mobility Program

Regional Transportation
Coordinating Council (RTCC)
And The Intermountain
Transportation Planning Region
Commission (IMTPR)

Director: Dana Wood



Est. 2010

2025 Highlights:

- Led the Colorado Accelerated Mobility grant application and awarded \$894K in e-bike funding for communities across the NWCCOG region.
- IMTPR: Drafted the 2050 Intermountain Regional Transportation Plan.
- IMTPR: Awarded \$3M in CDOT MMOF funding to the Town of Avon and the Town of Parachute.
- RTCC: Brought stakeholders together to expand bus routes from Silverthorne to Kremmling, resulting in Summit Stage applying for CTE/SB230 funds for a commuter bus.
- RTCC: Worked with partners to draft a work plan to deploy carpooling strategies across the region through a CDOT TDM grant.
- RTCC: Developed a Regional Transportation Hub webpage on the NWCCOG website.
- RTCC: Held a Bustang Training event in Craig.

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

The Intermountain Transportation Planning Region Commission (IMTPR) is a collaborative of local jurisdictions from Summit, Eagle, Garfield, Lake, and Pitkin counties that work in conjunction with CDOT to develop a regional transportation plan to be included as part of CDOT's state-wide transportation plan. The IMTPR works to identify regional plan recommendations and priority projects that include transportation services, facilities, multimodal alternatives, safety, and fiscal needs that best align with available funds from CDOT. The IMTPR also considers expected environmental, social, and economic impacts of the transportation plan recommendations to provide for the transportation and environmental needs of the area in a safe and efficient manner.



5310 - Regional Transportation

ACCT#		2023	2024	2025	PROJECTED	
		ACTUAL	ACTUAL	BUDGET	2025 ACTUAL	2026 BUDGET
REVENUES						
4100	FTA 5310 MOBILITY MANAGEMENT	47,278	76,760	106,735		126,218
4200	STATE GRANT INCOME		17,350	12,000	382,402	243,653
4520	LOCAL REVENUE - MATCH	20,000	28,000	30,000	30,000	67,000
4620	REIMBURSED EXPENSES		1,835			
4640	CARRYOVER from prior period	201,616	175,751	157,464	158,456	110,393
4650	CARRYOVER to next period	(175,751)	(158,456)	(119,228)	(110,393)	(165,506)
TOTAL REVENUES		\$ 93,143	\$ 141,240	\$ 186,971	\$ 460,465	\$ 381,758
EXPENSES						
6110	SALARIES - Executive Director	14,700	446			-
6112	SALARIES - Program Director			100,170	100,170	105,179
6121	SALARIES - Program Staff	15,620	80,382			
6141	SALARIES - Finance	11,421	471	500	500	
6112	SALARIES - Bonus				3,500	
6210	TAXES & BENEFITS	4,065	18,284	22,647	22,647	23,130
6520	OUTSIDE CONTRACTORS	6,405	9,850	10,000	-	10,000
SUBTOTAL - SALARIES & BENEFITS		\$ 52,211	\$ 109,433	\$ 133,317	\$ 126,817	\$ 138,309
6610	OFFICE SUPPLIES	9,706	2,074	1,200	3,500	2,500
6640	POSTAGE	3	2	3	3	3
6665	MEETING EXPENSE	105	4,216	5,000	2,000	3,000
6670	INTERNET/WEBSITE	74	475	4,000	2,000	3,000
6680	DUES & SUBSCRIPTIONS		1,140	1,100	1,100	1,100
6730	TELEPHONE	90	300	600	600	600
6760	INSURANCE PREMIUM EXPENSE		12			
6811	VEHICLE MAINTENANCE & SUPPLIES		1,280	2,000	2,000	2,000
6830	EQUIPMENT LEASE - LONG TERM		4,669	4,669	4,669	4,669
7130	TRAVEL & MEETINGS	214	3,008	5,000	4,000	5,000
7150	TRAINING & TECHNICAL ASSISTANCE		2,575	3,000	3,000	3,000
SUBTOTAL - PROGRAM EXPENSES		\$ 10,192	\$ 19,751	\$ 26,572	\$ 22,872	\$ 24,872
6720	RENT & UTILITIES	3,121	4,336	4,553	4,553	4,689
7910	INDIRECT COSTS APPLIED	5,145	13,414	16,528	16,528	17,355
7320	PASS THROUGH FUNDS			6,000	284,000	196,533
9140	DEFERRED EXPENSE from prior period	22,474			5,695	
9160	DEFERRED EXPENSE		(5,695)			
SUBTOTAL - OTHER EXPENSES		\$ 30,740	\$ 12,055	\$ 27,081	\$ 310,776	\$ 218,577
TOTAL EXPENSES		\$ 93,143	\$ 141,239	\$ 186,971	\$ 460,465	\$ 381,758
NET REVENUES		\$ -	\$ 1	\$ -	\$ -	\$ -

*CAMP Grant (State Funds-4200) new in 2025

*Mobility Manager grant: State Funds in 2025, will return to Federal in 2026

NWCCOG Foundation



Director: Jon Stavney

Est. 1996

The NWCCOG Foundation Inc. is a federal tax-exempt public charity under section 501c (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 active 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

ACCT #		2023 ACTUAL	2024 ACTUAL	2025 BUDGET	PROJECTED	
					2025 ACTUAL	2026 BUDGET
	BEGINNING FUND BALANCE	23,255	22,305	12,305	12,305	12,200
	REVENUES					
4250	REIMBURSED EXPENSES	719		-	-	
4600	CONTRIBUTIONS INCOME	48,249		-	5,060	
4800	PROGRAM INCOME	3,146	-			
7010	INTEREST EARNINGS	42	-	15	15	15
7030	OTHER INCOME	600				
	TOTAL REVENUES	\$ 52,756	\$ -	\$ 15	\$ 5,075	\$ 15
	EXPENSES					
6155	BANK SERVICE CHARGES	120	-	120	120	120
6186	FUNDRAISING EXPENSE	693				
6195	POSTAGE	1				
	SUBTOTAL - PROGRAM EXPENSES	\$ 814	\$ -	\$ 120	\$ 120	\$ 120
7320	PASS THROUGH FUNDS	52,544			5,060	
9140	DEFERRED EXPENSE - From Prior Period	348				
	SUBTOTAL - OTHER EXPENSES	\$ 52,893	\$ -	\$ -	\$ 5,060	\$ -
	TOTAL EXPENSES	\$ 53,706	\$ -	\$ 120	\$ 5,180	\$ 120
	REVENUES OVER EXPENDITURES	(951)	-	(105)	(105)	(105)
	Transfer to NWCCOG for Cost of Administration		(10,000)	(10,000)		
	NET REVENUE	(951)	(10,000)	(10,105)	(105)	(105)
	ENDING FUND BALANCE	22,305	12,305	2,200	12,200	12,095

*OK Jon and Becky 9/11/2025

*The Foundation welcomes proposals for new projects

Northwest All-Hazards Emergency Management Region (NWAHEMR)

Regional Coordinator: Deborah Bogan

Est. 2003



2025 Highlights

NWCCOG has supported the Jackson County Communications Repeater Project (JCCRP) since 2022. Funded by the HSGP, the investment in communications infrastructure has provided secure, interoperable communications between agencies in Colorado and Wyoming. By eliminating dead zones, the project enhances emergency response, supports workforce safety, and safeguards critical infrastructure against evolving threats, including eco-terrorism. Ongoing investment remains vital to ensuring community resilience and operational continuity. Since 2022, the JCCRP has:

- Increased service capacity by 56%, accommodating a large year-round transient population drawn by seasonal recreation.
- Expanded coverage approx. 6,400 square miles to Routt, Grand and Larimer Counties in CO and Carbon and Albany Counties in WY.
- Supported large-scale event management, such as the Never Summer Ultramarathon, requiring cross-jurisdictional coordination in State Forest State Park.
- Strengthened interagency efforts to disrupt drug trafficking and human smuggling operations.
- Decreased incidents and threats to oil & gas infrastructure.

