www.nwccog.org



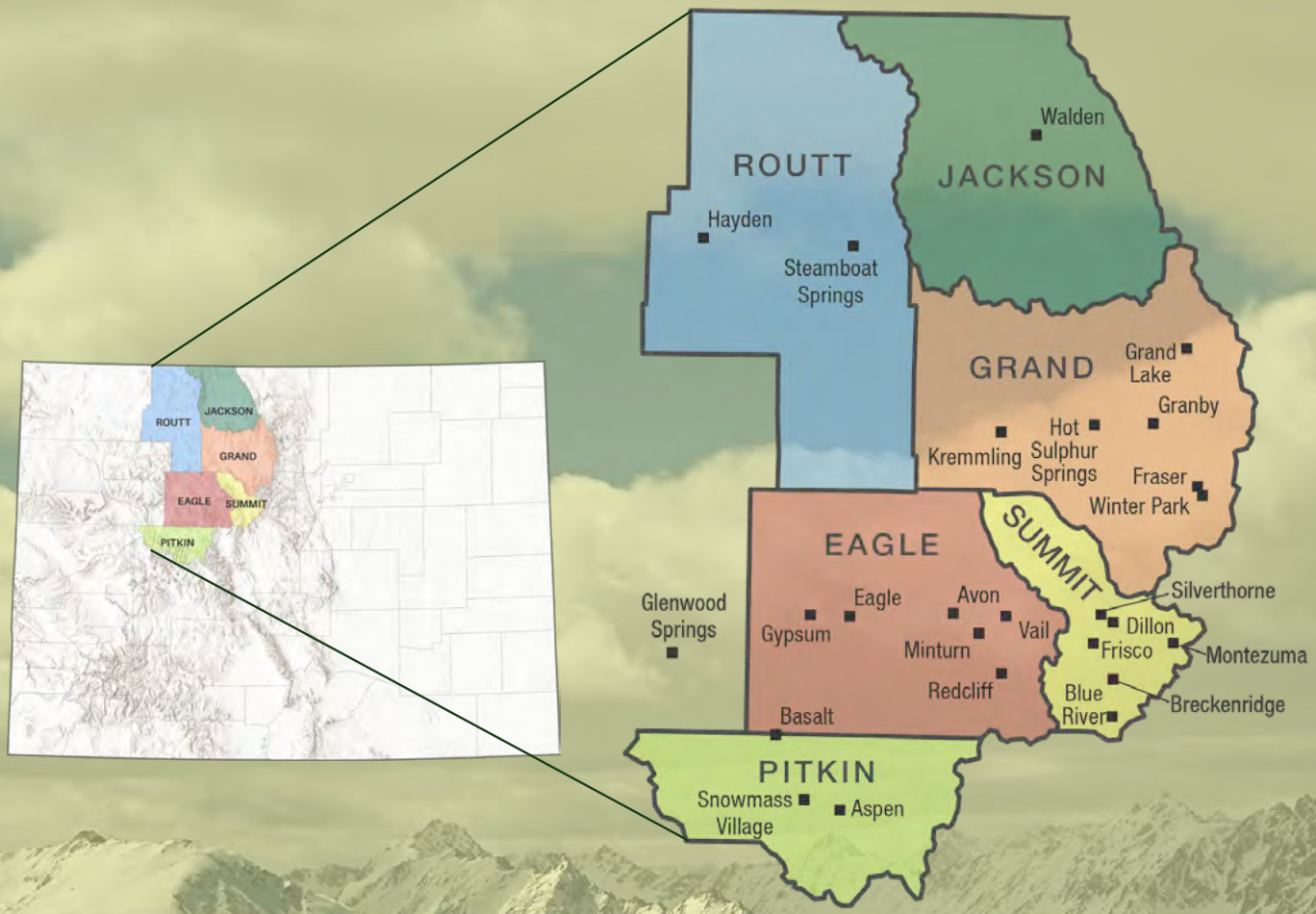
Northwest Colorado
COUNCIL OF GOVERNMENTS

DRAFT

2027 Final Budget

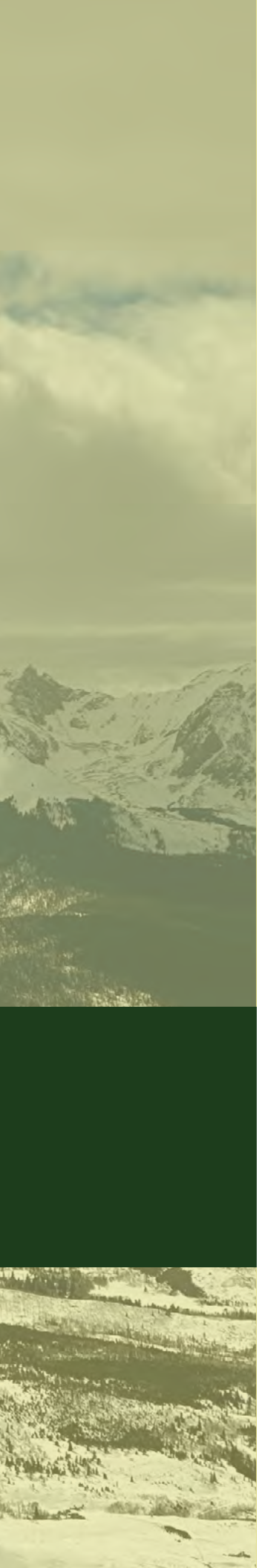
PRESENTED TO COUNCIL
FALL 2026

Through hikers coming into Grand Lake from Rocky Mountain National Park using the new bus system



25

NWCCOG's core programs serve a six-county region encompassing Eagle, Grand, Jackson, Pitkin, Routt, and Summit Counties and 25 municipalities therein, with the City of Glenwood Springs.



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NWCCOG Council and all Members,

Welcome to the proposed 2027 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 thank our Finance Office for leading the budget preparation process and our program directors and staff for the expertise, collaboration, and thoughtful planning reflected in this budget. As NWCCOG's programs and staffing continue to grow, their work strengthens our ability to manage resources responsibly, adapt to changing needs, and deliver effective services across the region. This budget reflects a shared commitment to supporting that growth while maintaining a strong financial foundation.

Payroll: Our primary asset is our people. NWCCOG's programs depend on a diverse workforce with specialized skills – everything from weatherization and elevator safety to regional coordination and economic development. Recruiting and retaining that expertise in rural areas of Northwest Colorado requires compensation that reflects both the work performed and the realities of our mountain communities, where high living costs and limited affordable housing affect employees' ability to live in the region they serve. Retaining experienced staff also protects our investment in training, preserves institutional knowledge, and supports reliable services as our programs grow.

NWCCOG's approach to compensation combines market comparisons, internal equity, and financial sustainability. Every three years, we complete a Wage Range Analysis to evaluate positions against comparable roles in mountain communities and other relevant organizations, considering job responsibilities, regional living costs, and the value of benefits alongside base pay. The next WRA will occur in 2027 for the 2028 budget. Between WRA years, employees are granted an annual COLA increase and are eligible for a merit increase. The COLA amount increases the WRA across the board between WRA analysis years.

The 2027 budget proposes a **6% compensation increase, comprised of a 4% cost-of-living adjustment (COLA) and a 2% merit increase.** The COLA rounds up the 3.9% increase in the Denver-Aurora-Lakewood Consumer Price Index for the 12 months ending in July 2026. **Salary ranges will increase by 4%**, maintaining the established wage structure, while the merit component recognizes employee performance and contributions. Together, these adjustments support competitive compensation while balancing the funding capacity of our programs.

General Administration: The Indirect budget supports the shared services that allow NWCCOG's programs to operate effectively and accountably. It carries organization-wide responsibilities for general organizational leadership, financial management and staff, budget preparation, payroll, benefits management, human resources staffing, audit coordination, administrative support and staff, technology and cybersecurity (contracted), insurance, and shared office operations. Providing these services centrally allows programs to focus on service delivery while sharing the cost of essential organizational support.

The addition of NWCCOG's first HR Director in March of 2026 represents a significant investment in the capacity needed to support a challenging workplace in a complex organization, that is actively modernizing, adapting and scaling to meet regional needs. Dedicated HR leadership strengthens a commitment to employees through recruitment, employee relations, benefits administration, and to the organization through ongoing development of policies & practices, leadership, and best-practices resulting in consistent personnel practices across programs.

The 2027 Indirect Cost Allocation Plan, externally prepared by our auditors, uses 2025 actual expenditures which calculate a rate of 21.76%. This results in an actual four-year average of 18.45%, and represents the percentage of indirect costs relative to program costs. However, the proposed budget maintains the rate charged to programs at **16.5% of direct salaries and wages at a** rate below the calculated average. While charging programs this actual rate would balance the Indirect budget, it would have adverse impacts to programs that are not experiencing robust funding currently. Annual review of this balance remains essential to sustaining both effective programs and the staff and systems that support them.

Dues: Member dues provide an essential source of local funding for NWCCOG's regional services, coordination, and organizational support. Approved 2027



Member Dues Directly Support Core NWCCOG Programming

16.5%

Indirect Rate

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

NWCCOG dues total approximately **$499,900**, for an overall increase of **4.3%**, or approximately **$20,700**, from 2026. Dues are calculated using population and assessed valuation. Therefore, changes vary by jurisdiction. Dues, combined with internal service revenue and fee-for-service from the Elevator Program, are essentially the NWCCOG's General Fund. Most program funds are otherwise restricted due to grant or funding partner parameters.

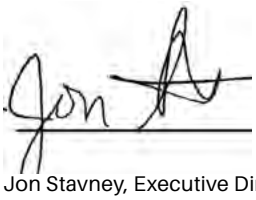
Water Quality and Quantity (QQ) dues are assessed separately to participating counties, municipalities, districts, and associations. Proposed 2027 QQ dues total approximately **$212,900**, subject to approval in November. In 2026, the QQ Legal Defense fund received a **$150,000 transfer from COG reserves**, strengthening its fund balance and capacity to address regional water priorities. The Legal Defense Fund is projected to have a beginning 2027 balance of **$279,972**.

Leverage: Regional Business Dues provide crucial matching funds for grant programs which require it (Economic Development 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, Regional Transportation). For 2027, those amounts are:

Vintage	$ 110,000
Broadband (in Regional Business)	$ 91,300*
Economic Development District	$ 100,000
Watershed Services	$ 7,000
Regional Transportation	$ 5,000
TOTAL	$ 313,300 or (63% of Dues)

NWCCOG's Bylaws require the Restricted Emergency Reserve Account to maintain a balance equal to at least 10% of the current year's projected internal program revenues. Based on 2027 budgeted revenues of **$18,033,870**, the required reserve is **$1,803,387**. Reserves are projected to total approximately **$2,119,000** at the end of 2026, entering 2027 at approximately **11.8% of budgeted revenues**. While this exceeds the minimum requirement, maintaining a robust, growing reserve remains a high priority as NWCCOG's programs, staffing, and financial commitments expand while some external funding sources lapse. A strong reserve supports service continuity and the organization's ability to respond to unexpected costs or funding disruptions.

We feel confident that the 2027 budget continues NWCCOG's commitment to providing high-quality, cost-effective services to our members.



Jon Stavney, Executive Director



Becky Walter, Finance Director

6%

COLA plus Merit

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 planning was encouraged to reduce duplication, coordinate public investments, and help neighboring governments address shared challenges. The underlying idea was straightforward: communities could accomplish more together than each could accomplish alone. Councils of Government exist across the state, each with a suite of programs launched over the years to meet the needs of that region.

A comprehensive list of programs delivered by various COGs is located on our website here.

The programming at NWCCOG has been customized and adapted to Colorado's mountain communities. Rivers, transportation routes, and local economies do not stop at county lines, and small communities often need specialized services that would be difficult to support independently. As the region's recreation and tourism economy grew, so did the need to coordinate infrastructure, protect natural resources, and support the people who live and work here. NWCCOG became a way to pool expertise, access funding, and turn regional priorities into local services.

Several of NWCCOG's longest-standing programs grew out of national initiatives that took root locally during the 1970s. Their histories help explain why today's organization brings together such a wide range of services.

Water quality planning was an early responsibility. Following the major expansion of the federal Clean Water Act in 1972, NWCCOG became the region's designated water quality management agency in 1976. Its **Regional Water Quality Management Plan**, commonly called the "208 Plan," provides a framework for considering wastewater treatment, development, and watershed protection across jurisdictional boundaries. In a headwaters region, this work reflects a simple reality: decisions made upstream become someone else's water downstream. The **Water Quality/Quantity Committee**, established in 1978, added a shared local-government voice on water policy and protection of the region's water resources.

NWCCOG's Energy Program began in 1977 and marks 50 years of service in 2027. Its roots lie in the federal **Weatherization Assistance Program**, created in 1976 following the energy crisis and sharp increases in fuel costs earlier that decade. The idea was practical and enduring: making a home more efficient could reduce energy costs year after year. In mountain communities with long heating seasons, that mission has particular value. What began nationally with relatively simple weatherization measures evolved into a more comprehensive

approach to home efficiency, comfort, and safety. NWCCOG's work carries that original purpose forward by helping eligible households reduce energy use and maintain safer, more comfortable homes.

NWCCOG's aging services program was established in 1978. Formerly known as the Alpine Area Agency on Aging and now known as **Vintage**, it is part of a national network rooted in the **Older Americans Act of 1965**. Amendments in 1973 established Area Agencies on Aging to organize services around local needs. That framework recognized that growing older successfully involves more than medical care: it also depends on nutritious meals, transportation, social connection, supportive services, and help for caregivers. Vintage brings those priorities to the region, helping older adults maintain independence and remain connected to their communities.

Over time, NWCCOG added services as new regional needs emerged. **The Elevator Inspection Program began in 1993**, providing another opportunity to share specialized expertise. Economic development efforts initiated in 2009 led to federal **Economic Development District designation in 2012**, strengthening the region's capacity to plan for economic opportunity and resilience. **The Northwest Loan Fund followed in 2013**, adding a financing resource for regional businesses. These additions reflect NWCCOG's longstanding ability to adapt its services to the priorities of its members.

Today, **NWCCOG's core programs serve a six-county region encompassing Eagle, Grand, Jackson, Pitkin, Routt, and Summit Counties and 25 municipalities therein, with the City of Glenwood Springs** participating as an additional member outside Region XII. Individual program service areas extend beyond the core membership, reflecting funding requirements, regional partnerships, and opportunities to deliver services efficiently. More than five decades after its establishment, NWCCOG continues to put regional cooperation into practice—helping communities share resources, solve common problems, and provide services that would be harder to sustain on their own.



Our Mission

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.

2026 NWCCOG Council Members Voting on 2027 Budget

EXECUTIVE COMMITTEE

One from Each County, 3-5 Municipal

Snowmass Village	Alyssa Shenk, Chair
Pitkin County	Patti Clapper, Vice Chair
Summit County	Nina Waters, Secretary/ Treasurer
Eagle County	Tom Boyd
Grand County	Randy George
Jackson County	Samantha Martin
Routt County	Tim Redmond
Breckenridge	Kristen Brownson
Keystone	Dan Sullivan



Alyssa Shenk, Chair

Municipal Representatives

Aspen	Christine Benedetti
Avon	Gary Brooks
Basalt	Rick Stevens
Blue River	Chad Hull
Breckenridge	Kristen Brownson
Dillon	Joshua Samuel
Eagle	Scott Schreiner
Fraser	Sarah Catanzarite
Frisco	Diane McBride
Glenwood Springs	Jacob Zook
Granby	Joshua Hardy
Grand Lake	Steve Kudron
Gypsum	Jeremy Rietmann
Hayden	Matthew Mendisco
Hot Sulphur Springs	Ray Tinkum
Keystone	Dan Sullivan
Kremmling	Jen MacPherson
Minturn	Eric Gotthelf
Montezuma	Lesley Davis
Red Cliff	Melissa Mathews
Silverthorne	Jonnah Glassman
Snowmass Village	Alyssa Shenk
Steamboat Springs	Tom Leeson
Vail	Kathleen Halloran
Walden	James Dustin
Winter Park	Nick Kutrumbos



Patti Clapper, Vice Chair



Nina Waters, Secretary/Treasurer

Categorization of NWCCOG Programs and Services:

Internal Programs:

Internal programs are defined as being managed by NWCCOG employees. These programs include Vintage (Area Agency on Aging), Elevator Inspection (EIP), Energy and its sub-programs, Regional Broadband and Project THOR, Regional Business (RB), Economic Development District (EDD), Northwest Loan Fund (NLF), and Mobility/Regional Transportation Coordinating Council (RTCC), along with their associated activities.