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 Region which is guided by an acting Board Chair within DHSEM.

NWCCOG is contracted with Colorado State DHSEM as the fiscal agent and is responsible for grant management and ensuring deliverables are completed. The program is being transitioned away from participation by the region following notification from the then Chair in late 2022, and the Board has not met in official capacity since. In 2025, efforts will continue from 2024 working directly with DHSEM and specific grantees to close out prior grant years in alignment with the grant terms.



61xx - Northwest All Hazards Emergency Management Region

ACCT #		2023 ACTUAL	2024 ACTUAL	2025 BUDGET	PROJECTED	
					2025 ACTUAL	2026 BUDGET
REVENUES						
4100	FEDERAL FUNDS - SHSG	135,161	60,185	135,945	118,946	237,500
4100	FEDERAL FUNDS - M & A	41,155		7,438	12,254	12,500
TOTAL REVENUES		\$ 176,316	\$ 60,185	\$ 143,383	\$ 131,200	\$ 250,000
EXPENSES						
6100	FINANCE OFFICE	7,311	5,924	4,938	-	-
6410	CONTRACT STAFF	33,697	21,530	16,999	12,051	12,500
SUBTOTAL - SALARIES & BENEFITS		\$ 41,008	\$ 27,454	\$ 21,937	\$ 12,051	\$ 12,500
6440	AUDIT EXPENSE	2,500	2,500	2,500		2,500
6560	OTHER CONTRACTOR		1,000			
6610	OFFICE SUPPLIES	273			203	
6640	POSTAGE	3				
6655	PROGRAM EXPENSES		2,426			
6840	TOOLS & EQUIPMENT	123,074	11,856	118,946	118,946	235,000
7130	TRAVEL & MEETINGS	9,458	14,950			
SUBTOTAL - PROGRAM EXPENSES		\$ 135,308	\$ 32,732	\$ 121,446	\$ 119,149	\$ 237,500
TOTAL EXPENSES		\$ 176,316	\$ 60,186	\$ 143,382	\$ 131,200	\$ 250,000
REVENUES OVER EXPENDITURES		\$ -	\$ (1)	\$ 1	\$ -	\$ -

*NWCCOG will continue as fiscal agent for Jackson County in 2026 for Phase 3 of current project

Northwest Loan Fund

Director: Anita Cameron



Est. 2013



Above: Loan Committee with Client
Below: 2025 Client, Liberty Skis

2025 Highlights:

- The NLF disbursed \$1,100,000.00 in new loans in 2024 and has exceeded that through August 2025
- Since 2014, Program has closed on 97 loans with a value of \$10,785,130.
- The new CDBG 5-year Grant Application was approved, and prior grant is being closed out through Eagle County, which is the grantee on behalf of the NLF.

The **Northwest Loan Fund (NLF)** supports 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.

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.



8800 - Northwest Loan Fund

ACCT #		2023 ACTUAL	2024 ACTUAL	2025 BUDGET	PROJECTED	
					2025 ACTUAL	2026 BUDGET
	REVOLVED FUNDS - BEGINING	3,749,528	3,471,240		4,547,734	3,895,265
4100	CDBG FEDERAL CONTRACT	1,018,000	936,714	350,000	280,000	500,000
4251	FEDERAL CONTRACT - ADMIN	162,880	149,874	56,000	46,200	82,500
4200	STATE CONTRACTS	-	352,000	200,000	200,000	200,000
4250	STATE CONTRACTS - ADMIN		17,600	10,000	8,000	8,000
4520	OTHER LOCAL FUNDING	300,000	62,500	100,000		100,000
4720	LOAN INTEREST REVENUE	204,198	252,170	246,170	243,000	247,914
4820	BANKING INTEREST EARNINGS	17,093	27,153	21,000	28,000	29,000
4730	FEE INCOME	41,457	22,427	17,480	6,500	51,799
	TOTAL REVENUES	\$ 1,743,628	\$ 1,820,438	\$ 1,000,650	\$ 811,700	\$ 1,219,213
58000	* Less CONTRACT LOAN DISBURSEMENTS	1,109,300		650,000	480,000	800,000
	NET REVENUES	\$ 634,328	\$ 1,820,438	\$ 350,650	\$ 331,700	\$ 419,213
6112	SALARIES - Program Director	108,070	115,635	121,417	121,417	127,235
6121	SALARIES - Deputy Director	465				-
6210	TAXES & BENEFITS	20,759	22,770	25,248	25,248	26,808
6410	CONTRACT STAFF	2,415	2,322	3,000	30,000	30,000
6510	OUTSIDE CONTRACT SERVICES	7,350	5,014	10,000	10,000	10,000
6515	LOAN ADMINISTRATOR		413		2,000	3,000
	SUBTOTAL - SALARIES & BENEFITS	\$ 139,060	\$ 146,154	\$ 159,665	\$ 188,665	\$ 197,043
6610	OFFICE SUPPLIES	837	4,009	1,000	1,200	4,000
6615	LOAN LOSS RESERVE	(11,939)	(9,068)			-
6620	BANK CHARGES	197	71	170	50	50
6640	POSTAGE	824	309	1,000	300	500
6655	PROGRAM EXPENSE	3,569	2,571	5,000	3,000	5,000
6660	ADVERTISING	1,000	830	1,000	500	800
6665	MEETING EXPENSE	3,503	726	3,500	1,000	2,000
6680	DUES & SUBSCRIPTIONS	3,760	4,415	6,000	7,067	7,000
6730	TELEPHONE EXPENSE	1,509	1,803	1,800	1,678	3,600
6811	VEHICLE GAS/OIL/SUPPLIES	4,222	1,898	3,000	3,299	3,000
6830	EQUIPMENT LEASE-LONG TERM					2,500
6930	BAD DEBTS WRITTEN OFF	6,890		-	-	-
7110	PROGRAM SUPPLIES	2,034	1,288	1,000	2,130	3,000
7130	TRAVEL & MEETINGS	4,950	10,010	9,000	10,940	20,000
7320	PASS THROUGH	38,558	130,267	110,810	110,810	110,810
	SUBTOTAL - PROGRAM EXPENSES	\$ 59,993	\$ 149,129	\$ 143,280	\$ 141,973	\$ 162,260
6720	RENT & UTILITIES	3,028	3,331	3,497	3,497	3,602
7910	INDIRECT COSTS APPLIED	17,908	19,080	20,034	20,034	20,994
	SUBTOTAL - OTHER EXPENSES	\$ 20,936	\$ 22,411	\$ 23,531	\$ 23,531	\$ 24,596
	TOTAL EXPENSES	\$ 219,988	\$ 317,694	\$ 326,476	\$ 354,169	\$ 383,899
	REVENUES OVER EXPENDITURES	\$ 414,339	\$ 1,502,744	\$ 24,175	\$ (22,469)	\$ 35,314
	REVOLVED FUND LOAN DISBURSEMENTS	692,628	426,250	400,000	630,000	500,000
	Disbursed from Revolving NLF Fund Balance					
	REVOLVED FUNDS - ENDING	3,471,240	4,547,734		3,895,265	3,430,579

*Starting in 2025: Revolved Fund disbursements shown separately from State/Federal/Other contract (reimbursed) loan disbursements

*6410-Contract Staff: \$15,000 actual through July 2025, anticipating additional \$15,000 for Director coverage and assistance

***Need for Deputy Director full time position or contract staff equivalent up for discussion in 2026**

Budget Detail - NLF 2026 BUDGET												
Northwest Loan Fund	General Operating 8800	Revolved	CDBG-25- 700	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			500,000									500,000
4251 ADMIN INCOME - FEDERAL FUNDS			82,500									82,500
4200 STATE GRANT INCOME							200,000					200,000
4250 ADMIN INCOME - STATE FUNDS							8,000					8,000
4520 OTHER LOCAL FUNDING						100,000						100,000
4535 MEETING REGISTRATION												-
4720 LOAN INTEREST INCOME - REVOLVED		74,047										74,047
4720 LOAN INTEREST INCOME - OTHER			23,750	23,750	43,640	33,276	22,695	19,122	23	-	7,611	173,867
4820 BANKING INTEREST EARNINGS	29,000											29,000
4730 FEE INCOME		9,292	7,621	664	2,762	2,000	3,500	-	-	60	25,899	51,799
TOTAL REVENUE	29,000	83,339		24,414	46,401	135,276	234,195	19,122	23	60	33,510	1,219,213
EXPENDITURES												
SALARIES & BENEFITS:												
6112 PROGRAM DIRECTOR	127,235											127,235
6121 DEPUTY DIRECTOR	-											-
6210 TAXES & BENEFITS	26,808											26,808
6410 CONTRACT STAFF	30,000											30,000
6520 OUTSIDE CONTRACT	10,000											10,000
6515 LOAN ADMINISTRATOR	3,000											3,000
SUBTOTAL: SALARIES & BENEFITS	194,043			-		-		-	-	-	-	194,043
6610 OFFICE SUPPLIES	4,000											4,000
6615 LOAN LOSS RESERVE												-
6620 BANK CHARGES	50											50
6640 POSTAGE	500											500
6655 PROGRAM EXPENSE	5,000											5,000
6660 ADVERTISING	800											800
6665 MEETING EXPENSE	2,000											2,000
6680 DUES & SUBSCRIPTIONS	7,000											7,000
6730 TELEPHONE EXPENSE	3,600											3,600
6811 VEHICLE GAS/OIL/SUPPLIES	3,000											3,000
6830 EQUIPMENT LEASE-LONG TERM	2,500											2,500
6930 BAD DEBTS WRITTEN OFF												-
7110 PROGRAM SUPPLIES	3,000											3,000
7130 TRAVEL & MEETINGS	13,000											13,000
7320 PASS THROUGH												-
PROGRAM EXPENSES:												-
SUBTOTAL: PROGRAM EXPENSES	44,450	-		-	-	-		-	-	-	-	44,450
OTHER EXPENSES												
6720 RENT & UTILITIES	3,602											3,602
7910 INDIRECT COSTS APPLIED	20,994											20,994
SUBTOTAL: OTHER EXPENSES	24,596											24,596
TOTAL EXPENDITURES	263,089	-		-	-	-		-	-	-	-	263,089
TOTAL REVENUE OVER EXPENDITURES*	(234,089)	83,339		24,414	46,401	135,276		19,122	23	60	33,510	956,124
Beginning Fund Balance (1/1/2026)	3,895,265											3,895,265
Ending Fund Balance (12/31/2026)	3,430,579											3,430,579

*Budget detail does not show loan disbursements

Northwest Region Healthcare Coalition

Readiness & Response Coordinator: Steve Hilley, RN

Clinical Advisor: Olivia Scheele, MSN, BSN, RN, CLC, a-IPC

Est: 2017



Northwest Region
Healthcare Coalition

2025 Highlights

- Following announcement of a new contract from CDPHE with increased funding for FY25, the program was issued a "Stop Work" order July 14th before contracts could be signed, only to be unfrozen in late September. Despite the funding freeze, the NWRHCC voluntarily assisted with the Lee Fire, the 5th largest in Colorado history, and coordinated resources in Rio Blanco County. Members report that the NWRHCC's actions were a critical part of the response.



- In grant year 2025, the NWRHCC received supplemental funding targeted at H5N1 avian influenza response, providing hospitals and health care coalitions with additional resources to strengthen readiness, infection control, and surge capacity in anticipation of potential outbreaks.
- Regional Coordinator Steve Hilley was featured by 9 news and UC Anschutz for an innovation in surge coverage experimenting with rapidly turning hotel rooms into emergency rooms.

The Colorado Department of Public Health and Environment (CDPHE) established nine Regional Healthcare Coalitions (HCCs) in 2017, aligned with the state's All Hazards Homeland Security regions. HCCs bring together hospitals, public health, EMS, emergency management, and other partners to strengthen healthcare system readiness and coordinate preparedness, response, recovery, and mitigation activities.

The Northwest Region Healthcare Coalition (NWRHCC) serves ten rural counties where healthcare resources are limited. When activated, the coalition coordinates bed placement, communications, staffing, supplies, and equipment locally, regionally, or statewide - reducing the burden on first responders. Examples include wildfire response, pandemics and infectious disease outbreaks, hazardous materials incidents, infrastructure failures, and large-scale evacuations.

622x - Northwest Region Health Care Coalition

ACCT #		2023	2024	2025	PROJECTED	
		ACTUAL	ACTUAL	BUDGET	2025 ACTUAL	2026 BUDGET
REVENUES						
4100	FEDERAL GRANT REVENUE	200,335	231,325	251,154	183,124	445,854
	TOTAL REVENUES	\$ 200,335	\$ 231,325	\$ 251,154	\$ 183,124	\$ 445,854
EXPENSES						
6100	PAYROLL EXPENSE	13,342	11,133	12,423	12,108	13,696
6410	CONTRACT STAFF	151,340	174,009	175,344	132,031	235,646
6520	OUTSIDE CONTRACT	1,000	4,000			
6560	OTHER CONTRACTOR	1,050	4,000	3,000		
	SUBTOTAL - SALARIES & BENEFITS	\$ 166,732	\$ 193,142	\$ 190,767	\$ 144,139	\$ 249,342
6610	OFFICE SUPPLIES	162				
6655	PROGRAM EXPENSE		5,746	9,482	9,714	115,665
6660	ADVERTISING	41				
6665	MEETING EXPENSE			3,000	1,192	3,000
6670	INTERNET/WEBSITE EXPENSE		148	2,303	2,676	2,886
6680	DUES & SUBSCRIPTIONS	7,928	468	7,513	7,894	7,700
6840	TOOLS & EQUIPMENT	277				
7130	TRAVEL & MEETINGS	15,655	13,187	22,834	8,972	25,930
	SUBTOTAL - PROGRAM EXPENSES	\$ 24,063	\$ 19,549	\$ 45,132	\$ 30,447	\$ 155,180
7320	PASS-THROUGH		8,500	4,000	4,000	4,000
7910	INDIRECT	9,540	10,133	11,255	4,537	37,331
	SUBTOTAL - OTHER EXPENSES	\$ 9,540	\$ 18,633	\$ 15,255	\$ 8,537	\$ 41,331
	TOTAL EXPENSES	\$ 200,335	\$ 231,324	\$ 251,154	\$ 183,124	\$ 445,854
	NET REVENUE	\$ -	\$ 1	\$ -	\$ -	\$ -

*2026 grant year: H5N1 Supplemental Funding Project - Regional/Rural Trainings, Special Projects, Biocontainment Projects, PPE Supplies, etc. Internally managed.

*Based on funding estimates provided by CDPHE as of 9/26/2025

Member Services Regional Business Program

Director: Jon Stavney



Est: 1972

2025 Highlights:

- Spoke at Colorado Mountain Housing Coalition Conference in Salida on home insurance crisis.
- Led process in reshaping Economic Development District Director position with regional stakeholders.
- Facilitated Retreats or Workshops with the Town of Keystone, the City of Glenwood Springs, and Basalt Chamber.
- Overhauled HR systems within the organization, specifically supporting delegation to Finance Director.
- Re-Balanced Office Manager SOW
- Planned and Facilitated EDD Summit in May with Rachel Tuyn, EDD Director.
- Filmed intro to new employee video for Paycom platform.
- Attended and photographed Caregiver Conference in Steamboat Springs for Vintage Marketing.
- Completed 3 University of Colorado Denver MPA classes.