These programs are staffed and managed by NWCCOG employees, with support from the organization's full administrative systems, including finance, human resources, payroll, IT safety and support, and executive support. Programs contribute to these shared services through an applied indirect cost rate based on direct salaries and wages, while expenses attributable to an individual program are charged directly.

NWCCOG also administers the NWCCOG Foundation, Inc., which supports eligible projects through its nonprofit structure. Administrative costs for external programs and Foundation activities are recovered through program-specific fees or direct charges, consistent with applicable policies, agreements, and funding requirements.

External and Contracted Programs:

External programs are generally managed by contract staff rather than NWCCOG employees. NWCCOG provides fiscal oversight and administrative support under program-specific arrangements, allowing these activities to benefit from established financial systems and shared resources. Depending on the agreement, services may include grant accounting, payment processing, financial reporting, contract administration, and office space.

External programs include the Water Quality/Quantity Committee (QQ), Watershed Services, the Homeland Security Grant Program (HSGP) and Northwest All Hazards Emergency Management Region (NWAHEMR), the Northwest Regional Healthcare Coalition (NWRHCC), and the Upper Colorado Wild & Scenic initiative.

QQ and Watershed Services rely on contracted professional staff to carry out regional water policy and water quality planning activities, with NWCCOG providing fiscal and administrative support. NWCCOG's fiscal-agent responsibilities for the Upper Colorado Wild & Scenic initiative will conclude after the current purchase orders are fully expended.

Internal Services and Fiscal Philosophy:

NWCCOG's internal services budgets reflect a common approach in government: centralizing support functions and shared resources so individual programs do not each need to maintain their own administrative systems, facilities, and equipment. This structure reduces duplication, supports consistent financial and operational practices, and allows program staff to focus on delivering services.

The guiding concept is that programs should bear an appropriate and relative share of the costs of the resources they use. Expenses attributable to a single program's operating costs are charged directly, while shared costs are allocated amongst the benefiting programs. Separate internal services budgets make these costs visible and support planning for ongoing operations, maintenance, and future replacement needs.

NWCCOG maintains three internal services budget categories:

- **Indirect:** Accounts for shared administrative services that benefit all programs. This budget supports salaries and benefits for finance, human resources, office management and part of the Executive Director. It also pays for organization wide IT safety and support, payroll services, auditor expenses, licenses and software subscriptions, insurance, office equipment leases, and other organization-wide costs. Programs contribute through NWCCOG's applied indirect cost rate, based on direct salaries and wages.
- **Building:** Accounts for the operation, maintenance, and long-term capital needs of NWCCOG's office buildings, supported by rent charged to programs. This budget helps distribute costs throughout programs and plan for repairs and improvements over time.
- **Motor Pool:** Currently inactive, as programs either own their vehicles and equipment outright or lease vehicles assigned to specific employees. Related costs are charged directly to the respective programs.

Indirect Cost Rate

Introduction: NWCCOG's shared-services structure allows programs to use administrative resources more efficiently than they could as stand-alone operations. Organization-wide costs such as financial administration, the annual audit, insurance, office systems, equipment, supplies, and certain staff functions are shared across programs rather than duplicated within each program.

Support Areas: The 2027 Indirect Cost Center includes centralized support services that provide fiscal accountability, human resources, organizational administration, communication services, and basic office functions.

Please refer to NWCCOG's Indirect Cost Allocation Plan, located in the index, for additional information regarding eligible indirect costs.

Finance: Includes 85% of the Finance Director and 100% of the Accountant positions (2 FTE).

HR: Includes 100% of Human Resources Director position (1 FTE).

Office: Includes 100% of the Administration Assistant position (1 FTE).

Methodology: NWCCOG's annual indirect cost rate is determined annually prior to budget season. It is reviewed by independent auditors and approved by NWCCOG's cognizant agency, the Colorado Department of Transportation. Indirect costs are allocated across all internal programs based on direct personnel expenditures. The fiscal year 2027 rate is unchanged from the prior 3 years.

Application of Four-Year Averaging Factor:

YEAR	RATE (%)
2027	**16.50**
2026	16.50
2025	16.50
2024	16.50
Four-Year Average	**16.50**

NWCCOG & QQ 2027 Dues

	2027 NWCCOG Dues	2027 QQ Dues
Counties		
Eagle County	$98,386.00	$28,385.02
Grand County	$28,286.00	$28,385.02
Jackson County	$1,941.00	
Pitkin County	$71,067.00	$28,385.02
Routt County	$43,447.00	$11,385.08
Summit County	$61,480.00	$28,385.02
Municipalities		
Aspen	$34,965.00	$9,052.28
Avon/Avon Metro	$8,796.00	$2,793.26
Basalt (Eagle & Pitkin)	$6,677.00	$1,816.33
Blue River	$1,580.00	
Breckenridge	$14,980.00	$7,032.00
Dillon	$2,330.00	$1,163.97
Eagle	$8,608.00	$2,468.69
Fraser	$2,483.00	$1,098.62
Frisco	$6,061.00	$2,468.69
Glenwood Springs	$11,372.00	
Granby	$3,172.00	$1,098.62
Grand Lake	$1,202.00	$1,098.62
Gypsum	$10,123.00	$2,793.26
Hayden	$2,296.00	
Hot Sulphur Springs	$662.00	$446.26
Kremmling	$1,412.00	$1,490.68
Keystone	$4,539.00	
Minturn	$1,312.00	$1,034.35
Montezuma	$98.00	
Red Cliff	$265.00	
Silverthorne	$8,577.00	$2,403.34
Snowmass Village	$11,223.00	
Steamboat Springs	$25,572.00	$3,445.62
Vail	$22,436.00	$8,335.65
Walden	$483.00	
Winter Park	$4,022.00	$1,816.33
QQ only Towns, Counties, Districts & Associations		
Gunnison County		$6,872.11
Carbondale		$4,423.63
Crested Butte		$2,141.97
Yampa		$446.26
Basalt Sanitation District		$227.60
Bellyache Ridge Metro District		$227.60
Colorado River Water Conservation District		$4,749.27
Copper Mountain Consolidated Metro District		$1,272.02
Dillon Valley District		$749.27
Eagle River Water & Sanitation District		$2,705.28
East Dillon Water District		$749.27
Granby Sanitation District		$749.27
Grand County Water & Sanitation District		$749.27
Hamilton Creek Metro District		$227.60
Mid Valley Metro District		$227.60
Middle Park Water Conservancy District		$749.27
Ruedi Water & Power Authority		$749.27
Silver Creek Water & Sanitation District		$227.60
Silverthorne Dillon Joint SA		$2,705.28
Snowmass Water & Sanitation		$2,705.28
Upper Gunnison River Water Conservation District		$749.27
White Horse Springs Water District		$227.60
Winter Park Ranch Water & Sanitation		$749.27
Winter Park Water & Sanitation District		$749.27
Total Dues	**$499,853.00**	**$212,911.85**

Full dues analysis is in the Appendix.

Northwest Colorado Council of Governments – Dues calculated by: 0.724800 2025 draft population estimates, Colorado Department of Local Affairs, Demography Section / Assessed Valuation 0.000011 Certification of Levies & Revenues as of 01/01/2065, Year 2024, 55th Annual Report, Division of Property Taxation, State of Colorado

Water Quality & Quantity – Dues for QQ for each municipality are based on the percentage of the region's total treated water that is served by a particular municipality. Associate Members based on a contribution. They are approved annually in November.

The Impact of Member Dues

$110,000
+ $70,000

Economic Development

($110,000 Dues - $70,000 Economic Development Administration (EDA) Partnership Planning Grant). ***Program would not exist without Member Dues.***

$1.2
million

Broadband/Project THOR

(from 2013-2026, annual Member Dues Match total of $1,200,000 activated $1,560,000 DOLA funding for the Broadband Director Position, and over $16,000,000 in DOLA funding for local broadband projects).

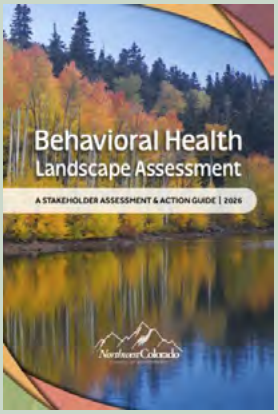
For 2027, Project THOR will absorb previous grant funding, covering $185,000 of the Broadband Director Position with the remainder, $91,000 covered by Member Dues. This investment of Member Dues strengthens Project THOR while providing for continued regional broadband technical assistance. ***Project THOR is budgeted to fully absorb the position plan by 2031.***

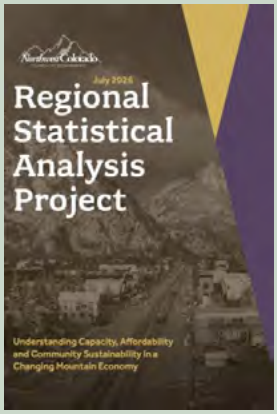
$110,000

Vintage.

The $110,000 contribution to Vintage from Member Dues has enabled continuity of services and staffing through two years of funding cuts, with flexibility not allowed by the other $1,300,000 in program funding due to strict use parameters.

Member Dues have enabled NWCCOG to contract for valuable quality research and publish as high-quality reports including in 2026.

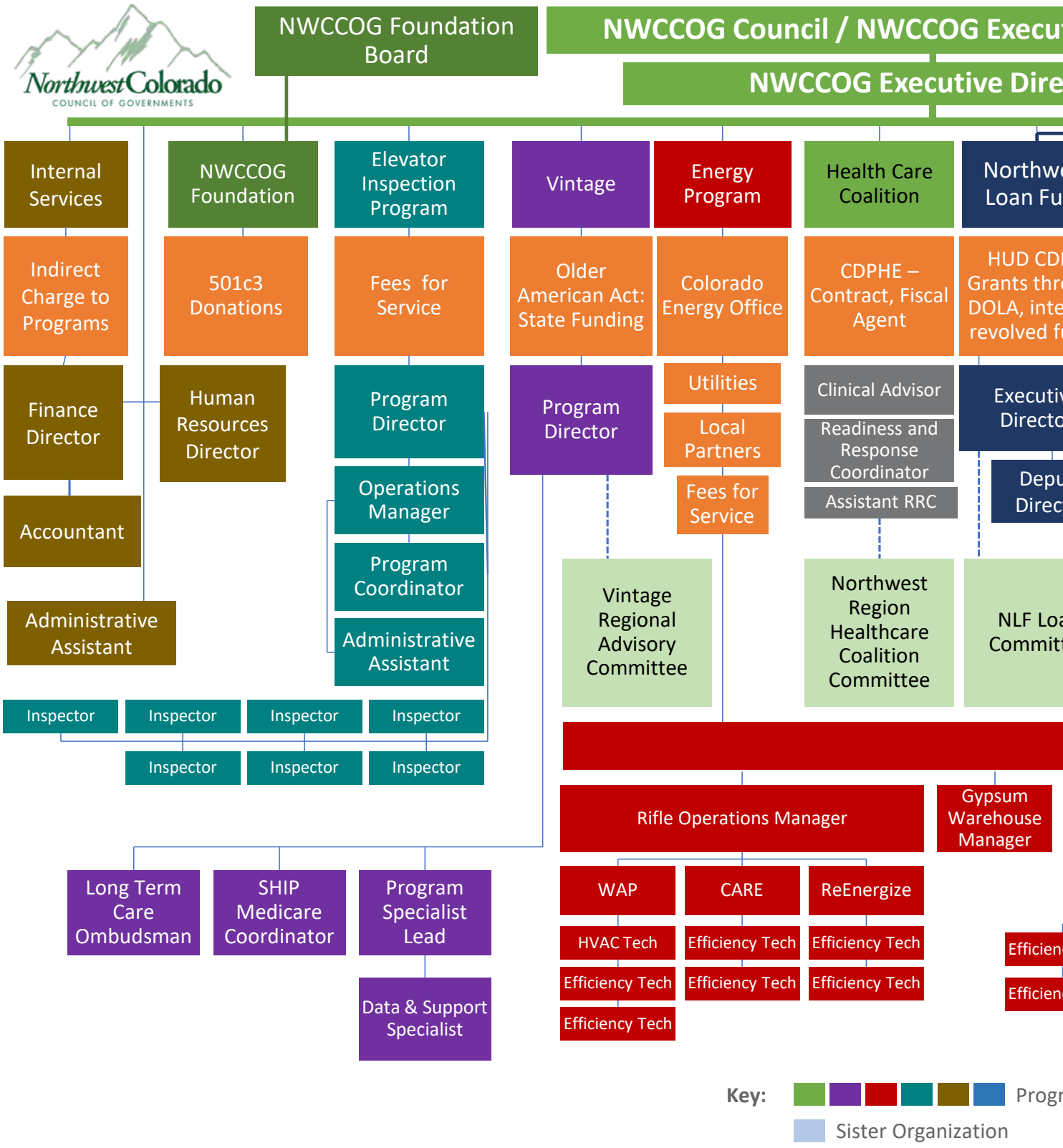


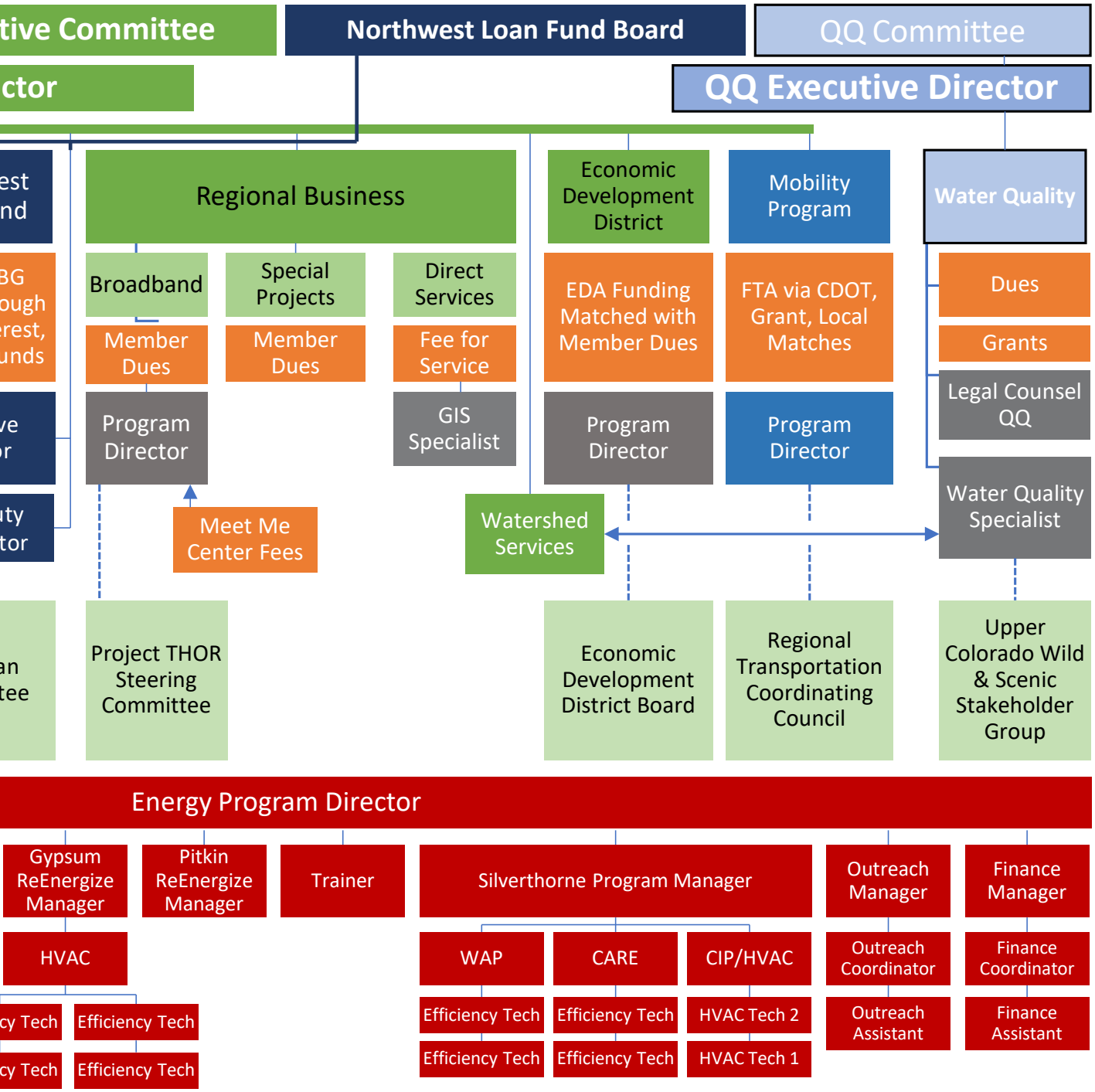




And will enable an update to the 2023 Workforce Housing Report in 2027, as well as possibly a reconceived update of the 2002 Impacts of Second Homes Study.