**Above: Keystone Board Retreat, Jon Facilitated
Left: NWCCOG Treasurer, Nina Waters testifying on Housing Bill at Legislature during QQ Meeting**

Regional Business (RB) is the budget title for part of the General Fund which is the primary focus of the Executive Director (ED). Member Dues revenues come into RB and are dispersed to match other programs. Most DOLA grants (State Revenue-4200) pass through RB (acct. 7320) and are managed by the ED including funding for the Broadband program and grants for Project THOR. The RB Budget covers roughly half, sometimes more of the ED's wages (accts. 6110, 6210). Attorneys, GIS, and the Regional Grants Navigator are the primary Contract Staff. Indirect has grown enough in recent years to allow formation of a Finance Office and to cover the Office Manager. Time the ED spends in general management of the organization is charged to Indirect, while time spent "externally" serving the membership is charged to RB.

Member Services is a subset of Regional Business and the public-facing side of what the Executive Director does, including Council meetings, facilitations, research and writing reports or for the Newsletter.



1100 - Regional Business

ACCT #		2023	2024	2025	PROJECTED	2026
		ACTUAL	ACTUAL	BUDGET	2025 ACTUAL	BUDGET
REVENUES						
4200	STATE GRANT INCOME	100,000	123,400	115,000	110,000	-
4250	ADMINISTRATION	8,872		5,100		-
4310	COUNTY PLEDGES	244,579	267,138	286,490	286,491	293,580
4320	MUNICIPAL PLEDGES	154,060	169,266	169,327	180,092	185,605
4420	SPECIAL SERVICES INCOME	36,345	32,400	33,600	33,600	34,037
4520	OTHER LOCAL FUNDING	10,945	29,000		5,000	
4560	EXTERNAL PROGRAM		9,850			
4640	CARRYOVER REVENUE		5,135	5,135	54,072	-
4650	CARRYOVER TO NEXT PERIOD	(5,135)	(54,072)	(5,135)		-
4820	INTEREST INCOME	74,643	77,683	50,000	57,446	50,000
TOTAL REVENUES		\$ 624,309	\$ 659,800	\$ 659,517	\$ 726,701	\$ 563,222
EXPENSES						
6110	SALARIES - Executive Director	103,402	116,999	125,832	125,832	132,124
6121	SALARIES - Broadband Director					75,288
6121	SALARIES - Communications		18,318	6,000	11,698	12,000
6141	SALARIES - Fiscal Office	9,095			10,500	-
6100	SALARIES - Staff Bonus	11,200	14,800	10,000	21,000	-
6210	TAXES & BENEFITS	24,635	41,597	34,192	34,192	54,876
6410	CONTRACT STAFF	105,487	95,416	140,600	159,600	34,037
6416	SULLIVAN GREEN SEAVY				12,000	6,000
SUBTOTAL - SALARIES & BENEFITS		\$ 253,819	\$ 287,130	\$ 316,624	\$ 374,822	\$ 314,324
6430	LEGAL EXPENSES	3,752	1,000			
6520	OUTSIDE CONTRACT	5,000			25,000	25,000
6610	OFFICE SUPPLIES	11,075	12,198	3,000	3,000	2,000
6620	BANK SERVICE CHARGES	415	664	500	260	400
6640	POSTAGE	520	16	50		-
6650	PRINTING & PUBLICATIONS	497	0	4,000	4,000	2,000
6660	ADVERTISING	660		1,500	1,000	1,000
6665	MEETING EXPENSE		671			-
6670	INTERNET/WEBSITE	1,135	1,494	600	800	-
6680	DUES & SUBSCRIPTIONS	1,065	2,842	3,000	300	2,400
6730	TELEPHONE	2,086	1,553	1,700	1,850	2,100
6760	INSURANCE PREMIUM EXPENSE	176				-
6800	EQUIPMENT REPAIR/MAINT/SUPPLY	183				-
6810	VEHICLE REPAIR	2,078	1,285	2,000	200	1,500
6811	VEHICLE GAS, SUPPLIES	1,757	2,890	1,500	1,500	1,500
6830	EQUIPMENT LEASE - LONG TERM	7,155	4,669	5,000		-
7130	TRAVEL & MEETINGS	8,093	6,643	11,000	12,500	12,500
7130	WELLNESS COMMITTEE				8,000	6,000
7150	TRAINING & TECHNICAL ASSISTANCE	9,249	14,914	17,000	22,000	10,000
SUBTOTAL - PROGRAM EXPENSES		\$ 54,896	\$ 50,839	\$ 50,850	\$ 80,410	\$ 66,400
6720	RENT & UTILITIES	4,599	5,059	5,312	5,312	5,471
7910	INDIRECT COSTS APPLIED	20,066	24,769	20,762	20,762	34,223
7320	PASS THROUGH - MINI GRANTS	53,502	68,000	30,000		-
7950	CASH MATCH TO PROGRAMS	203,373	224,387	240,242	240,242	197,000
SUBTOTAL - OTHER EXPENSES		\$ 281,540	\$ 322,215	\$ 296,316	\$ 266,316	\$ 236,694
TOTAL EXPENSES		590,255	660,184	663,790	721,548	617,418
REVENUES OVER EXPENDITURES		\$ 34,054	\$ (384)	\$ (4,273)	\$ 5,153	\$ (54,196)
9130	INTERPROGRAM TRANSFERS	20,000				60,000
NET REVENUES		\$ 54,054	\$ (384)	\$ (4,273)	\$ 5,153	\$ 5,804

*Broadband Budget consolidated with Regional Business starting in 2026

*What was Cash Match from RB to Broadband is now shown in RB as an expense. Total impact to the budget is (\$105,000).

*RB now covers 38% of Broadband Director wages, benefits, and indirect

*No DOLA grant awards expected in 2026. Expecting no local matches towards special projects.

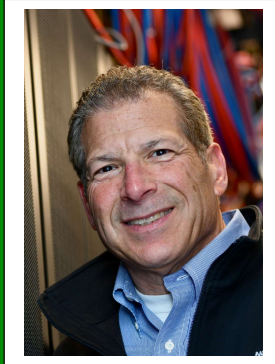
*Regional Grants Navigator position phasing out in 2025

*2025 interprogram transfer from Elevator Program to build fund balance for special projects in 2026

*OK Jon and Becky 9/29/2025

Broadband Program

Director: Nate Walowitz



Est. 2013

2025 Highlights:

- Merging Regional Broadband Director position back to Regional Business Budget after 6 years.
- Secured all "local" funding for Broadband position through Member Services (Dues) with small increase and Project THOR funds (first year covering position).
- DOLA no longer has dedicated Broadband Grant program, and RBD no longer needs to assist outside region for Technical Assistance.
- Expanding scope of position to explore and track local government uses of AI, Drones and Smart City Technology. Attended conferences on each in 2025. Overview available in June 5th Council packet.
- Supported Town of Frisco on broadband initiatives, fiber build and selection of ISP to serve community.

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.

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.

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

		PROJECTED				
ACCT #		2023 ACTUAL	2024 ACTUAL	2025 BUDGET	2025 ACTUAL	2026 BUDGET
REVENUES						
4200	STATE GRANT REVENUE	130,082	130,000	130,000	130,000	
4630	LOCAL CASH MATCH - NWCCOG	70,000	80,000	80,000	80,000	
4610	INSURANCE PROCEEDS	5,025	6,096			
TOTAL REVENUES		\$ 205,107	\$ 216,096	\$ 210,000	\$ 210,000	\$ -
EXPENSES						
6121	SALARIES - DIRECTOR	153,348	184,882	151,751	151,751	
6210	TAXES & BENEFITS	32,471	39,803	35,189	35,189	
6100	PAYROLL EXPENSES - OTHER	5,000	5,000	5,000	5,000	
6410	OUTSIDE CONTRACT					
SUBTOTAL - SALARIES & BENEFITS		\$ 190,820	\$ 229,685	\$ 191,940	\$ 191,940	\$ -
6430	LEGAL EXPENSE		720	500		
6610	OFFICE SUPPLIES	2,980				
6620	BANK CHARGES		30			
6640	POSTAGE		61			
6655	PROGRAM EXPENSE	1,589	1,485	1,000	1,000	
6665	MEETING EXPENSE	100	10	100	1,000	
6680	DUES & SUBSCRIPTIONS					
6730	TELEPHONE	565	489	500	500	
6760	INSURANCE PREMIUM	176				
6761	INSURANCE DEDUCTIBLE	500				
6810	VEHICLE REPAIR		11,482			
6811	VEHICLE GAS/OIL/SUPPLIES	3,423	930	1,500	1,500	
6830	EQUIP LEASE - LONG TERM	7,358	4,676	5,000	5,000	
7130	TRAVEL & MEETINGS	11,020	10,468	15,000	10,000	
SUBTOTAL - PROGRAM EXPENSES		\$ 27,710	\$ 30,351	\$ 23,600	\$ 19,000	\$ -
6720	RENT & UTILITIES	3,228	2,781	2,920	2,920	
7910	INDIRECT	25,227	31,331	25,039	25,039	
SUBTOTAL - OTHER EXPENSES		\$ 28,455	\$ 34,112	\$ 27,959	\$ 27,959	\$ -
TOTAL EXPENSES		\$ 246,984	\$ 294,148	\$ 243,499	\$ 238,899	\$ -
REVENUES OVER EXPENDITURES		\$ (41,878)	\$ (78,052)	\$ (33,499)	\$ (28,899)	\$ -
9130	INTERPROGRAM TRANSFERS	57,097	78,052	33,499	28,899	
NET REVENUES		\$ 15,219	\$ 0	\$ 0	\$ 0	\$ -

*OK Jon, Becky, Nate 9/3/2025

*DOLA is no longer funding Broadband Director in 2026. NWCCOG matching portion will be absorbed into Regional Business Budget. Remaining expenses will be absorbed by the Project THOR budget starting in 2026.

Project THOR

Director: Nate Walowitz

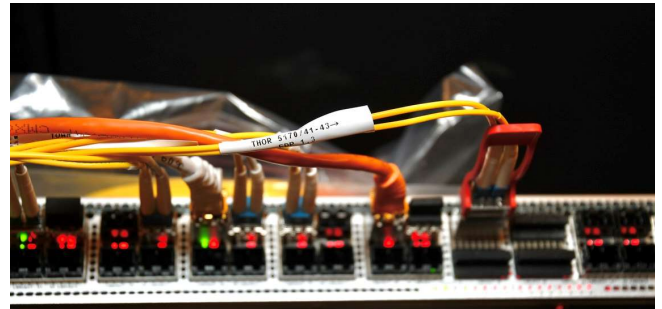
Est. 2018



Partner Hosts: Northwest Colorado Broadband (NCB Steamboat/Routt), Aspen, Eagle, Vail, Silverthorne, Counties of Summit, Clear Creek, Rio Blanco, Pitkin, Middle Park Health, Yampa Valley Electric Association (YVEA), Copper Mountain, Breckenridge

2025 Highlights:

- Project THOR assisted Rio Blanco County during Elk and Lee fires by quickly expanded bandwidth to support their community and fire response personnel
- Project THOR is now a fully mesh network that has increased reliability, performance and availability of network connections
- Completed equipment warranty project from 2-year Enhancement Project
- Continue to engage Project THOR Stakeholders in future plans, partnering in operations and addressing opportunities.
- Coordinating with Colorado Broadband Office on middle mile solutions statewide and their State Middle Mile RFP



- Over 400 miles of existing publicly and privately owned fiber along with newly constructed fiber to link communities to existing fiber infrastructure.
- All Project THOR infrastructure is open access meaning that NWCCOG makes the network available to all providers.
- DOLA provided \$1.25 million dollars in funding fully matched by local contributions Project THOR allows open access transport for providers and ISPs to increase competition, availability, and lower broadband service prices in our rural communities.
- Project THOR is unique in NWCCOG arranging for existing broadband providers to deliver internet bandwidth to Meet-Me-Centers at a regional discounted rate because usage is aggregated across all Project THOR participating communities.
- State public partnerships include: Colorado Department of Local Affairs (DOLA), Governor's Office of Information Technology Broadband Program Office, CDOT Intelligent Transportation Systems (ITS) & Network Services.



1300 - Project THOR

ACCT #		2023 ACTUAL	2024 ACTUAL	2025 BUDGET	PROJECTED	
					2025 ACTUAL	2026 BUDGET
	BEGINNING FUND BALANCE	182,696	204,767	244,795	325,798	378,346
	REVENUES					
4100	FEDERAL GRANT REVENUE		40,978		-	-
4200	STATE GRANT REVENUE	1,140,658	256,930		-	-
4360	MEET ME CENTER (MMC)	1,065,124	1,108,877	1,181,293	1,252,708	1,388,744
4510	OTHER LOCAL FUNDING	14,108	294,352	161,600	543,000	161,600
	TOTAL REVENUES	\$ 2,219,890	\$ 1,701,137	\$ 1,342,893	\$ 1,795,708	\$ 1,550,344
	EXPENSES					
6112	SALARIES - Program Director	19,439		28,453	28,453	123,886
6141	SALARIES - Administration	5,457	8,080	21,210	21,210	-
6210	TAXES & BENEFITS	5,863	5,000	12,416	12,416	29,547
	SUBTOTAL - SALARIES & BENEFITS	\$ 30,759	\$ 13,080	\$ 62,079	\$ 62,079	\$ 153,433
7510	CIRCUIT COSTS	907,013	1,046,777	990,115	1,120,974	998,100
7530	FIBER LEASE (IRU)	-	208,459	-	-	-
7540	NETWORK OPERATOR FEE	101,850	81,250	75,000	75,000	92,400
7570	NETWORK EQUIPMENT SUPPORT	5,185	42,019	70,000	-	26,000
	SUBTOTAL - MONTHLY RECURRING COSTS	\$ 1,014,048	\$ 1,378,505	\$ 1,135,115	\$ 1,195,974	\$ 1,116,500
6430	LEGAL EXPENSE	3,165		3,000	-	-
6655	PROGRAM EXPENSE		-	-	-	1,000
6730	TELEPHONE EXPENSE				-	500
6740	REPAIR & MAINTENANCE		369	-	-	-
6830	EQUIPMENT LEASE - LONG TERM				-	5,000
6811	VEHICLE GAS/OIL/SUPPLIES				-	1,500
6840	TOOL & EQUIPMENT		-	-	-	-
7130	TRAVEL & MEETINGS	1,937	20	2,000	500	3,000
7150	TRAINING				-	-
7520	THOR NON-RECURRING COST	919	34,467	5,000	64,479	-
7550	NETWORK OPERATION EQUIP.	1,294,883	203,501	50,000	415,434	-
7560	NETWORK OPERATIONS LICENSES	-	-	-	-	-
9180	FRAUD EXPENSE		31,168	-	-	-
	SUBTOTAL - TOTAL CAPITAL & NRC's	\$ 1,300,904	\$ 269,525	\$ 60,000	\$ 480,413	\$ 11,000
6720	RENT, UTILITIES & STORAGE				-	3,007
7910	INDIRECT COSTS APPLIED	4,108		4,695	4,695	20,441
	SUBTOTAL - OTHER EXPENSES	\$ 4,108	\$ -	\$ 4,695	\$ 4,695	\$ 23,448
	TOTAL EXPENSES	\$ 2,349,819	\$ 1,661,110	\$ 1,261,889	\$ 1,743,160	\$ 1,304,381
	REVENUES OVER EXPENDITURES	\$ (129,929)	\$ 40,027	\$ 81,004	\$ 52,548	\$ 245,963
9130	INTERPROGRAM TRANSFERS	152,000				
	NET REVENUES	\$ 22,071	\$ 40,027	\$ 81,004	\$ 52,548	\$ 245,963
	ENDING FUND BALANCE	204,767	244,795	325,798	378,346	624,310

*Project THOR is absorbing a portion of Broadband budget in 2026 due to DOLA grant not being funded. The remainder will be absorbed by the Regional Business budget.