Organization Chart





October 2026

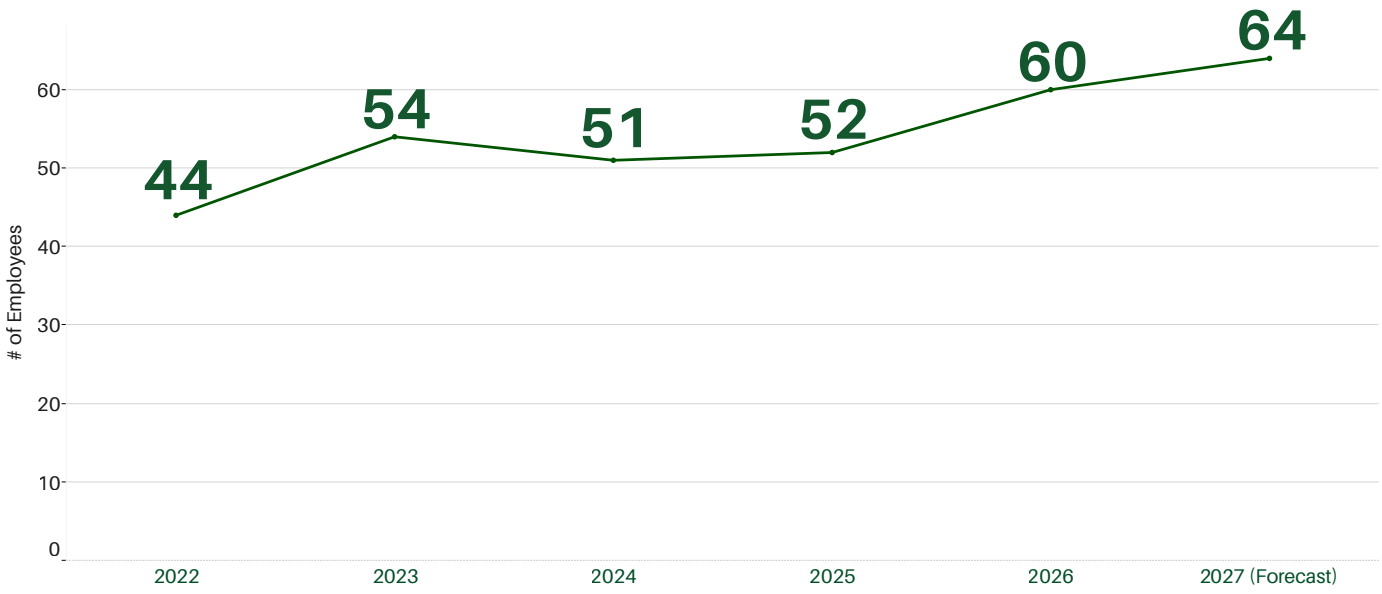
rams Funding Sources Directors Committees / Advisory

Contractors *Legal Counsel QQ is also NWCCOG General Counsel*

Employees at a Glance

Employee Count Over Time

(Full-Time Employees)



Our Team

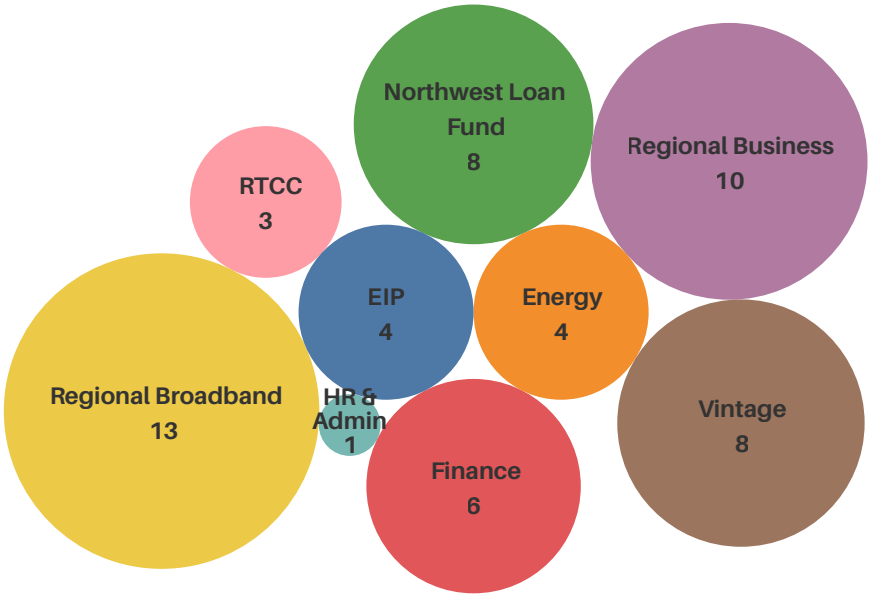
Employees Per Program

PROGRAM	
Broadband Program	1
Elevator Inspection Program	11
Energy Program	35
Indirect	4
Northwest Loan Fund	2
Regional Business	1
Regional Transportation Program	1
Vintage	5
Grand Total	**60**

Employee count by Internal programs as of October 2026.
Contract Staff and external programs not shown.

Median Employee Tenure

(years)



NWCCOG's team includes both new employees and longtime staff with decades of service. This chart shows median years of service by program, with larger circles representing longer median tenure.

Congratulations to Executive Director Jon Stavney for celebrating his 10-year anniversary with NWCCOG in2026!

**Tenure calculated as of October 2026*







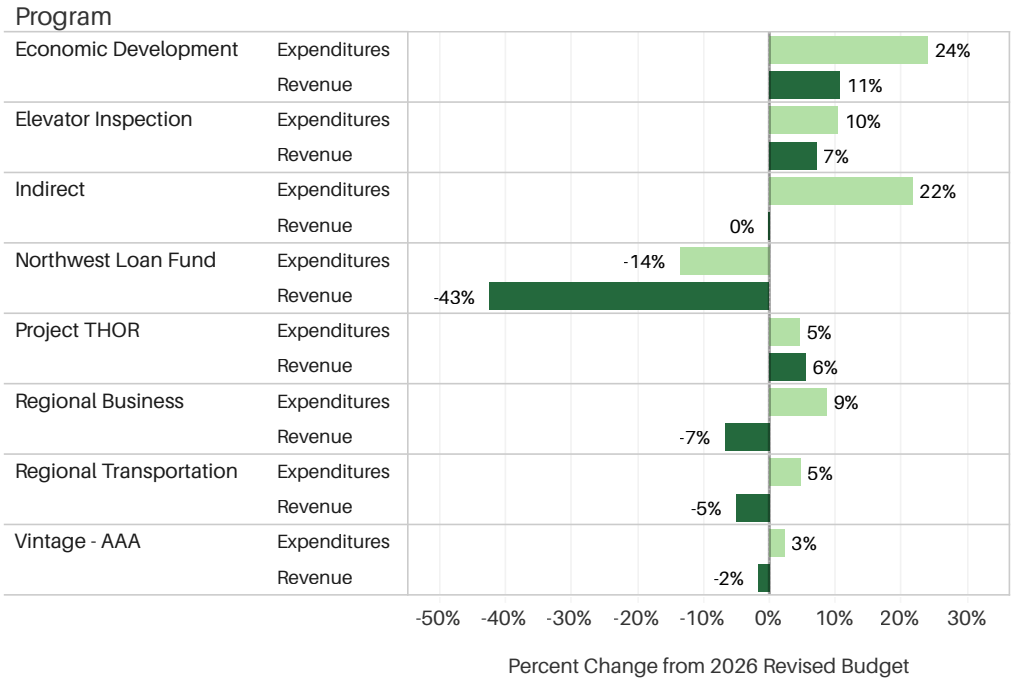







Budget Summary

2026-2027 Revenues & Expenditures - Changes by Program



Some programs are experiencing significant changes in budgeted revenues and expenditures from the 2026 revised budget to the 2027 budget. This chart highlights the largest percentage changes. For most programs shown, expenditures are increasing faster than revenues.

Revenues

2027 Revenue: $17.65M

Change from 2026: + $7K

Expenditures

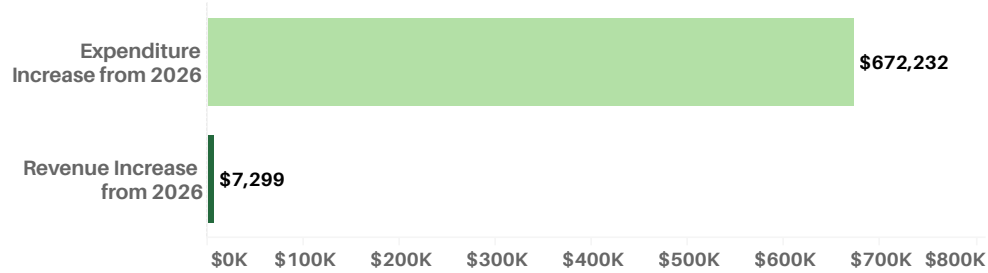
2027 Expenditures: $17.57M

Change from 2026: + $672K

2027 Budget Net

$83,506

2027 Budget Change from Revised 2026

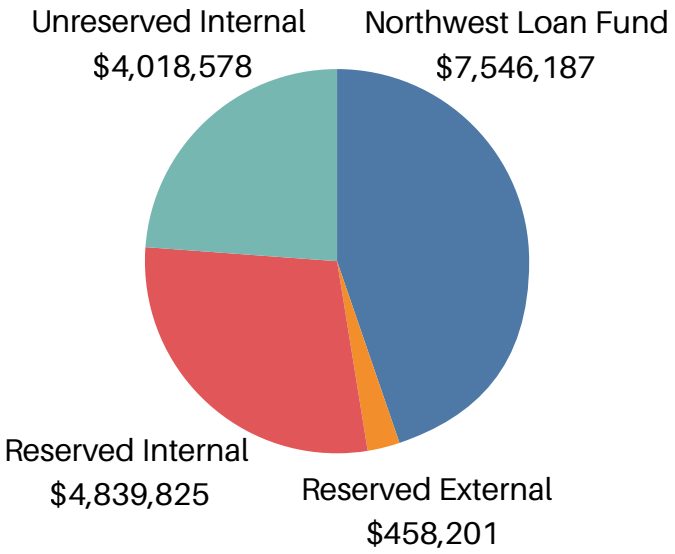


The 2027 budget reflects higher expenditures associated with increased staffing, rising operating costs, capital improvement projects, and expanded program services. Revenues are expected to remain relatively flat compared with the 2026 revised budget.

Fund Balance

Projected Fund Balance by Category

December 31, 2026



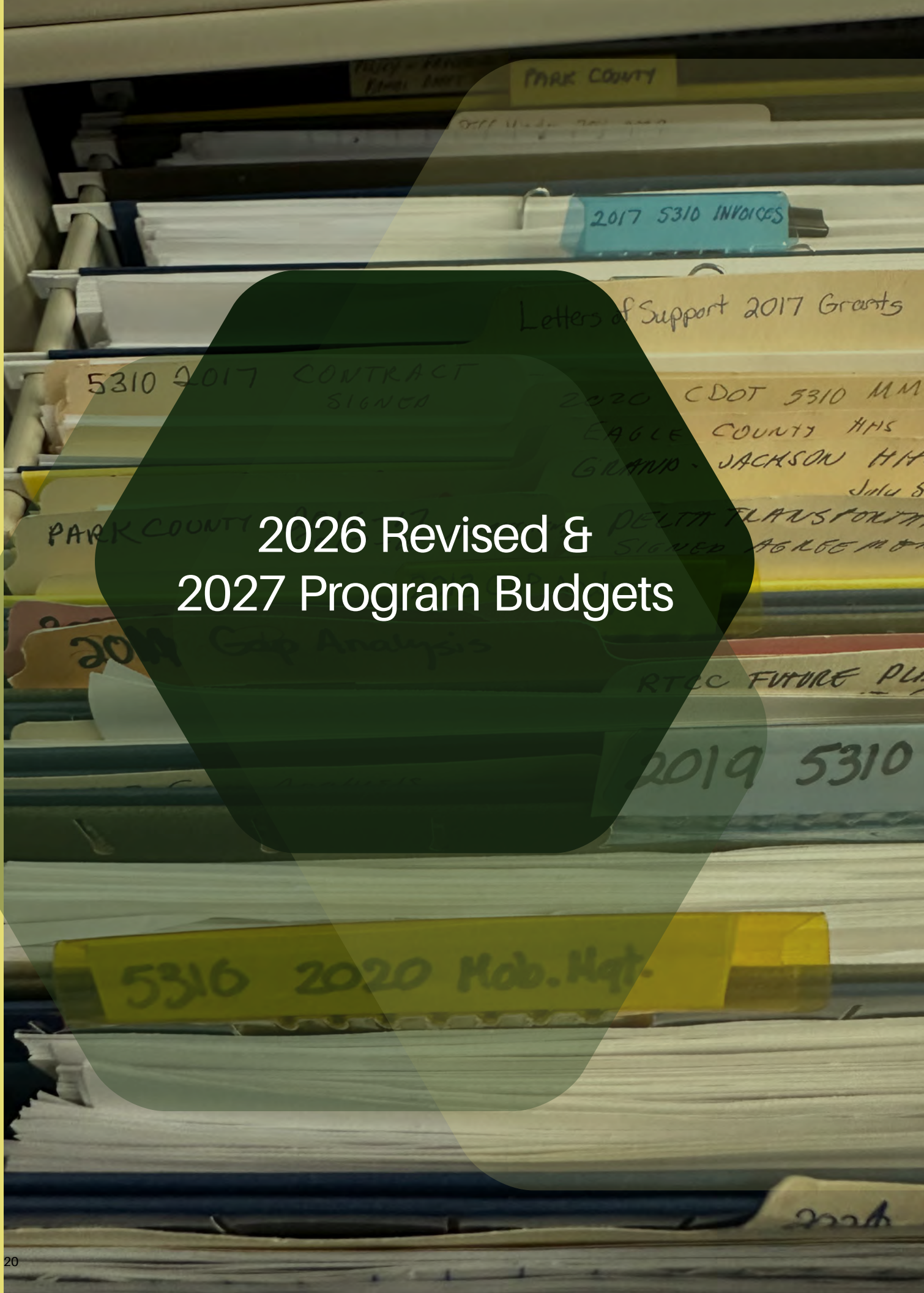
Programs by Fund Balance Category

Projected Fund Balances as of December 31, 2026

TYPE/PROGRAM	
Northwest Loan Fund	
NLF	$7,546,187
Reserved External	
QQ	$428,628
Watershed	$29,573
Reserved Internal	
Building	$29,573
Economic Development	$12,129
Energy Program	$1,661,179
Foundation	$890
General Fund	$1,766,428
Motor Pool	$38,043
Project THOR	$377,448
Regional Transportation	$160,613
Vintage	$387,354
Unreservered Internal	
General Fund	$4,018,578
Grand Total	**$16,862,791**

Equity, reported as Fund Balance or Net Position in governmental accounting, generally represents assets minus liabilities and does not necessarily reflect cash available for use. For this table, balances are grouped into four categories:

1. **Northwest Loan Fund:** Includes cash available for lending and outstanding loans receivable. These resources support NLF's ongoing lending activities as loans are repaid and funds are reinvested in new loans.
2. **Reserved External:** Balances designated for QQ and Watershed, two of NWCCOG's external programs. Most of QQ's balance is held in two ColoTrust investment accounts: one earmarked for Legal Defense and the other available for use at QQ's discretion.
3. **Reserved Internal:** Balances earmarked for specific internal programs and their future expenditures, rather than general NWCCOG operations.
4. **Unreserved Internal:** The portion of NWCCOG's General Fund available to support general operations and other Council-approved priorities.