*Approximately 62% of Broadband Director's salary + fringe is included in THOR budget starting in 2026, to be increased towards full funding through 2030.

NWCCOG Project THOR | 5 Year Projections



SUMMARY

	2024	2025	2026	2027	2028	2029	2030
Fund Balance - Begin	204,769	244,795	297,343	543,306	857,196	1,171,883	1,171,883
Total Revenues	1,342,893	1,795,708	1,550,344	1,734,440	1,817,255	1,907,884	2,000,455
Total Expenses	1,261,889	1,743,160	1,304,381	1,420,550	1,502,567	1,616,700	2,028,131
Fund Balance - End	244,795	297,343	543,306	857,196	1,171,883	1,171,883	1,463,067

2025 REVISED AND 2026 5-YEAR BUDGET

ACCT #	2024 ACTUAL	2025 BUDGET	2025 REVISED	2026 BUDGET	2027 Projected	2028 Projected	2029 Projected	2030 Projected
FUND BALANCE - BEGIN	204,769	244,795	244,795	297,343	543,306	857,196	1,171,883	1,171,883
REVENUES								
4200 FEDERAL GRANT INCOME	40,978							
4100 STATE GRANT INCOME	256,930							
4520 OTHER LOCAL FUNDING								
4360 MEET ME CENTER (MMC)	1,108,878	1,181,293	1,252,708	1,388,744	1,572,840	1,655,655	1,746,284	1,838,855
4510 NON-MMC SERVICE FEES	294,352	161,600	543,000	161,600	161,600	161,600	161,600	161,600
TOTAL REVENUES	\$ 1,701,138	\$ 1,342,893	\$ 1,795,708	\$ 1,550,344	\$ 1,734,440	\$ 1,817,255	\$ 1,907,884	\$ 2,000,455
EXPENSES								
7510 CIRCUIT COSTS	1,046,777	990,115	1,120,974	998,100	1,006,085	1,022,054	1,061,978	1,117,872
7530 FIBER LEASE (IRU)	208,459	-	-	-	-	-	-	257,324
7540 NETWORK OPERATOR FEE	81,250	75,000	75,000	92,400	90,000	90,000	90,000	90,000
7570 NETWORK EQUIPMENT SUPPORT	42,019	70,000	-	26,000	39,000	39,000	39,000	39,000
SUBTOTAL - MONTHLY RECURRING COSTS	\$ 1,378,505	\$ 1,135,115	\$ 1,195,974	\$ 1,116,500	\$ 1,135,085	\$ 1,151,054	\$ 1,190,978	\$ 1,504,196
7520 NON-RECURRING COST	34,467	5,000	64,479	-	10,000	10,000	10,000	10,000
7550 NETWORK OPERATION EQUIP.	203,501	50,000	415,434	-	45,000	95,000	105,000	145,000
7560 NETWORK OPERATIONS LICENSES	-	-	-	-	-	-	37,500	37,500
6430 LEGAL EXPENSE	-	3,000	-	-	4,500	4,500	4,500	4,500
6655 PROGRAM EXPENSE	-	-	-	1,000	1,000	1,000	1,000	1,000
6720 RENT, UTILITIES & STORAGE	-	-	-	3,007	3,097	3,190	3,286	3,385
6730 TELEPHONE EXPENSE	-	-	-	500	510	520	531	541
6740 EQUIPMENT MAINTENANCE	369	-	-	-	-	-	-	-
6811 VEHICLE GAS/OIL/SUPPLIES	-	-	-	1,500	1,600	1,700	1,800	1,900
6830 EQUIPMENT LEASE - LONG TERM	-	-	-	5,000	5,150	5,305	5,464	5,628
6840 TOOL & EQUIPMENT	-	-	-	-	-	-	-	-
7130 TRAVEL & MEETINGS	20	2,000	500	3,000	6,500	6,695	6,896	7,103
9140 FRAUD EXPENSE	31,169	-	-	-	-	-	-	-
SUBTOTAL - CAPITAL & NRC's	\$ 269,526	\$ 60,000	\$ 480,413	\$ 14,007	\$ 77,357	\$ 127,910	\$ 175,976	\$ 216,556
6112 PROGRAM DIRECTOR	-	28,453	28,453	123,886	153,272	158,023	176,499	217,229
6141 PROGRAM ADMIN	8,080	21,210	21,210	-	-	-	-	-
6210 TAXES & BENEFITS	5,000	12,416	12,416	29,547	29,547	39,506	44,125	54,307
7910 INDIRECT	-	4,695	4,695	20,441	25,290	26,074	29,122	35,843
SUBTOTAL - SALARIES & BENEFITS	\$ 13,080	\$ 66,774	\$ 66,774	\$ 173,874	\$ 208,108	\$ 223,603	\$ 249,745	\$ 307,379
TOTAL EXPENSES	\$ 1,661,111	\$ 1,261,889	\$ 1,743,160	\$ 1,304,381	\$ 1,420,550	\$ 1,502,567	\$ 1,616,700	\$ 2,028,131
REVENUES OVER EXPENDITURES	\$ 40,026	\$ 81,004	\$ 52,548	\$ 245,963	\$ 313,889	\$ 314,688	\$ 291,184	\$ (27,677)
FUND BALANCE - END	244,795	325,799	297,343	543,306	857,196	1,171,883	1,171,883	1,463,067

ANNUAL RESERVE FUND CONTRIBUTIONS

CONTINGENCY	40,026	48,004	48,004	48,004	58,384	59,183	61,179	63,974
EQUIPMENT MAINTENANCE & UPGRADES	-	24,000	4,544	36,000	36,000	36,000	48,000	48,000
LEGAL EXPENSE	-	9,000	-	6,000	9,000	9,000	9,000	9,000
CONTRACT RENEWAL	-	-	-	155,959	210,505	210,505	210,505	146,174
TOTAL FUND CONTRIBUTIONS	40,026	81,004	52,548	245,963	313,889	314,688	328,684	267,147

RESERVE FUND ENDING BALANCES

CONTINGENCY	244,795	230,248	278,252	326,256	384,640	443,823	505,002	568,975
EQUIPMENT MAINTENANCE & UPGRADES	-	24,000	28,544	64,544	100,544	136,544	184,544	232,544
LEGAL EXPENSE	-	9,000	9,000	15,000	24,000	33,000	42,000	51,000
CONTRACT RENEWAL	-	-	-	155,959	366,464	576,969	749,974	638,824
FUND BALANCE - END	244,795	263,248	315,796	561,759	875,649	1,190,336	1,481,520	1,491,343

Vintage Area Agency on Aging

Director: Erin Fisher



Est: 1978

2025 Highlights



- 99.2% of registered clients rate Vintage's services as Excellent or Good in SFY 24-25
- Provided two dementia and caregiver presentations in Spanish
- Provided two *Health Effects of Ageism* webinars for medical and Public Health professionals
- Partnered with Summit County Community & Senior Center for a year-long "Get Your Ducks in a Row" end-of-life planning series
- Revamped www.YourVintage.org website to be easier to navigate and find services by county
- Created county and regional impact infographic reports

through contracts with community provider agencies. AAAs also serve as advocates for older adults. We serve Eagle, Grand, Jackson, Pitkin, Routt, and Summit counties.