2026 Revised & 2027 Program Budgets

All Funds Budget Summary

	Budgeted Revenues	Budgeted Expenditures	Operating Net Revenues/ Expenditures	Interfund Transfers	Net After Transfers
Internal Programs					
Economic Development	170,000	(190,376)	(20,376)	20,000	(376)
Elevator Inspection	2,616,014	(2,301,566)	314,448	(60,000)	254,448
Energy Management	7,864,949	(7,673,257)	191,692		191,692
Northwest Loan Fund	344,758	(521,466)	(176,708)		(176,708)
Project THOR	1,623,250	(1,448,201)	175,049		175,049
Regional Business	625,851	(707,473)	(81,622)	40,000	(41,622)
Regional Transportation	340,067	(355,698)	(15,630)		(15,630)
Vintage- AAA	1,889,846	(2,069,744)	(179,898)		(179,898)
Subtotal - Internal Programs	$ 15,474,736	$ (15,267,782)	$ 206,953	$	206,953
External Programs					
Health Care Coalition	246,856	(246,856)	-		
Homeland Security	315,690	(315,690)	-		-
NWCCOG Foundation	100,010	(99,120)	890		890
Water Quality/Quantity	219,911	(198,863)	21,048		21,048
Watershed Services	34,396	(44,396)	(10,000)		(10,000)
Wild & Scenic	54,600	(52,000)	2,600		2,600
Subtotal - External Programs	$ 971,463	$ (956,925)	$ 14,538	$	14,538
Total - Non-Duplicated Budget Prior to Internal Service Funds	16,446,199	(16,224,708)	221,491		221,491
Internal Service Funds					
Building	173,991	(165,884)	8,107		8,107
Indirect	1,028,788	(1,167,485)	(138,697)		(138,697)
Motor Pool	-	(7,395)	(7,395)		(7,395)
Subtotal - Internal Service Funds	$ 1,202,779	$ (1,340,764)	$ (137,985)	$	(137,985)
All Funds Total	**$ 17,648,978**	**$ (17,565,472)**	**$ 83,506**	**$**	**83,506**

All Funds Budget Summary by Program

	Projected 2027 Beginning Fund Balances	Total 2027 Budgeted Operating Revenues	Salaries & Contracts	Benefits	Rent
Internal Programs					
Economic Development		170,000	(120,000)	(24,943)	-
Elevator Inspection		2,616,014	(1,369,584)	(425,030)	(6,896)
Energy Management	1,547,228	7,864,949	(3,692,285)	(1,086,714)	(232,781)
Northwest Loan Fund	3,023,238	344,758	(237,408)	(52,575)	(3,710)
Project THOR	377,447	1,623,250	(153,272)	(31,024)	(3,098)
Regional Business		625,851	(247,500)	(52,631)	(5,636)
Regional Transportation	137,506	340,067	(284,022)	(25,570)	-
Vintage- AAA	366,752	1,889,846	(500,530)	(184,176)	(9,591)
Subtotal - Internal Programs	$ 5,452,172	$ 15,474,736	$ (6,604,600)	$ (1,882,662)	$ (261,712)
External Programs					
Healthcare Coalition		246,856	(185,125)	(1,189)	-
Homeland Security		315,690	(41,040)	-	-
NWCCOG Foundation	13,193	100,010	-	-	-
Water Quality/Quantity	428,628	219,911	(165,000)	-	-
Watershed Services	29,573	34,396	(39,208)	-	-
Wild & Scenic		54,600	(50,750)	-	-
Subtotal - External Programs	$ 471,394	$ 971,463	$ (481,123)	$ (1,189)	$ -
Total - Non-Duplicated Budget Prior to Internal Service Funds	$ 5,923,566	$ 16,446,199	$ (7,085,723)	$ (1,883,851)	$ (261,712)
Internal Service Funds					
Building	69,377	173,991	-	-	-
Indirect	111,979	1,028,788	(640,057)	(96,126)	(75,104)
Motor Pool	10,570	-	-	-	-
Subtotal - Internal Service Funds	$ 191,926	$ 1,202,779	$ (640,057)	$ (96,126)	$ (75,104)
All Funds Total	**$ 6,115,492**	**$ 17,648,978**	**$ (7,725,781)**	**$ (1,979,977)**	**$ (336,816)**

∗NLF operating revenues are presented net of contract loan disbursements. Lending activity and projected revolved cash balances are shown separately in the NLF budget.

Indirect	Other	Total 2027 Budgeted Expenditures	Net Operating Revenues/ Expenditures	Interfund Transfers	Net After Transfers	Ending Fund Balances*
(16,633)	(28,800)	(190,376)	(20,376)	20,000	(376)	
(225,156)	(274,900)	(2,301,566)	314,448	(60,000)	254,448	
(541,886)	(2,119,592)	(7,673,257)	191,692		191,692	1,738,920
(37,852)	(189,921)	(521,466)	(176,708)		(176,708)	3,370,944
(25,290)	(1,235,518)	(1,448,201)	175,049		175,049	552,495
(33,907)	(367,800)	(707,473)	(81,622)	40,000	(41,622)	
(18,396)	(27,710)	(355,698)	(15,630)		(15,630)	121,876
(82,587)	(1,292,860)	(2,069,744)	(179,898)		(179,898)	186,854
$ (981,708)	$ (5,537,100)	$ (15,267,782)	$ 206,953		$ 206,953	$ 5,971,089
(26,840)	(33,702)	(246,856)	-		-	
-	(274,650)	(315,690)	-		-	
-	(99,120)	(99,120)	890		890	14,083
(15,813)	(18,050)	(198,863)	21,048		21,048	449,676
(1,988)	(3,200)	(44,396)	(10,000)		(10,000)	19,573
(1,250)	-	(52,000)	2,600		2,600	
$ (45,891)	$ (428,722)	$ (956,925)	$ 14,538		$ 14,538	$ 483,332
$ (1,027,599)	$ (5,965,822)	$ (16,224,708)	$ 221,491		$ 221,491	$ 6,454,421
-	(165,884)	(165,884)	8,107		8,107	77,484
-	(356,197)	(1,167,485)	(138,697)		(138,697)	(26,718)
-	(7,395)	(7,395)	(7,395)		(7,395)	3,175
$ -	$ (529,477)	$ (1,340,764)	$ (137,985)		$ (137,985)	$ 53,941
$ (1,027,599)	**$ (6,495,299)**	**$ (17,565,472)**	**$ 83,506**		**$ 83,506**	**$ 6,508,363**

All Funds Budget REVISION Summary

	Revenues		
	Original 2026 Budgeted Revenue	Revised Revenue Budget	Change in Revenue Budget
Internal Program Funds			
Economic Development District	154,300	153,525	(775)
Elevator Inspection	2,600,000	2,436,879	(163,121)
Energy Management	6,845,000	7,648,469	803,469
Northwest Loan Fund	419,213	600,168	180,956
Project THOR	1,538,344	1,538,344	-
Regional Business	696,574	671,928	(24,646)
Regional Transportation	381,758	358,092	(23,666)
Vintage - AAA	2,017,139	1,923,849	(93,290)
Subtotal - Internal Program Funds	$ 14,652,328	$ 15,331,255	$ 678,927
External Program Funds			
Health Care Coalition	445,854	434,478	(11,376)
Homeland Security	250,000	30,247	(219,753)
NWCCOG Foundation	100,015	115,205	15,190
Water Quality/Quantity	208,290	314,106	105,816
Watershed Services	99,896	51,396	(48,500)
Wild & Scenic	163,400	163,413	13
Subtotal - External Program Funds	$ 1,267,455	$ 1,108,845	$ (158,610)
Total - Non-Duplicated Budget Prior to Internal Service Funds	$ 15,919,783	$ 16,440,100	$ 520,317
Internal Service Program Funds			
Building	170,533	170,533	0
Indirect	866,891	1,031,046	164,154
Motor Pool	-	-	-
Subtotal - Internal Service Funds	$ 1,037,424	$ 1,201,579	$ 164,154
Total Net Change	**$ 16,957,207**	**$ 17,641,678**	**$ 684,471**

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

2026 REVISION

Expenditures			Net		
Original 2026 Budgeted Expenditure	Revised Expenditure Budget	Change in Expenditure Budget	Original Budget Net	Revised Budget Net	Net Budget Change
(174,546)	(153,423)	21,123	(20,246)	102	20,348
(2,008,273)	(2,085,163)	(76,890)	591,727	351,716	(240,011)
(6,497,644)	(7,427,218)	(929,574)	347,356	221,251	(126,105)
(529,246)	(602,892)	(73,646)	(110,033)	(2,724)	107,309
(1,304,381)	(1,384,885)	(80,504)	233,963	153,459	(80,504)
(721,481)	(651,332)	70,149	(24,907)	20,595	45,503
(381,758)	(338,888)	42,870	0	19,204	19,204
(2,017,139)	(2,018,973)	(1,835)	0	(95,125)	(95,125)
$ (13,634,468)	$ (14,662,776)	$ (1,028,308)	$ 1,017,860	$ 668,479	$ (349,381)
(445,854)	(434,478)	11,376	-	-	-
(250,000)	(30,247)	219,753	-	-	-
(99,120)	(114,315)	(15,195)	895	890	(5)
(201,790)	(318,904)	(117,114)	6,500	(4,798)	(11,298)
(101,728)	(76,939)	24,789	(1,832)	(25,543)	(23,711)
(141,750)	(138,244)	3,506	21,650	25,169	3,519
$ (1,240,242)	$ (1,113,126)	$ 127,116	$ 27,213	$ (4,282)	$ (31,495)
$ (14,874,710)	$ (15,775,902)	$ (901,192)	$ 1,045,073	$ 664,197	$ (380,876)
(165,384)	(151,441)	13,943	5,149	19,092	13,943
(886,466)	(958,502)	(72,035)	(19,575)	72,544	92,119
(7,395)	(7,395)	-	(7,395)	(7,395)	-
$ (1,059,245)	$ (1,117,338)	$ (58,093)	$ (21,821)	$ 84,241	$ 106,062
$ (15,933,955)	**$ (16,893,240)**	**$ (959,285)**	**$ 1,023,252**	**$ 748,438**	**$ (274,814)**

2026 vs 2027 Comparison — All Funds

	Revenue			
	Revised 2026 Budgeted Revenue	2027 Revenue Budget	Change in Revenue Budget	% Increase/Decrease Year Over Year
Internal Program Funds				
Economic Development District	153,525	170,000	16,475	11%
Elevator Inspection	2,436,879	2,616,014	179,135	7%
Energy Management	7,648,469	7,864,949	216,480	3%
Northwest Loan Fund	600,168	344,758	(255,410)	-43%
Project THOR	1,538,344	1,623,250	84,906	6%
Regional Business	671,928	625,851	(46,077)	-7%
Regional Transportation	358,092	340,067	(18,025)	-5%
Vintage - AAA	1,923,849	1,889,846	(34,002)	-2%
Subtotal - Internal Program Funds	$ 15,331,255	$ 15,474,736	$ 143,482	1%
External Program Funds				
Healthcare Coalition	434,478	246,856	(187,622)	-43%
Homeland Security	30,247	315,690	285,443	944%
NWCCOG Foundation	115,205	100,010	(15,195)	-13%
Water Quality/Quantity	314,106	219,911	(94,195)	-30%
Watershed Services	51,396	34,396	(17,000)	-33%
Wild & Scenic	163,413	54,600	(108,813)	-67%
Subtotal - External Program Funds	$ 1,108,845	$ 971,463	$ (137,382)	-12%
Total - Non-Duplicated Budget Prior to Internal Service Funds	$ 16,440,100	$ 16,446,199	$ 6,100	0%
Internal Service Program Funds				
Building	170,533	173,991	3,458	2%
Indirect	1,031,046	1,028,788	(2,257)	0%
Motor Pool	-	-	-	0%
Subtotal - Internal Service Funds	$ 1,201,579	$ 1,202,779	$ 1,201	0%
Net Revenue Over Expenditures	**$ 17,641,678**	**$ 17,648,978**	**$ 7,300**	0%

**Budget Summary does not show interprogram transfers or loan disbursements.*

Expenditures				Net		
Revised 2026 Budgeted Expenditures	2027 Expenditure Budget	Change in Expenditure Budget + (-)	% Increase/Decrease Year Over Year	Revised 2026 Net	Budgeted 2027 Net	Increase (Decrease) Year Over Year
(153,423)	(190,376)	(36,953)	24%	102	(20,376)	(20,478)
(2,085,163)	(2,301,566)	(216,403)	10%	351,716	314,448	(37,268)
(7,427,218)	(7,673,257)	(246,039)	3%	221,251	191,692	(29,559)
(602,892)	(521,466)	81,426	-14%	(2,724)	(176,708)	(173,984)
(1,384,885)	(1,448,201)	(63,316)	5%	153,459	175,049	21,590
(651,332)	(707,473)	(56,141)	9%	20,595	(81,622)	(102,217)
(338,888)	(355,698)	(16,810)	5%	19,204	(15,630)	(34,834)
(2,018,973)	(2,069,744)	(50,771)	3%	(95,125)	(179,898)	(84,773)
$ (14,662,776)	$ (15,267,782)	$ (605,007)	4%	668,478	206,953	(461,525)
(434,478)	(246,856)	187,622	-43%	-	-	-
(30,247)	(315,690)	(285,443)	944%	-	-	-
(114,315)	(99,120)	15,195	-13%	890	890	-
(318,904)	(198,863)	120,041	-38%	(4,798)	21,048	25,846
(76,939)	(44,396)	32,543	-42%	(25,543)	(10,000)	15,543
(138,244)	(52,000)	86,244	-62%	25,169	2,600	(22,569)
$ (1,113,126)	$ (956,925)	$ 156,201	-14%	(4,282)	14,538	18,820
$ (15,775,902)	$ (16,224,708)	$ (448,806)	3%	$ 664,196	$ 221,491	(442,705)
(151,441)	(165,884)	(14,443)	10%	19,092	8,107	(10,985)
(958,502)	(1,167,485)	(208,983)	22%	72,544	(138,697)	(211,241)
(7,395)	(7,395)	-	0%	(7,395)	(7,395)	-
$ (1,117,338)	$ (1,340,764)	$ (223,426)	20%	84,241	(137,985)	(222,226)
$ (16,893,240)	**$ (17,565,472)**	**$ (672,232)**	4%	**$ 748,437**	**$ 83,506**	(664,931)





Internal Services Budgets

Est. 2021

Finance Director: ***Becky Walter***

Accountant: ***Greg Ociepka***

Human Resources: ***Becky Baugh***

Administrative Assistant: ***Monica Neilson***

Internal Services

2026 Highlights

- The employment base at NWCCOG grew by approximately 20% in 2026; entering the year with an average of 50 employees, and concluding the year with over 60 employees.
- In March, NWCCOG welcomed its first ever Human Resources Specialist, Becky Baugh, SHRM-CP whose deep experience in HR brought focus to a workload that was dispersed across the Executive Director, Office Manager, Finance Director, and a position in the Energy Office.
- Following the implementation of Paycom in Q4 2025, Finance and HR continued improvement and customization of the platform throughout 2026. Special shout out to Accountant, Greg Ociepka and HR Generalist Becky Baugh for taking on this challenge.
- The finance team is responsible for ensuring responsible stewardship of NWCCOG funds, including rolling evaluation of expenditures, internal controls and specialty funding per program to ensure financial management acumen continues to improve as the organization grows. In 2026, processes strengthened included expense review, credit card activity, documentation requirements, expense approval processes. HR began a full review of all policies in 2026.

Becky Baugh, SHRM-CP | Human Resources



Photos below: Assembling chairs for Meeting Room, Energy Summer Training, Staff Holiday Party,







Also known as "Indirect," working in coordination with the Executive Director, the functions performed by these employees in Internal Services support 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 reviews 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 #		2024 ACTUAL	2025 ACTUAL	2026 BUDGET	Projected 2026 ACTUAL	2027 BUDGET
	BEGINNING FUND BALANCE	160,909	100,634	39,435	39,435	111,979
	REVENUES					
4450	CREDIT CARD REBATES	2,669	2,588	3,000	3,565	3,000
4550	INTERNAL INDIRECT REVENUE	699,507	746,062	809,294	962,334	981,147
4560	EXTERNAL INDIRECT REVENUE - HCC	10,133	11,401	37,331	47,881	26,840
4560	EXTERNAL INDIRECT REVENUE - Other	16,244	15,914	17,266	17,266	17,802
4610	INSURANCE PROCEEDS		1,535			
	TOTAL REVENUES	$ 728,553	$ 777,500	$ 866,891	$ 1,031,046	$ 1,028,788
	EXPENDITURES					
6110	SALARIES - Executive Director	55,181	56,458	37,750	37,750	60,022
6131	SALARIES - HR & Administration	90,354	85,860	82,664	148,975	197,651
6141	SALARIES - Finance	146,274	151,165	184,017	184,017	208,383
6100	SUPPLEMENTAL WAGES		5,500			
6210	TAXES & BENEFITS	69,170	77,950	91,618	90,000	96,126
6410	CONTRACT STAFF	5,642	13,623	6,000		
6510	OUTSIDE CONTRACTOR					50,000
6518	IT CONTRACTOR	67,020	67,020	71,820	71,820	79,002
6525	PAYROLL SERVICES		16,951	21,541	36,974	45,000
	SUBTOTAL - SALARIES & BENEFITS	$ 433,641	$ 474,527	$ 495,410	$ 569,536	$ 736,184
6310	FLEX PLAN ADMIN	1,806	1,228	800	1,038	1,000
6311	BACKGROUND CHECK	6				
6440	AUDIT SERVICES	79,833	73,746	86,625	77,725	86,000
6610	OFFICE SUPPLIES	14,385	12,652	15,000	25,000	15,000
6640	POSTAGE	533	576	500	500	500
6650	PRINTING & PUBLICATION	629			3,000	3,000
6660	ADVERTISING	212	1,324	500	1,000	600
6665	MEETING EXPENSE	2,641	2,899	5,000	5,000	5,000
6670	INTERNET/WEBSITE EXPENSE	16,345	7,350	7,000	11,378	12,000
6675	IT SECURITY	10,000	58,024	66,379	66,379	76,336
6680	DUES & SUBSCRIPTIONS	83,315	81,262	67,497	67,497	77,622
6685	SAFETY	415	0	540	540	540
6730	TELEPHONE	3,701	3,086	3,500	3,500	3,500
6740	REPAIR & MAINTENANCE	512				
6760	INSURANCE	20,603	32,999	36,951	37,000	40,000
6830	EQUIPMENT LEASE	7,127	7,498	7,500	9,100	9,100
7130	TRAVEL & MEETINGS	2,080	2,224	4,000	4,000	4,000
7150	TRAINING & TECH ASSISTANCE	2,049	5,788	2,000	1,000	2,000
7150	EMPLOYEE TUITION FUND	5,150	12,709	30,000	10,000	20,000
9180	FRAUD EXPENSE	9,610				
	SUBTOTAL - PROGRAM EXPENDITURES	$ 260,952	$ 303,365	$ 333,792	$ 323,657	$ 356,197
6720	RENT & UTILITIES	46,944	60,807	57,264	65,309	75,104
8000	CAPITAL OUTLAY	47,290				
	SUBTOTAL - OTHER EXPENDITURES	$ 94,234	$ 60,807	$ 57,264	$ 65,309	$ 75,104
	TOTAL EXPENDITURES	$ 788,827	$ 838,699	$ 886,466	$ 958,502	$ 1,167,485
	REVENUES OVER EXPENDITURES	**$ (60,274)**	**$ (61,199)**	**$ (19,575)**	**$ 72,544**	**$ (138,697)**
	ENDING FUND BALANCE	100,634	39,435	19,860	111,979	(26,718)

*Employee education fund established in 2024. $20,000 is allocated in 2027 for employee education assistance.

*6525-Payroll Services: Projected 2026 costs exceed original budget due to hiring and turnover, increased per-employee fees, and the addition of new Paycom modules. The 2027 budget reflects current staffing and modules.

*2027 net revenue is a result of increased cost of support due to organizational growth, additional personnel, and operating costs

*OK Jon and Becky 9/28/2026

9200 — Building Fund

ACCT #		2024 ACTUAL	2025 ACTUAL	2026 BUDGET	Projected 2026 ACTUAL	2027 BUDGET
	BEGINNING FUND BALANCE	133,112	(57,291)	45,137	50,286	69,377
	REVENUES					
4530	DIRECT CHARGES INCOME - Silverthorne	106,026	111,476	114,809	114,809	118,267
4530	DIRECT CHARGES INCOME - Gypsum	55,724	55,724	55,724	55,724	55,724
4200	STATE FUNDING		13,500			
	TOTAL REVENUES	$ 161,750	$ 180,700	$ 170,533	$ 170,533	$ 173,991
	EXPENDITURES					
6610	OFFICE SUPPLIES				19,370	
9010	MORTGAGE EXPENSE - Interest		56,131		54,287	52,355
9050	MORTGAGE EXPENSE - Principal		37,753		39,597	41,529
6710	MORTGAGE EXPENSE - Silverthorne	38,168	-	38,160		
6710	MORTGAGE EXPENSE - Gypsum	55,724	-	55,724		
6740	REPAIRS & MAINTENANCE	-	4,980	15,000	15,000	15,000
6745	CAM FEES	16,687	16,687	20,000	16,687	20,000
6750	JANITORIAL/TRASH EXPENSE	7,501	7,000	6,500	6,500	7,000
8000	CAPITAL OUTLAY	234,073	59,308	30,000		30,000
	SUBTOTAL - PROGRAM EXPENDITURES	352,153	181,859	165,384	151,441	165,884
	TOTAL EXPENDITURES	$ 352,153	$ 181,859	$ 165,384	$ 151,441	$ 165,884
	REVENUES OVER EXPENDITURES	$ (190,403)	$ (1,159)	$ 5,149	$ 19,092	$ 8,107
9130	INTERPROGRAM TRANSFERS		103,587			
	NET REVENUE	**$ (190,403)**	**$ 102,428**	**$ 5,149**	**$ 19,092**	**$ 8,107**
	ENDING FUND BALANCE	(57,291)	45,137	50,286	69,377	77,484

*Beginning in the 2025 Revised Budget, the total Mortgage expense for both NWCCOG buildings is allocated to actual Principal and Interest expense.

*OK Jon and Becky 9/28/2026

9400 — Motor Pool

ACCT #		2024 ACTUAL	2025 ACTUAL	2026 BUDGET	PROJECTED 2026 ACTUAL	2027 BUDGET
	BEGINNING FUND BALANCE	33,410	27,207	17,965	17,965	10,570
	REVENUES					
4530	MOTOR POOL BILLINGS					
4610	INSURANCE PROCEEDS					
4010	GAIN ON SALE					
	TOTAL REVENUES	$ -	$ -	$ -	$ -	$ -
	EXPENDITURES					
6760	INSURANCE	4,528	5,777	7,395	7,395	7,395
6811	GAS, OIL & VEHICLE SUPPLIES	-	990			
6830	EQUIPMENT LEASE	1,675	2,475			
	SUBTOTAL - PROGRAM EXPENDITURES	$ 6,203	$ 9,242	$ 7,395	$ 7,395	$ 7,395
	TOTAL EXPENDITURES	6,203	9,242	7,395	7,395	7,395
	NET REVENUE	**(6,203)**	**(9,242)**	**(7,395)**	**(7,395)**	**(7,395)**
	ENDING FUND BALANCE	27,207	17,965	10,570	10,570	3,175

*Fund will be closed in 2028 and insurance expense moved to Indirect

*OK Jon and Becky 9/28/2026


970.726.4163



Program Budgets

Est. 2012

Economic Development District

Northwest Colorado Council of Governments

ECONOMIC DEVELOPMENT DISTRICT

2026 Highlights

- Closed out 3 year Partnership Planning Grant (PPG) which ended March 31.
- Applied for 3 year PPG in February, awarded in August, retroactive to April 1.
- Organized a successful Regional Economic Summit on May 7th including 4 hr Artificial Intelligence Workshop that kickstarted the 5 year Comprehensive Economic Development Plan (CEDS).
- Drafted CEDS Document, continued public engagement process, posted August 1, accepted by EDA mid-September.
- Throughout 2026, NWCCOG Executive Director, Jon Stavney has managed the EDD program until funding could be secured, and Council approved 2027 budget with enhanced EDD program budget.





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 #		2024 ACTUAL	2025 ACTUAL	2026 BUDGET	Projected 2026 ACTUAL	2027 BUDGET
	REVENUES					
4100	FEDERAL CONTRACT	70,000	70,000	70,000	70,000	70,000
4200	STATE GRANT REVENUE	40,000				
4520	LOCAL FUNDING	5,000	2,500	2,500	2,500	
4630	NWCCOG MATCHING	80,000	144,943	80,000	80,000	100,000
4535	MEETING REGISTRATION	1,650	1,576	1,800	1,025	
4640	CARRY OVER from prior	2,783	6,537			
4650	CARRY OVER to next period	(6,537)				
	TOTAL REVENUES	$ 192,896	$ 225,556	$ 154,300	$ 153,525	$ 170,000
	EXPENDITURES					
6112	SALARIES	91,434	85,852	100,806	102,406	105,000
6210	TAXES & BENEFITS	37,556	40,264	45,107	0	24,943
6510	OUTSIDE CONTRACT			10,000	15,000	15,000
	SUBTOTAL - SALARIES & BENEFITS	$ 128,990	$ 126,116	$ 155,913	$ 117,406	$ 144,943
6610	OFFICE SUPPLIES				4,000	5,000
6650	PRINTING	1,200				
6655	PROGRAM EXPENSE	3,833	5,273	2,000	5,100	5,500
6660	ADVERTISING				9,220	
6665	MEETING EXPENSE	3				
6680	DUES & SUBSCRIPTIONS	1,000	1,050		800	1,500
6811	VEHICLE MAINTENANCE & SUPPLIES					5,000
6830	EQUIPMENT LEASE - LONG TERM					4,800
7130	TRAVEL & MEETINGS		1,979			7,000
	SUBTOTAL - PROGRAM EXPENDITURES	$ 6,036	$ 8,302	$ 2,000	$ 19,120	$ 28,800
6720	RENT					
7910	INDIRECT	15,087	14,169	16,633	16,897	16,633
7320	PASSED THROUGH	47,293				
	SUBTOTAL - OTHER EXPENDITURES	$ 62,380	$ 14,169	$ 16,633	$ 16,897	$ 16,633
	TOTAL EXPENDITURES	$ 197,406	$ 148,587	$ 174,546	$ 153,423	$ 190,376
	REVENUES OVER EXPENDITURES	$ (4,510)	$ 76,969	$ (20,246)	$ 102	$ (20,376)
9130	INTERPROGRAM TRANSFERS	1,674				20,000
	NET REVENUES	**$ (2,836)**	**$ 76,969**	**$ (20,246)**	**$ 102**	**$ (376)**

Est. 1993

Director: ***David Harris***

# of Employees: ***11***

Elevator Inspection Program

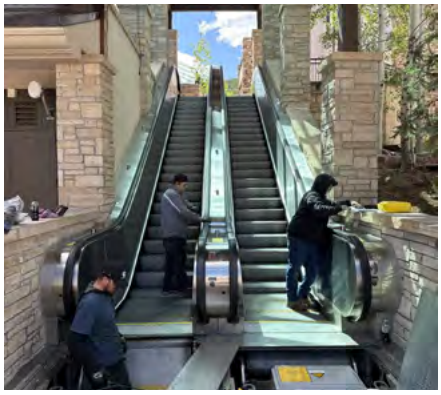
2026 Highlights

- This was a "rebuilding year" for NWCCOG's Elevator Inspection Program (EIP) for systems and personnel.
- Operations Manager Bryanne Busato and Support Specialist Nichole Bridgewater each passed the QEI test, and state licenses to be certified inspectors, increasing capacity of the program.
- Four team members were welcomed in 2026 (three inspectors, one admin) with a 5th scheduled to onboarded in January 2027.
- A custom version of SalesForce software that the State program piloted is replacing the legacy GIS searchable database which will integrate all aspects of the program.
- EIP Director David Harris performed 5 trainings for fire departments across the region on elevator code and basic elevator rescue as well as continuing education events (2) for inspectors across the state.
- NWCCOG staff are leaders in the field, establishing code, industry standards and training peers.