Programs provided directly through Vintage include:

- **SHIP – State Health Insurance Assistance Program:** Unbiased & free Medicare Counseling with certified and trained volunteers
- **Programs:**
 - Material Aid – financial assistance for dental and hearing 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
 - Information & Assistance – information about services & resources
 - Public Information – Vintage's website, Facebook, and monthly e-newsletter
 - Caregiver Services – services and financial support for caregivers providing care for someone 60+ and grandparents raising grandchildren
 - Long Term Care Ombudsman Program – resident advocate for those living in long term care facilities

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

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3000x - Vintage Area Agency on Aging

ACCT #		2023	2024	2025	PROJECTED	2026
		ACTUAL	ACTUAL	BUDGET	2025 ACTUAL	BUDGET
REVENUES						
4100	FEDERAL CONTRACT REVENUE	1,061,107	902,628	815,879	1,019,511	1,061,823
4120	FEDERAL REVENUE - USDA/NSIP	27,994	16,462	18,000	18,000	15,000
4200	STATE CONTRACTS REVENUE	972,076	923,096	792,351	851,581	772,170
4200	HCPF LOW INCOME DENTAL GRANT	7,066	8,992	-	4,504	-
4210	STATE CASH MATCH			4,549		4,346
4630	LOCAL CASH MATCH - NWCCOG	56,377	59,790	75,000	75,000	110,000
4400	FOUNDATIONS & TRUSTS			52,000	53,800	53,800
4640	CARRYOVER from prior period	258,169	282,668	244,902		
4650	CARRYOVER to next period	(282,668)	(286,985)	(79,255)		
TOTAL REVENUES		\$ 2,100,122	\$ 1,906,651	\$ 1,923,426	\$ 2,022,395	\$ 2,017,139
EXPENSES						
6112	SALARIES - Program Director	106,386	115,406	121,176	121,176	127,235
6121	SALARIES - Program Staff	286,987	295,983	328,516	328,516	344,947
6141	SALARIES - Finance	1,062	1,509	-	1,200	1,200
6210	TAXES & BENEFITS	115,409	138,828	155,236	151,912	189,877
6110	PAYROLL EXPENSES - Bonus	5,000	-	-	-	-
SUBTOTAL - SALARIES & BENEFITS		\$ 514,844	\$ 551,726	\$ 604,928	\$ 602,804	\$ 663,259
6311	BACKGROUND CHECK	28		550		150
6610	OFFICE SUPPLIES	5,602	1,796	5,000	1,200	5,000
6620	BANK CHARGES	90	164	120	120	240
6640	POSTAGE	1,029	378	700	250	600
6650	PRINTING	133	422	100	220	100
6660	ADVERTISING		500	5,100	2,500	5,000
6665	MEETING EXPENSE	155	69	-		-
6670	INTERNET/WEBSITE	37,120	36,832	38,400	38,400	43,000
6680	DUES & SUBSCRIPTIONS	3,591	3,363	3,400	3,400	3,000
6730	TELEPHONE	1,385	1,987	1,700	1,600	1,600
6810	VEHICLE REPAIR	202	2,368	-		3,000
6811	VEHICLE GAS/OIL/SUPPLIES	2,024	2,558	3,100	2,000	2,500
7110	PROGRAM SUPPLIES	3,037	3,324	-	6,000	2,500
7130	TRAVEL & MEETINGS	6,577	4,764	9,000	9,000	13,000
7150	TRAINING & TECHNICAL ASSISTANCE	5,199	5,396	10,000	5,000	5,000
7311	PURCHASED FOOD	183	1,045	-	50	100
7312	RAC TRAVEL/MEETINGS	865	1,008	-	7,000	5,000
7316	SB-290 GRANTEES	153,067	13,064	5,000	10,525	-
7320	PASS THRU -SUBCONTRACTORS	1,066,084	1,172,766	801,111	801,111	727,919
7321	PASS THRU NSIP - SUBCONTRACTORS	27,994	16,462	18,000	118,000	15,000
7340	DIRECT SERVICES DELIVERY	172,225		316,754	316,754	428,819
SUBTOTAL - PROGRAM EXPENSES		\$ 1,492,664	\$ 1,268,266	\$ 1,218,035	\$ 1,323,130	\$ 1,261,528
6720	RENT	24,655	23,769	14,022		14,441
7910	INDIRECT COSTS APPLIED	65,742	68,128	74,199	74,199	77,910
9140	DEFERRED EXPENSE - PRIOR PERIOD	2,111	3,693	-	-	-
9160	DEFERRED EXPENSE	(3,693)	(6,656)	-	-	-
SUBTOTAL - OTHER EXPENSES		\$ 88,815	\$ 88,934	\$ 88,221	\$ 74,199	\$ 92,351
TOTAL EXPENSES		\$ 2,096,323	\$ 1,908,927	\$ 1,911,184	\$ 2,000,133	\$ 2,017,139
REVENUES OVER EXPENDITURES		\$ 3,799	\$ (2,276)	\$ 12,242	\$ 22,263	\$ 0

*Added Routt County to Vintage service area in 2022-2023 program year.

*Erin and Amanda approved 9/17/2025

Watershed Services

Directors: Ashley Bembenek and Torie Jarvis

Est. 1979

2025 Highlights



- Watershed Services (WS) and QQ are staffed by the same contractors. Watershed Services performs much of the technical work related to water quality on behalf of local jurisdictions, such as monitoring, commenting on regulations and referred development reviews, and more. This work is funded through WS instead of QQ because these activities are part of the Regional Water Quality Management Plan (aka 208 Plan).
- WS assisted QQ in the development of regional water quality plans, land use code updates, and local applications for development as requested or required.
- 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 2026.
- WS received additional funding from Colorado Department of Public Health and Environment to create a watershed-based plan in the NWCCOG Region to address nonpoint source pollution issues.
- Staff continued to monitor and participate in activities of the Colorado Water Quality Control Commission and related entities on behalf of the membership. In addition, WS worked closely with QQ on a new initiative to help identify cost effective and beneficial implementation strategies for wastewater treatment facilities in the region. This work will continue through 2026 and culminate in several rulemaking hearings before the Water Quality Control Commission.
- WS and QQ are coordinating with members to review the standards, assessment procedures, and permit implementation techniques used to assure that stream temperature standards are protective of aquatic life and establish technologically and economically feasible permit limitations. This project was initiated at the request of several members.
- The \$6,996 Match from NWCCOG to WS matches regional water quality planning funds to implement the 208 Plan implementation (called 604(b) funding).

The Watershed Services Program provides the counties, municipalities, and special districts 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