Since 2019, the Elevator Inspection Program's performance has 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 statues and regulations. The office support team and field inspection staff are a tight-knit group that keep day-to-day operations flowing smoothly. 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 #		2024 ACTUAL	2025 ACTUAL	2026 BUDGET	PROJECTED 2026 ACTUAL	2027 BUDGET
	REVENUES					
4410	ANNUAL INSPECTION FEES	674,346	657,475	990,000	640,000	1,021,014
4430	OTHER SERVICES INCOME (5 Yrs & Failed Accept)	465,222	359,396	450,000	450,000	450,000
4440	PERMIT REVIEW FEES	374,289	576,973	315,000	458,000	350,000
4460	FINES & PENALTIES	520,800	878,949	700,000	800,000	700,000
4470	TCO SURCHARGE	140,550	99,450	80,000	81,900	95,000
4480	THIRD PARTY INSPECTION FEES		350	5,000	500	0
4880	SETTLEMENT PROCEEDS			60,000	6,479	
4610	INSURANCE PROCEEDS	6,541	5,025			
	TOTAL REVENUES	$ 2,181,748	$ 2,577,618	$ 2,600,000	$ 2,436,879	$ 2,616,014
	EXPENDITURES					
6112	SALARIES - Program Director	146,697	154,032	167,000	167,000	177,020
6121	SALARIES - Inspectors	627,132	668,259	698,967	719,000	927,145
6131	SALARIES - Office Support	223,103	215,037	169,479	307,488	260,419
6181	SALARIES - Other	12,000				
6210	TAXES & BENEFITS	324,712	333,258	362,275	381,916	425,030
6510	CONTRACTOR	3,509	8,306	191,400		
6560	OTHER CONTRACTOR (3rd Party)	27,807	3,610	5,000	5,000	5,000
	SUBTOTAL - SALARIES & BENEFITS	$ 1,364,960	$ 1,382,502	$ 1,594,121	$ 1,580,404	$ 1,794,614
6610	OFFICE SUPPLIES	22,815	12,504	25,000	25,000	20,000
6640	POSTAGE	32	18	10	150	100
6660	ADVERTISING	40	0	1,500	6,000	1,000
6680	DUES & SUBSCRIPTIONS	2,853	4,835	20,000	20,000	20,000
6730	TELEPHONE	8,938	17,456	9,000	13,500	13,500
6760	INSURANCE PREMIUM	442	731	600	750	750
6761	INSURANCE DEDUCTIBLE	1,000	0	1,500	500	500
6810	VEHICLE REPAIR	10,217				
6811	VEHICLE SUPPLIES/TIRES	20,813	19,484	25,000	40,000	35,000
6830	VEHICLE LEASE	37,952	45,407	44,000	60,000	60,000
6840	TOOLS & EQUIPMENT	1,419	954	2,000	2,000	2,000
6930	BAD DEBT WRITTEN OFF	3,582	0	0	0	0
6935	DEBTS FORGIVEN	4,150	5,884	5,000	0	0
6950	EIP SNOWMASS PERMIT FEES REBATE	1,838	2,437	2,500	3,249	1,800
7110	PROGRAM SUPPLIES	136	118	500	150	250
7120	LICENSE & PERMITS	1,749	4,286	5,000	10,000	10,000
7130	TRAVEL & MEETINGS	65,967	73,941	95,000	99,841	110,000
	SUBTOTAL - PROGRAM EXPENDITURES	$ 183,943	$ 188,055	$ 236,610	$ 281,139	$ 274,900
6720	RENT & UTILITIES	6,190	6,500	6,694	6,694	6,896
7910	INDIRECT	166,474	171,176	170,849	196,926	225,156
8000	CAPITAL OUTLAY		73,000		20,000	
	SUBTOTAL - OTHER EXPENDITURES	$ 172,664	$ 250,676	$ 177,543	$ 223,620	$ 232,052
	TOTAL EXPENDITURES	$ 1,721,567	$ 1,821,233	$ 2,008,273	$ 2,085,163	$ 2,301,566
	REVENUES OVER EXPENDITURES	$ 460,181	$ 756,385	$ 591,727	$ 351,716	$ 314,448
9130	INTERPROGRAM TRANSFERS	(37,184)	-	(80,000)		(60,000)
	NET REVENUES	**$ 422,997**	**$ 756,385**	**$ 511,727**	**$ 351,716**	**$ 254,448**

*OK Jon and Becky 9/28/2026

Est. 1978

Director: ***Doug Jones***

Program Manager: ***Nate Speerstra***

# of Employees: ***38***

Energy Program

2026 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 relationships with statewide and local funding partners, local governments, utilities, and community partners ensures every dollar invested maximizes benefits for residents across Northwest Colorado while delivering measurable results.

New success for 2026,

- A partnership with CORE and Pitkin County expanding out ReEnergize Program to Pitkin County Residents. This has further strengthened our funding base, bringing stability, expanded services and long-term growth through County support.
- Applying for rebates internally leverages program dollars allowing added value to retrofits.
- New 10-year partnership with YVEA stacks funding for YVEA customers to get much needed work done that wouldn't be funded otherwise.
- The NWCCOG Energy Program now has a full-time trainer for the first time. This, combined with a grant from Xcel Energy's Clean Energy Careers Program, opens the door for curriculum development, certified training and certifications for staff, partner agencies and private sector installers across the Western Slope.

Together, these initiatives demonstrate NWCCOG's capacity to manage complex funding, deliver high-quality services, and adapt to community needs.

The Energy team's expertise, including 24 certified energy professionals and program-side dedication personnel are key to this success.







2027

- **The Weatherization Assistance Program** (**WAP**) Administered by the Colorado Energy Office with federal and state funds. Budget: $3.59M; serves ~120 households at or below 60% SMI.
- **The Crisis Intervention Program** (**CIP**) Provides emergency heating system repairs. Budget: $150K; assists ~30 homes annually.
- **Tri State Program** New in 2025, funded through utility rebates in addition to $150K budget.
- **Colorado's Affordable Residential Energy Program** (**CARE**) Run by Energy Outreach Colorado with utility rebates and private donations. Budget: $1.7M; serves ~160 families at or below 80% AMI.
- **The ReEnergize Program** in Garfield, Eagle, and Pitkin Counties is administered by CLEER, CORE, and Walking Mountains and has a $2 M budget helping ~130 homes at 80% to 150% AMI.
- **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 #		2024 ACTUAL	2025 ACTUAL	2026 BUDGET	PROJECTED 2026 ACTUAL	2027 BUDGET
	BEGINNING FUND BALANCE	769,345	677,114	1,325,977	1,325,977	1,547,228
	REVENUES					
4100	FEDERAL GRANT INCOME	1,265,360	1,371,033	1,600,000	2,200,398	1,427,332
4200	STATE GRANT INCOME	2,012,297	2,086,587	1,600,000	1,725,778	2,169,066
4510	OTHER LOCAL FUNDING	1,978,105	3,302,417	3,585,000	3,633,758	4,243,551
4440	FOUNDATIONS & TRUSTS		-		5,000	
4610	INSURANCE PROCEEDS		50,188			
4620	REIMBURSED EXPENSES	(7,672)	(62)	50,000	76,800	25,000
4450	CREDIT CARD REBATE	5,693	4,840		6,735	
4640	CARRYOVER REVENUE	146,160	189,376	110,000		
4650	CARRYOVER EXPENSE	(189,376)	(153,820)	(100,000)		
	TOTAL REVENUES	$ 5,210,568	$ 6,850,559	$ 6,845,000	$ 7,648,469	$ 7,864,949
6112	SALARIES - Program Director	131,740	130,802	145,159	145,159	168,869
6121	SALARIES - Operations					1,093,987
6121	SALARIES - Field Staff	1,435,572	1,490,416	1,659,121	2,153,484	1,406,044
6131	SALARIES - Administration	215,299	381,178	559,918	311,258	364,133
6141	SALARIES - Finance	127,904	148,720	249,595	213,273	251,126
6124	PROFIT SHARING PROGRAM	139,976	149,406	149,406	408,820	110,626
6181	SUPPLEMENTAL WAGES				23,000	12,500
6210	TAXES & BENEFITS - Health Insurance	394,560	575,744	675,840	631,260	719,433
6210	TAXES & BENEFITS - All Other	220,458	224,940	303,106	367,505	367,281
	CONTRACT STAFF			50,000		
	CONTRACT - FISCAL			30,870		
6510	CONTRACT SERVICES	51,551	220,307	66,071	146,122	80,000
6511	H&S CONTRACTOR	39,642	37,124	30,870	82,656	45,000
6512	WIRING UPGRADES CONTRACTOR	40,365	50,754	86,071	67,486	60,000
6513	SOLAR CONTRACTOR	94,711	19,969			100,000
6520	OUTSIDE CONTRACT - OTHER		21,562			
	SUBTOTAL - SALARIES & BENEFITS	$ 2,891,777	$ 3,450,922	$ 4,006,027	$ 4,550,021	$ 4,778,999
6440	AUDITOR					43
6610	OFFICE SUPPLIES	23,924	39,408	20,768	60,298	42,000
6620	BANK CHARGES		90	100	40	50
6640	POSTAGE	2,093	4,079	3,300	3,127	3,346
6650	PRINTING	890	4,146	3,000	245	262
6655	PROGRAM EXPENSE	15,371	164,980	10,000	201,022	171,551
6660	ADVERTISING	1,276	13,472	10,000	20,471	20,904
6680	DUES & SUBSCRIPTIONS	19,031	29,132	25,000	41,726	44,647
6730	TELEPHONE	17,350	22,012	26,000	25,994	27,814
6760	INSURANCE - Vehicles/Tools	9,805	16,227	20,000	15,832	16,940
6761	INSURANCE DEDUCTIBLE	1,000	795	551		
6762	LIABILITY INSURANCE	4,118				
6800	EQUIP. MAINT & REPAIR	8,485	50,751	8,990	2,989	3,198
6810	VEHICLE REPAIR/MAINTENANCE	41,550	135,975	50,000	25,285	25,055
6811	GAS, OIL & SUPPLIES	72,794	70,372	80,000	67,797	61,543
6830	EQUIPMENT LEASE - LONG TERM	9,565	10,626	12,843	8,299	8,880
6840	TOOLS AND EQUIPMENT	84,349	153,565	88,296	110,026	90,000
7110	PROGRAM SUPPLIES	173				
7120	LICENSE & PERMIT FEES	2,496	2,374	2,500	2,049	2,192
7130	TRAVEL & MEETINGS	86,777	87,799	120,000	112,119	90,000
7150	TRAINING & TECH ASSISTANCE	30,562	34,603	35,000	51,693	55,312
7155	ENERGY PROGRAM STIPEND	6,911	8,583	6,000	8,446	10,500
7410	MATERIALS	864,394	1,253,341	1,200,000	1,333,712	1,420,000
	SUBTOTAL - PROGRAM EXPENDITURES	$ 1,302,914	$ 2,102,330	$ 1,722,348	$ 2,091,169	$ 2,094,236
7910	INDIRECT COSTS APPLIED	330,814	377,048	431,276	533,279	541,886
6720	INTERNAL RENT & UTILITIES	74,924	74,712	75,364	71,880	75,956

400x — Energy Program (continued)

ACCT #		2024 ACTUAL	2025 ACTUAL	2026 BUDGET	PROJECTED 2026 ACTUAL	2027 BUDGET
6721	EXTERNAL RENT & UTILITIES	153,159	170,926	202,629	145,208	156,825
9130	INTERPROGRAM TRANSFERS WITHIN ENERGY				(201,022)	(171,551)
9140	DEFERRED EXPENSE PRIOR PERIOD	15,138	-			
9160	DEFERRED EXPENSE	(59,978)	59,978			
8000	CAPITAL OUTLAY	594,051	62,672	60,000	236,683	196,907
	SUBTOTAL - OTHER EXPENDITURES	$ 1,108,108	$ 745,336	$ 769,269	$ 786,028	$ 800,023
	TOTAL EXPENDITURES	$ 5,302,799	$ 6,298,588	$ 6,497,644	$ 7,427,218	$ 7,673,257
	REVENUES OVER EXPENDITURES	$ (92,231)	$ 551,971	$ 347,356	$ 221,251	$ 191,692
	TRANSFERS TO NON-ENERGY PROGRAMS		**96,892**			
	NET REVENUES	**$ (92,231)**	**$ 648,863**	**$ 347,356**	**$ 221,251**	**$ 191,692**
	ENDING FUND BALANCE	677,114	1,325,977	1,673,333	1,547,228	1,738,920

*Potential New Program in 2026/27: Multifamily Project with capacity for up to 25 units at an estimated cost of $25,000 per unit.

*WAP PY2026/2027 - potential to receive $25,000-$28,000 state solar funds



Energy Training Center at Full Throttle

1
BPI-accredited training facility, the only one on the West Slope

30+
training and testing sessions

25
individuals trained

5
organizations served across Colorado

96%
success rate

10
new staff certifications

$130,000
in grant funding secured



This year, NWCCOG's Energy Program training center in Gypsum came fully to life. The center features two model homes: a human-sized home and a Barbie-sized home, each with systems, vents, and building envelopes that can be manipulated to test and demonstrate the benefits of weatherization improvements. These hands-on teaching tools were paired with Morgan, a master trainer who relocated from the East Coast for this position. Morgan now leads certification training for NWCCOG Energy staff, partner agencies, and private sector contractors seeking Building Performance Institute (BPI) credentials.

Completed in early 2026, the training laboratory is accredited by BPI to certify building science professionals and is the only facility of its kind on the West Slope. The program combines classroom preparation with hands-on field diagnostic testing, culminating in proctored written and field examinations.

Since launching in March 2026, the center has delivered more than 30 training, review, and examination sessions, serving 25 individuals from five organizations across Colorado, with participants coming from communities including Longmont, Gypsum, Grand Junction, Silverthorne, Rifle, Almont, and Sterling. Of the 25 sessions with recorded outcomes, 24 were successful, a 96% success rate.

The Energy Program has been especially busy training and certifying its own employees. This year, staff earned 4 new Quality Control Inspector certifications, 2 Energy Auditor certifications, and 4 Infiltration and Duct Leakage technician certifications. These credentials strengthen the program's ability to deliver high-quality weatherization services across the region.

The Energy Program was also awarded a $130,000 Workforce Grant from Xcel Energy's Clean Energy Careers Program to develop curriculum, trainings, and certifications in air sealing, insulation, energy auditing, and heat pumps. Working alongside partners at Energy Smart Colorado, the program will use these funds to expand its capacity and add new diagnostic tools and hands-on training props.

These efforts reach beyond individual achievement. By building the skills of professionals across multiple organizations, the Energy Training Center is growing Colorado's qualified workforce and expanding regional capacity for energy efficiency services. The result is more skilled, certified contractors serving our communities, and residents living in more comfortable, safer homes with lower energy use and reduced utility costs.

2027 Energy Budget Detail by Program

ACCOUNT NAME	WAP	CARE	CIP	RE Garfield	RE Eagle
FEDERAL GRANT INCOME	$1,427,332.00				
STATE GRANT INCOME	$2,169,066.00				
OTHER LOCAL FUNDING		$1,700,000.00	$170,000.00	$85,000.00	$1,600,000.00
REIMBURSED EXPENSES					
TOTAL REVENUES	**$ 3,596,398**	**$ 1,700,000**	**$ 170,000**	**$ 85,000**	**$ 1,600,000**
	46%	21%	2%	1%	20%
SALARIES - Program Director	77,680	35,462	3,377	1,689	33,774
SALARIES - Operations	503,233	229,737	21,880	10,940	218,797
SALARIES - Field Staff	646,781	295,270	28,121	14,060	281,209
SALARIES - Administration	167,501	76,468	7,283	3,641	72,827
SALARIES - Fiscal	115,518	52,736	5,023	2,511	50,225
PROFIT SHARING PROGRAM	0	0	0	0	0
SUPPLEMENTAL WAGES	5,750	2,625	250	125	2,500
TAXES & BENEFITS - Health Insurance	330,939	151,081	14,389	7,194	143,887
TAXES & BENEFITS - All Other	168,949	77,129	7,346	3,673	73,456
CONTRACT SERVICES	36,800	16,800	1,600	800	16,000
CONTRACT STAFF	0	0	0	0	0
H&S CONTRACTOR	20,700	9,450	900	450	9,000
WIRING UPGRADES CONTRACTOR	27,600	12,600	1,200	600	12,000
SOLAR CONTRACTOR	100,000	0	0	0	0
TOTAL SALARIES AND BENEFITS	**$ 2,201,451**	**$ 959,358**	**$ 91,369**	**$ 45,683**	**$ 913,675**
AUDITOR	20	9	1	0	9
OFFICE SUPPLIES	19,320	8,820	840	420	8,400
BANK CHARGES	23	11	1	1	10
POSTAGE	1,539	703	67	33	669
PRINTING	121	55	5	3	52
PROGRAM EXPENSE	0	0	0	0	0
ADVERTISING	9,616	4,390	418	209	4,181
DUES & SUBSCRIPTIONS	20,538	9,376	893	446	8,929
TELEPHONE	12,794	5,841	556	278	5,563
INSURANCE - Vehicles/Tools	7,793	3,557	339	169	3,388
EQUIP. MAINT & REPAIR	1,471	672	64	32	640
VEHICLE REPAIR/MAINTENANCE	11,525	5,262	501	251	5,011
GAS, OIL & SUPPLIES	28,310	12,924	1,231	615	12,309
EQUIPMENT LEASE - LONG TERM	4,085	1,865	178	89	1,776
TOOLS AND EQUIPMENT	41,400	18,900	1,800	900	18,000
PROGRAM SUPPLIES	0	0	0	0	0
LICENSE & PERMIT FEES	1,009	460	44	22	438
TRAVEL & MEETINGS	41,400	18,900	1,800	900	18,000
TRAINING & TECH ASSISTANCE	25,443	11,615	1,106	553	11,062
ENERGY PROGRAM STIPEND	10,500	0	0	0	0
MATERIALS	644,000	294,000	28,000	14,000	280,000
TOTAL PROGRAM EXPENSES	**$ 880,905**	**$ 397,359**	**$ 37,844**	**$ 18,922**	**$ 378,437**
INDIRECT COSTS APPLIED	249,268	113,796	10,838	5,419	108,377
INTERNAL RENT & UTILITIES	34,940	15,951	1,519	760	15,191
EXTERNAL RENT & UTILITIES	72,139	32,933	3,136	1,568	31,365
CAPITAL OUTLAY	0	0	0	0	0
INTERPROGRAM TRANSFERS					
TOTAL OTHER EXPENSES	**$ 356,347**	**$ 162,680**	**$ 15,493**	**$ 7,747**	**$ 154,933**

Energy Reserves - 2027 Forecasted Fund Utilization

Gypsum Office Improvement Project	121,907
Energy Program Stipend	10,500
Profit Sharing + Living Stipend	110,626
Wellness Reimbursement for all NWCCOG staff	10,000
TOTAL	**253,032**

RE Pitkin	RE Routt (YVEA)	BEECH	FFS (+Reserves)	Tri-State	TRAINING CENTER	TOTAL
						1,427,332
						2,169,066
$200,000.00	$20,000.00	$121,551.00	$30,000.00	$90,000.00	$227,000.00	4,243,551
			25,000			25,000
$ 200,000	**$ 20,000**	**$ 121,551**	**$ 55,000**	**$ 90,000**	**$ 227,000**	**$ 7,864,949**
3%	0%	2%	1%	1%	3%	1.00
5,066	0	3,377	1,689	1,689	5,066	168,869
32,820	0	21,880	10,940	10,940	32,820	1,093,987
42,181	0	28,121	14,060	14,060	42,181	1,406,044
10,924	0	7,283	3,641	3,641	10,924	364,133
7,534	0	5,023	2,511	2,511	7,534	251,126
0	0	0	110,626	0	0	110,626
375	0	250	125	125	375	12,500
21,583	0	14,389	7,194	7,194	21,583	719,433
11,018	0	7,346	3,673	3,673	11,018	367,281
2,400	0	1,600	800	800	2,400	80,000
0	0	0	0	0	0	0
1,350	0	900	450	450	1,350	45,000
1,800	0	1,200	600	600	1,800	60,000
0	0	0	0	0	0	100,000
$ 137,051	**$ -**	**$ 91,369**	**$ 156,309**	**$ 45,683**	**$ 137,051**	**$ 4,778,999**
						0
1	0	1	0	0	1	43
1,260	0	840	420	420	1,260	42,000
2	0	1	1	1	2	50
100	0	67	33	33	100	3,346
8	0	5	3	3	8	262
0	0	121,551	0	0	50,000	171,551
627	0	418	209	209	627	20,904
1,339	0	893	446	446	1,339	44,647
834	0	556	278	278	834	27,814
508	0	339	169	169	508	16,940
96	0	64	32	32	96	3,198
752	0	501	251	251	752	25,055
1,846	0	1,231	615	615	1,846	61,543
266	0	178	89	89	266	8,880
2,700	0	1,800	900	900	2,700	90,000
0	0	0	0	0	0	0
66	0	44	22	22	66	2,192
2,700	0	1,800	900	900	2,700	90,000
1,659	0	1,106	553	553	1,659	55,312
0	0	0	0	0	0	10,500
42,000	20,000	28,000	14,000	14,000	42,000	1,420,000
$ 56,766	**$ 20,000**	**$ 159,395**	**$ 18,922**	**$ 18,922**	**$ 106,766**	**$ 2,094,236**
						0
16,257	0	10,838	5,419	5,419	16,257	541,886
2,279	0	1,519	760	760	2,279	75,956
4,705	0	3,136	1,568	1,568	4,705	156,825
0	0	0	196,907	0	0	196,907
		(121,551)	0	0	(50,000)	(171,551)
$ 23,240	**$ -**	**$ 15,493**	**$ 204,653**	**$ 7,747**	**$ (26,760)**	**$ 800,023**

TOTAL EXPENSES	**$ 7,673,257**
REVENUES	**7,864,949**
NET REVENUES	**191,692**

Est. 2022

Counterterrorism and Grant Management Specialist: ***Deborah Bogan***

Homeland Security Grant Program

2026 Highlights

The Homeland Security Grant Program (HSGP) provides federal funding through FEMA and Colorado's Division of Homeland Security and Emergency Management (DHSEM) to strengthen emergency preparedness and response capabilities. The Northwest All-Hazards Emergency Management Region (NWAHEMR) encompasses ten counties, including Jackson County, and has historically coordinated regional projects supported by this funding. The Jackson County Communications Project (JCCP) continues these investments in public-safety communications, with NWCCOG serving as fiscal agent and providing grant administration in coordination with DHSEM and Jackson County.

The Jackson County Communications Project (JCCP) is a strategic public-safety and homeland-security initiative strengthening resilient communications across Jackson County and neighboring jurisdictions. Supported through the FEMA Homeland Security Grant Program (HSGP) in coordination with Colorado DHSEM, the project has progressed from establishing a P25 digital radio foundation (Phase 1), to expanding repeater and duplexer coverage (Phase 2), to its current focus on Phase 3: Microwave Expansion.

For FY2025, $371,400 in HSGP funding was awarded for Phase 3, advancing the JCCP from radio coverage expansion to a secure, high-capacity, redundant communications backbone. Phase 3 introduces an encrypted microwave network connecting critical communications sites, with satellite connectivity providing an additional resilient path when terrestrial communications are disrupted. The phase also expands the JCCP's capability for intelligence and information sharing with local, state, and federal partners, strengthening regional coordination and situational awareness.

Together, these capabilities enhance interoperability, resilience, information sharing, and continuity of public-safety operations during both routine operations and major incidents.



Impact:

Expanded Countywide Coverage & Economic Resilience: Extends reliable emergency communications to residents, visitors, and seasonal populations while strengthening operational parity with neighboring jurisdictions.

Next-Generation Intelligence & Information Sharing: Expands the JCCP's capability to securely share intelligence and critical information with local, state, and federal partners, strengthening regional situational awareness.

Unified Emergency Command: Enables multijurisdictional unified command during major incidents such as wildfires, supporting faster evacuation, resource allocation, and life-safety decisions.

Cross-Border Interoperability: Connects mutual-aid responders across jurisdictions through regional communications infrastructure and interagency agreements, reducing critical communication gaps when the stakes are highest.

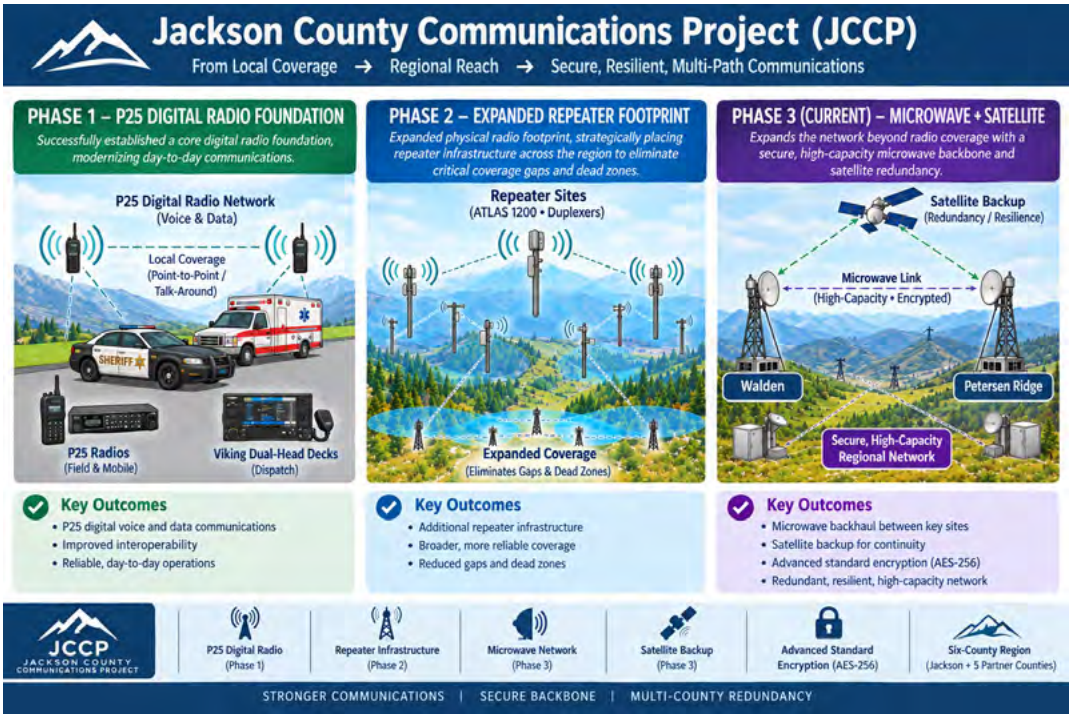
Regional Cost Efficiency: Leverages shared regional infrastructure rather than requiring jurisdictions to build redundant standalone systems, maximizing the value of the $371,400 HSGP investment.

Communications Resilience: Adds satellite connectivity as a redundant communications path, reducing reliance on terrestrial and commercial networks when primary connectivity is disrupted.

61xx — Homeland Security Grant Program

ACCT #		2024 ACTUAL	2025 ACTUAL	2026 BUDGET	Projected 2026 ACTUAL	2027 BUDGET
	REVENUES					
4100	FEDERAL FUNDS - SHSG	60,185	187,391	237,500	30,247	315,690
4100	FEDERAL FUNDS - M & A			12,500		
	TOTAL REVENUES	$ 60,185	$ 187,391	$ 250,000	$ 30,247	$ 315,690
	EXPENDITURES					
6100	SALARIES	5,924	-	-	3,347	10,040
6410	CONTRACT STAFF	21,530	12,096	12,500	22,000	31,000
	SUBTOTAL - SALARIES & BENEFITS	$ 27,454	$ 12,096	$ 12,500	$ 25,347	$ 41,040
6440	AUDIT EXPENSE	2,500		2,500	2,500	2,500
6560	OTHER CONTRACTOR	1,000				27,000
6655	PROGRAM EXPENSES	2,426	63			18,000
6840	TOOLS & EQUIPMENT	11,856	175,155	235,000		222,350
7130	TRAVEL & MEETINGS	14,950	77		2,400	4,800
	SUBTOTAL - PROGRAM EXPENDITURES	$ 32,732	$ 175,295	$ 237,500	$ 4,900	$ 274,650
	TOTAL EXPENDITURES	$ 60,186	$ 187,391	$ 250,000	$ 30,247	$ 315,690
	REVENUES OVER EXPENDITURES	**$ (1)**	**$ -**	**$ -**	**$ -**	**$ -**

*NWCCOG will continue as fiscal agent for Jackson County in 2027 for Phase 3 of current project
*OK Jon and Becky 9/28/2026



Est. 2010

Director: ***Dana Wood***

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

Northwest Colorado Council of Governments

MOBILITY MANAGER

Mobility Program

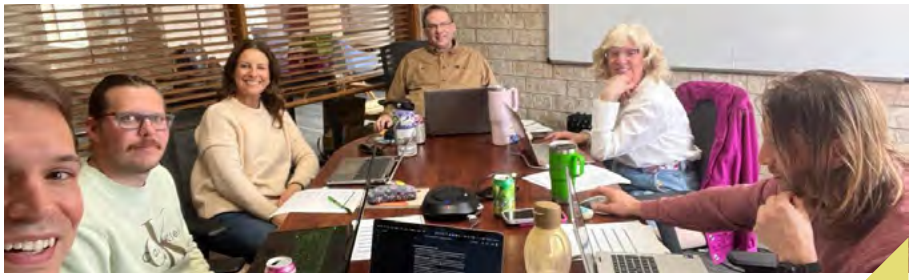
2026 Highlights

- Co-developed the Transit AI Launchpad Workshop, in which four rural transit agencies built AI tools for NTD reporting, driver scheduling, route-expansion analysis, and cost comparisons.
- Produced RTCC's first collaborative regional coordination strategy—a draft roadmap to reduce fragmentation among the region's seven county transit agencies (presented at the 2026 CASTA Fall Conference).
- Partnered with the Town of Parachute and the Colorado River Valley Economic Development Partnership on a $100,000 FTA Section 5304 planning grant for western Garfield County mobility, which (if funded) will focus on completing a feasibility study around local transportation options for those living in Parachute-Silt, with a specific focus on options for older adults and people with disabilities.
- Piloted a travel training ambassador program to help older adults and people with disabilities access transportation resources in the Roaring Fork Valley and Colorado River Valley.
- Helped plan and facilitate the first Mobility Summit at the May 2026 CASTA conference.
- Guided the CAMP grant program, partnering with four multifamily, workforce, and low-income properties across the region to install private e-bike fleets.
- **For IMTPR** supported CDOT's adoption of the IMTPR 10-Year Vision Plan
- **For NWTPR began** administration of the Northwest Transportation Planning Region in Fall 2026, bringing Grand and Routt counties more fully into the regional transportation conversation.









The Mobility Program advanced its strategic priorities and NWCCOG's regional coordination mission through transit innovation, grant development, partnership building, and reliable core program delivery in 2026. A Section 5310 grant, matched with local transit agency funding provides the core funding for this program. Matching funds increased to $67,000 from $37,000 in 2025. Managing the two Transportation Planning Regions (TPR) also provides revenues to the program.

Through hikers coming into Grand Lake from Rocky Mountain National Park using the new bus system

5310 — Regional Transportation

ACCT#		2024 ACTUAL	2025 ACTUAL	2026 BUDGET	Projected 2026 ACTUAL	2027 BUDGET
	REVENUES					
4100	FTA 5310 MOBILITY MANAGEMENT	76,760	-	126,218	80,648	83,067
4200	STATE GRANT INCOME	17,350	400,012	243,653	223,444	190,000
4520	LOCAL REVENUE - MATCH	28,000	30,000	67,000	54,000	67,000
4620	REIMBURSED EXPENSES	1,835	1,334			
4640	CARRYOVER from prior period	175,751	158,456	82,393		
4650	CARRYOVER to next period	(158,456)	-	(137,506)		
	TOTAL REVENUES	$ 141,240	$ 589,802	$ 381,758	$ 358,092	$ 340,067
	EXPENDITURES					
6110	SALARIES - Executive Director	446		-		
6112	SALARIES - Program Director		13,526	105,179	105,179	111,489
6121	SALARIES - Program Staff	80,382	65,840			
6141	SALARIES - Finance	471	-			
6210	TAXES & BENEFITS	18,284	20,663	23,130	23,130	25,570
6520	OUTSIDE CONTRACTORS	9,850	-	10,000	162,533	172,533
	SUBTOTAL - SALARIES & BENEFITS	$ 109,433	$ 100,029	$ 138,309	$ 290,842	$ 309,592
6430	LEGAL EXPENSES				544	
6610	OFFICE SUPPLIES	2,074	3,302	2,500	500	2,500
6640	POSTAGE	2	72	3	5	50
6665	MEETING EXPENSE	4,216	1,366	3,000	800	1,000
6670	INTERNET/WEBSITE	475	725	3,000	1,500	1,000
6680	DUES & SUBSCRIPTIONS	1,140	1,040	1,100	1,500	1,000
6730	TELEPHONE	300	600	600	600	1,360
6760	INSURANCE PREMIUM EXPENSE	12				
6811	VEHICLE MAINTENANCE & SUPPLIES	1,280	2,531	2,000	6,000	5,000
6830	EQUIPMENT LEASE - LONG TERM	4,669	4,579	4,669	4,669	4,800
7130	TRAVEL & MEETINGS	3,008	3,371	5,000	6,000	6,000
7150	TRAINING & TECHNICAL ASSISTANCE	2,575	6,442	3,000	3,884	5,000
	SUBTOTAL - PROGRAM EXPENDITURES	$ 19,751	$ 24,028	$ 24,872	$ 26,002	$ 27,710
6720	RENT & UTILITIES	4,336	4,553	4,689	4,689	-
7910	INDIRECT COSTS APPLIED	13,414	13,090	17,355	17,355	18,396
8000	CAPITAL OUTLAY		301,000			
7800	PASS THROUGH FUNDS		-	196,533		
9160	DEFERRED EXPENSE	(5,695)	5,695			
	SUBTOTAL - OTHER EXPENDITURES	$ 12,055	$ 324,338	$ 218,577	$ 22,044	$ 18,396
	TOTAL EXPENDITURES	$ 141,239	$ 448,395	$ 381,758	$ 338,888	$ 355,698
	NET REVENUES	**$ 1**	**$ 141,407**	**$ -**	**$ 19,204**	**$ (15,631)**

*2027 deficit is coming out of existing fund balance

*OK Jon and Becky 9/28/2026

Est. 1996

Director: ***Jon Stavney***

NWCCOG Foundation

2026 Highlights

- NWCCOG Foundation Bylaws were edited and re-adopted at the June 4th Council Meeting.
- A Donations Procedure and Donor Agreement were drafted in 2026
- ***The Foundation accepted a multi-year gift to Eagle County Public Health's Healthy Aging program, the largest ever for the foundation.***

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.