ACCT #		PROJECTED				
		2023 ACTUAL	2024 ACTUAL	2025 BUDGET	2025 ACTUAL	2026 BUDGET
	BEGINNING FUND BALANCE	22,800	22,800	55,080	55,079	33,584
	REVENUES					
4100	FEDERAL CONTRACT - 208	45,190	23,079	26,700	34,866	44,400
4100	FEDERAL CONTRACT - Power Authority Funds	3,147	12,619	25,000	25,000	-
4520	LOCAL REVENUE - Molybdenum Hearing	19,000	15,580		-	-
4520	LOCAL REVENUE - Temperature Project				51,500	48,500
4630	LOCAL REVENUE - NWCCOG Matching	6,996	6,996	6,996	6,996	6,996
4640	CARRYOVER - From Prior Period	12,570	30,551	22,651		
4650	CARRYOVER - To Next Period	(31,830)		(15,977)		
	TOTAL REVENUES	\$ 55,073	\$ 88,825	\$ 65,370	\$ 118,362	\$ 99,896
	EXPENSES					
6410	CONTRACT STAFF	47,041	54,789	50,000	50,000	44,400
6520	OUTSIDE CONTRACT SERVICES	6,318	28,263	10,000	59,666	48,500
	SUBTOTAL - SALARIES & BENEFITS	\$ 53,359	\$ 83,052	\$ 60,000	\$ 109,666	\$ 92,900
6640	POSTAGE	8				
7130	TRAVEL & MEETINGS			3,500		6,900
	SUBTOTAL - PROGRAM EXPENSES	\$ 8	\$ -	\$ 3,500	\$ -	\$ 6,900
7910	INDIRECT COSTS APPLIED	1,706	1,814	1,870	1,870	1,928
9160	DEFERRED EXPENSE		(28,321)		28,321	
	SUBTOTAL - OTHER EXPENSES	\$ 1,706	\$ (26,507)	\$ 1,870	\$ 30,191	\$ 1,928
	TOTAL EXPENSES	\$ 55,073	\$ 56,545	\$ 65,370	\$ 139,857	\$ 101,728
	REVENUES OVER EXPENDITURES	\$ -	\$ 32,280	\$ (1)	\$ (21,495)	\$ (1,832)
	ENDING FUND BALANCE	22,800	55,080	55,079	33,584	31,752

*New funding in 2026 to examine current state requirements related to stream temperatures

*2025 is the end of the Power Authority funding for the NPS Watershed Plan.

Water Quality/Quantity Committee (QQ)



Counsel: Barbara Green and Torie Jarvis
Watershed Services: Ashley Bembenek
Policy Advisory and Member Services: Kristin Green
Member Services: Anna Drexler-Dreis



2025 Highlights:

- Joint party in the 2025 Colorado Water Conservation Board hearing to consider acquisition of the Shoshone Water Rights for instream flow purposes along with many QQ Members as the "Headwaters Party."
- Party to Water Quality Control Commission rulemaking efforts including to implement the Colorado Dredge and Fill permitting (scheduled Dec. 2025).
- Recognized partner with the Sonoran Institute and its Growing Water Smart Program (**see photo at right, L to R Comm'r Greg Poschman, April Long, Torie Jarvis, and Barbara Green**).
- Continued legislative monitoring and advocacy.
- Continued updates to the 2012 [Water & Its Relationship to the Economies of the Headwaters Counties](#).
- Supported updates to the NWCCOG [Regional Water Quality Management Plan](#), also last updated in 2012.
- Continues to monitor activities that may impact water quality in the NWCCOG region, local ability to regulate for water quality protection, and key funding that impacts water quality in the region.

The annual QQ budget is reviewed and approved by QQ which has direct oversight of its consultant team. Dues from QQ fund the consultants' scope of work.

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

ACCT #		PROJECTED				
		2023 ACTUAL	2024 ACTUAL	2025 BUDGET	2025 ACTUAL	2026 BUDGET
	LEGAL DEFENSE FUND	100,000	100,000		118,615	123,739
	BEGINNING FUND BALANCE (UNRESTRICTED)	75,668	78,484		83,651	81,337
	REVENUES					
4200	STATE GRANT INCOME		49,393		21,026	
4310	COUNTY PLEDGES	102,420	117,541	123,418	121,067	125,317
4320	MUNICIPAL PLEDGES	47,443	49,815	52,306	51,310	53,931
4330	ASSOCIATE MEMBER PLEDGES	4,501	5,906	6,201	6,083	6,395
4350	WATER & SAN. DIST. PLEDGES	11,922	12,404	13,024	12,773	13,567
4510	OTHER LOCAL FUNDING	61,718	22,546		5,000	
4535	MEETING REGISTRATION	875	1,700	1,300	2,200	2,580
4620	REIMBURSED EXPENSES	25				
4820	INTEREST INCOME	5,933	6,547	5,500	5,841	6,500
4640	CARRYOVER - From Prior Period		8,312			
4650	CARRYOVER - To Next Period	(8,312)				
	TOTAL REVENUES	\$ 226,526	\$ 274,164	\$ 201,749	\$ 225,300	\$ 208,290
	EXPENSES					
6410	QQ CONTRACT STAFF	158,863	159,032	150,000	145,000	165,000
6520	OUTSIDE CONTRACT	46,182	83,041	28,652	55,000	6,222
	SUBTOTAL - SALARIES & BENEFITS	\$ 205,045	\$ 242,073	\$ 178,652	\$ 200,000	171,222
6640	POSTAGE	36	10	20	-	50
6665	MEETING EXPENSE	666	3,796	2,000	2,200	2,580
6680	DUES & SUBSCRIPTIONS	2,081	3,651	2,200	2,323	2,600
7130	TRAVEL & MEETINGS	1,886	5,037	4,000	2,500	10,000
	SUBTOTAL - PROGRAM EXPENSES	\$ 4,669	\$ 12,494	\$ 8,220	\$ 7,023	15,230
7610	INDIRECT COSTS APPLIED	13,996	14,430	14,877	14,877	15,338
	SUBTOTAL - OTHER EXPENSES	\$ 13,996	\$ 14,430	\$ 14,877	\$ 14,877	15,338
	TOTAL EXPENSES	\$ 223,710	\$ 268,997	\$ 201,749	\$ 221,900	201,790
	REVENUES OVER EXPENDITURES	\$ 2,816	\$ 5,167	\$ -	\$ 3,399	6,500
	LEGAL DEFENSE FUND	100,000	100,000	-	123,832	129,539
	ENDING FUND BALANCE (UNRESTRICTED)	78,484	83,651	-	81,337	82,037

*Becky and Anna Drexler-Dreis reviewed on 9/16/2025

*Legal Defense fund adjusted to actual (including interest) starting in 2025

5110 - Wild & Scenic

ACCT #	ACCOUNT NAME	PROJECTED				
		2023 ACTUAL	2024 ACTUAL	2025 BUDGET	2025 ACTUAL	2026 BUDGET
	BEGINNING FUND BALANCE	\$ 30,465	\$ 30,465	\$ 42,933	\$ 42,933	\$ 64,420
REVENUES						
4200	STATE GRANT INCOME	177,436	149,079	108,530	44,642	135,000
4250	ADMIN - STATE FUNDS		7,454		5,427	6,750
4330	ASSOCIATE MEMBER PLEDGES	20,000	20,000	20,500	20,000	21,600
4400	FOUNDATION & TRUST				60	50
4640	CARRYOVER REVENUE		9,807			
4650	CARRYOVER - To Next Period	(9,807)				
	TOTAL REVENUES	\$ 187,629	\$ 186,340	\$ 129,030	\$ 70,129	\$ 163,400
EXPENSES						
6410	CONTRACT STAFF	762				
6520	OUTSIDE CONTRACT	147,074	163,985	128,530	44,642	135,000
	SUBTOTAL - SALARIES & BENEFITS	\$ 147,836	\$ 163,985	\$ 128,530	\$ 44,642	\$ 135,000
7130	TRAVEL & MEETINGS		37	500	-	-
	SUBTOTAL - PROGRAM EXPENSES	\$ -	\$ 37	\$ 500	\$ -	\$ -
7920	ADMINISTRATION EXPENSE		9,850		4,000	6,750
9140	DEFERRED EXPENSE - From Prior Period	39,793				
	SUBTOTAL - OTHER EXPENSES	\$ 39,793	\$ 9,850	\$ -	\$ 4,000	\$ 6,750
	TOTAL EXPENSES	\$ 187,629	\$ 173,872	\$ 129,030	\$ 48,642	\$ 141,750
	REVENUES OVER EXPENDITURES	\$ -	\$ 12,468	\$ -	\$ 21,487	\$ 21,650
	FUND BALANCE - ENDING	\$ 30,465	\$ 42,933	\$ 42,933	\$ 64,420	\$ 86,070

*Wild & Scenic's fiscal year is April 1 - March 31

-- End --