8100 — NWCCOG Foundation

ACCT #		2024 ACTUAL	2025 ACTUAL	2026 BUDGET	2026 REVISED	2027 BUDGET
	BEGINNING FUND BALANCE	22,305	12,305	12,305	12,303	13,193
	REVENUES					
4600	CONTRIBUTIONS INCOME		5,173	100,000	115,195	100,000
7010	INTEREST EARNINGS	-	6	15	10	10
	TOTAL REVENUES	$ -	$ 5,179	$ 100,015	$ 115,205	$ 100,010
	EXPENSES					
6155	BANK SERVICE CHARGES	-	120	120	120	120
	SUBTOTAL - PROGRAM EXPENSES	$ -	$ 120	$ 120	$ 120	$ 120
7320	PASS THROUGH FUNDS			99,000	99,000	99,000
8100	TRANSFER BETWEEN FUNDS		5,060		15,195	
	SUBTOTAL - OTHER EXPENSES	$ -	$ 5,060	$ 99,000	$ 114,195	$ 99,000
	TOTAL EXPENSES	$ -	$ 5,180	$ 99,120	$ 114,315	$ 99,120
	REVENUES OVER EXPENDITURES	-	(1)	895	890	890
	Transfer to NWCCOG for Cost of Administration	(10,000)				
	NET REVENUE	**(10,000)**	**(1)**	**895**	**890**	**890**
	ENDING FUND BALANCE	12,305	12,303	13,200	13,193	14,083

*The 2027 $100,000 contribution represents the second of five annual contributions supporting the Eagle County Aging Well Roadmap. A $1,000 administrative fee is deducted per the donor agreement.

*The Foundation welcomes proposals for new projects.

Est. 2013

Director: ***Anita Cameron***

Deputy Director: ***Blaine Rhoden***

Northwest Loan Fund

2026 Highlights

- After a decade as a program with one employee, a Deputy Director, Blaine Rhoden was hired in February, and was onboarded rapidly & successfully for him to cover an extended vacation for the Director in September.
- As of September, The Northwest Loan Fund approved $600,000 in loans.
- The annual in-person Loan Committee meeting was held in Grand Lake this year.
- Loans in 2026 consisted primarily of existing clients who returned for additional financing needs to support growth.







The Northwest Loan Fund (NLF) provides loans to businesses in these counties: Eagle, Garfield, Grand, Jackson, Moffat, Pitkin, Rio Blanco, Routt and Summit.

Primary funding for the NLF is Federal. Colorado Start Up, Just Transition and Colorado Forest Service Funding is also used.

8800 — Northwest Loan Fund

ACCT #		2024 ACTUAL	2025 ACTUAL	2026 BUDGET	PROJECTED 2026 ACTUAL	2027 BUDGET
4100	FEDERAL CONTRACTS	936,714	-	500,000	637,531	500,000
4251	FEDERAL CONTRACTS - ADMIN	149,874	-	82,500	96,800	80,000
4200	STATE CONTRACTS	352,000	50,000	200,000		-
4250	STATE CONTRACTS - ADMIN	17,600	2,500	8,000		-
4520	OTHER LOCAL FUNDING	62,500	-	100,000	200,000	-
4720	LOAN INTEREST REVENUE	252,170	203,659	247,914	247,034	215,448
4730	FEE INCOME	22,427	28,867	51,799	23,432	22,310
4770	LOAN RECOVERY				9,300	-
4820	BANKING INTEREST EARNINGS	27,153	28,321	29,000	23,602	27,000
	TOTAL REVENUES	$ 1,820,438	$ 313,347	$ 1,219,213	$ 1,237,699	$ 844,758
58000	*** Less CONTRACT LOAN DISBURSEMENTS**	1,114,500	203,481	800,000	637,531	500,000
	NET REVENUES	$ 705,938	$ 109,867	$ 419,213	$ 600,168	$ 344,758
6112	SALARIES - Program Director	115,635	121,417	127,235	127,235	129,658
6121	SALARIES - Deputy Director			100,000	77,708	99,750
6210	TAXES & BENEFITS	22,770	24,530	55,656	40,897	52,575
6410	CONTRACT STAFF	2,322	56,044	30,000	11,908	-
6510	OUTSIDE CONTRACT SERVICES	5,014	1,613	10,000	-	5,000
6515	LOAN ADMINISTRATOR	413	1,988	3,000	2,500	3,000
	SUBTOTAL - SALARIES & BENEFITS	$ 146,154	$ 205,590	$ 325,891	$ 260,247	$ 289,983
6610	OFFICE SUPPLIES	4,009	966	4,000	9,000	5,000
6615	LOAN LOSS RESERVE	(9,068)	114,658	-	-	-
6620	BANK CHARGES	71	161	50	450	450
6640	POSTAGE	309	302	500	400	400
6655	PROGRAM EXPENSE	2,571	3,051	5,000	8,500	5,000
6660	ADVERTISING	830	386	800	200	2,000
6665	MEETING EXPENSE	726	2,159	2,000	4,000	2,000
6680	DUES & SUBSCRIPTIONS	4,415	5,187	7,000	7,000	7,500
6730	TELEPHONE EXPENSE	1,803	1,309	3,600	3,600	4,500
6811	VEHICLE GAS/OIL/SUPPLIES	1,898	5,586	3,000	3,000	3,000
6830	EQUIPMENT LEASE-LONG TERM			2,500	4,470	4,500
6930	BAD DEBTS WRITTEN OFF			-	112,036	-
7110	PROGRAM SUPPLIES	1,288	1,420	3,000	1,000	2,000
7130	TRAVEL & MEETINGS	10,010	11,042	20,000	18,000	20,000
7320	PASS-THROUGH	130,267	112,402	110,810	133,571	133,571
	SUBTOTAL - PROGRAM EXPENDITURES	$ 149,129	$ 258,630	$ 162,260	$ 305,227	$ 189,921
6720	RENT & UTILITIES	3,331	3,497	3,602	3,602	3,710
7910	INDIRECT COSTS APPLIED	19,080	19,994	37,494	33,816	37,852
	SUBTOTAL - OTHER EXPENDITURES	$ 22,411	$ 23,491	$ 41,096	$ 37,418	$ 41,563
	TOTAL EXPENDITURES	$ 317,694	$ 487,712	$ 529,246	$ 602,892	$ 521,466
	REVENUES OVER EXPENDITURES	**$ 388,244**	**$ (377,845)**	**$ (110,033)**	**$ (2,724)**	**$ (176,708)**

REVOLVED FUND CASH PROJECTIONS	2027 BUDGET
Beginning cash	**3,023,238**
Revolved principal repayments	897,705
Cash available for new loans	3,920,944
New revolved loans	(550,000)
Ending cash	**3,370,944**

*OK Jon and Becky 9/28/2026

2027 NLF Budget Detail by Fund

Northwest Loan Fund	General Operating 8800	Revolved	CDBG-25-700	CDBG-20-630	CDBG-20-630 COVID	FOREST SERVICE	START UP COLORADO	CDBG-16-602	ALL NLF Funds Total
REVENUE									
4100 FEDERAL CONTRACTS			500,000						**500,000**
4251 FEDERAL CONTRACTS - ADMIN			80,000						**80,000**
4200 STATE CONTRACTS									**-**
4250 STATE CONTRACTS - ADMIN									**-**
4520 OTHER LOCAL FUNDING						-			**-**
4720 LOAN INTEREST INCOME - REVOLVED		96,607							**96,607**
4720 LOAN INTEREST INCOME - OTHER			45,315	26,439	24,730	11,213	7,282	3,861	**118,841**
4770 LOAN RECOVERY									**-**
4820 BANKING INTEREST EARNINGS	27,000								**27,000**
4730 FEE INCOME		9,750	10,500	500	500	500	500	60	**22,310**
TOTAL REVENUE	**27,000**	**106,357**	**635,815**	**26,939**	**25,230**	**11,713**	**7,782**	**3,921**	**844,758**
LESS CONTRACT LOAN DISBURSEMENTS			**(500,000)**						**(500,000)**
NET OPERATING REVENUE	**27,000**	**106,357**	**135,815**	**26,939**	**25,230**	**11,713**	**7,782**	**3,921**	**344,758**
EXPENDITURES									
SALARIES & BENEFITS:									
6112 PROGRAM DIRECTOR	129,658								**129,658**
6121 DEPUTY DIRECTOR	99,750								**99,750**
6210 TAXES & BENEFITS	52,575								**52,575**
6410 CONTRACT STAFF									**-**
6510 OUTSIDE CONTRACT	5,000								**5,000**
6515 LOAN ADMINISTRATOR	3,000								**3,000**
SUBTOTAL: SALARIES & BENEFITS	**289,983**			**-**		**-**		**-**	**289,983**
6610 OFFICE SUPPLIES	5,000								**5,000**
6615 LOAN LOSS RESERVE									**-**
6620 BANK CHARGES	450								**450**
6640 POSTAGE	400								**400**
6655 PROGRAM EXPENSE	5,000								**5,000**
6660 ADVERTISING	2,000								**2,000**
6665 MEETING EXPENSE	2,000								**2,000**
6680 DUES & SUBSCRIPTIONS	7,500								**7,500**
6730 TELEPHONE EXPENSE	4,500								**4,500**
6811 VEHICLE GAS/OIL/SUPPLIES	3,000								**3,000**
6830 EQUIPMENT LEASE-LONG TERM	4,500								**4,500**
6930 BAD DEBTS WRITTEN OFF									**-**
7110 PROGRAM SUPPLIES	2,000								**2,000**
7130 TRAVEL & MEETINGS	20,000								**20,000**
7320 PASS THROUGH	133,571								**133,571**
PROGRAM EXPENDITURES:									**-**
SUBTOTAL: PROGRAM EXPENDITURES	**189,921**	**-**		**-**	**-**	**-**		**-**	**189,921**
OTHER EXPENDITURES									
6720 RENT & UTILITIES	3,710								**3,710**
7910 INDIRECT COSTS APPLIED	37,852								**37,852**
SUBTOTAL: OTHER EXPENDITURES	**41,563**								**41,563**
TOTAL EXPENDITURES	**521,466**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**521,466**
NET OPERATING REVENUE OVER EXPENDITURES									**(176,708)**

**NLF operating revenues are presented net of contract loan disbursements. Lending activity and projected revolved cash balances are shown separately in the NLF budget.*



Impact Metrics

105
loans closed

$12.0m
total value of loans

278
jobs created

9
counties served

19,700
sq. miles covered

176,800
people served



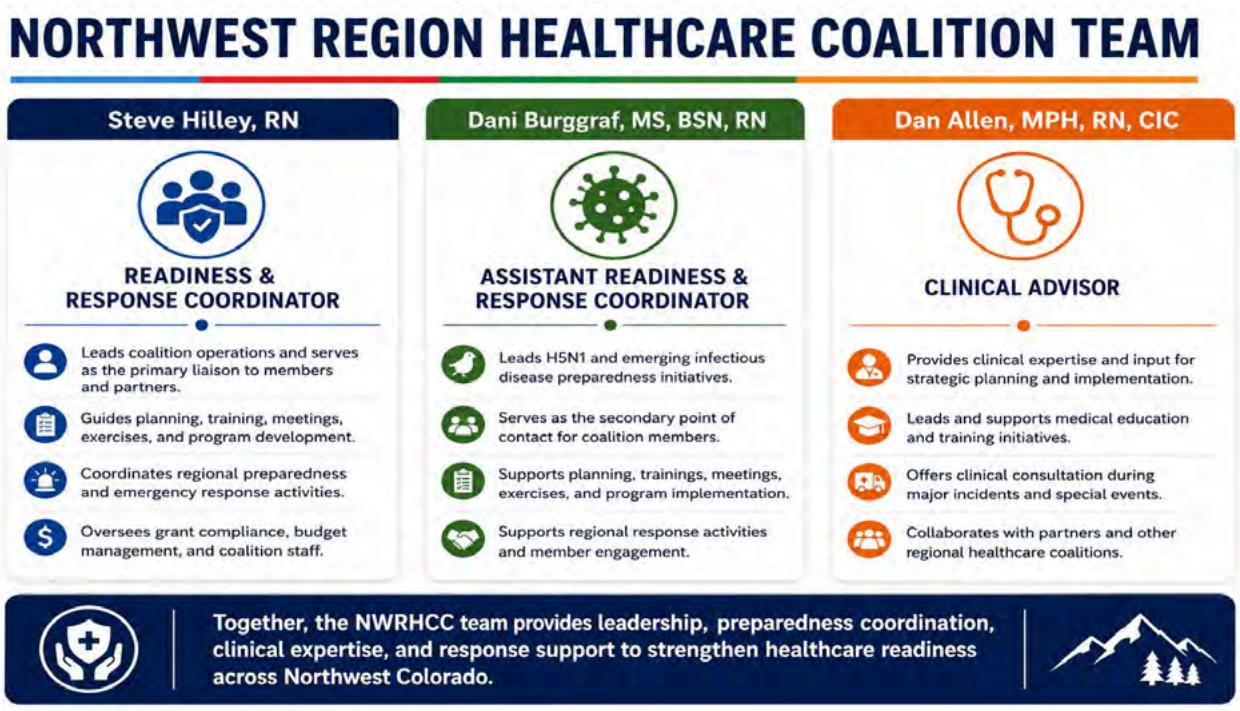
Est. 2017
Readiness & Response Coordinator: ***Steve Hilley, RN***
Assistant Readiness & Response Coordinator: ***Dani Burggraf, MS, BSN, RN***
Clinical Advisor: ***Dan Allen, MPH, RN, CIC***

Northwest Region Healthcare Coalition

2026 Highlights

- Led a regional medical surge exercise and supported partner exercises involving mass casualties, wildfire response, an active shooter scenario, and an H5N1 outbreak.
- Provided highly infectious disease PPE carts and supplies to more than 15 facilities and added ambulance decontamination equipment for regional partners.
- Advanced H5N1 and special pathogen preparedness through planning meetings, workshops, and coordination with clinical partners.
- Reviewed and developed regional plans covering medical surge, patient movement, continuity of operations, cybersecurity, and recovery.





Established in its current regional structure in 2017, the Northwest Region Healthcare Coalition (NWRHCC) coordinates healthcare emergency preparedness across Eagle, Garfield, Grand, Jackson, Mesa, Moffat, Pitkin, Rio Blanco, Routt, and Summit counties. The coalition brings together hospitals, public health, emergency medical services, emergency management, and other healthcare and community partners to plan for, respond to, and recover from emergencies. NWCCOG serves as its fiscal agent.

622x — Northwest Region Healthcare Coalition

ACCT #		2024 ACTUAL	2025 ACTUAL	2026 BUDGET	Projected 2026 ACTUAL	2027 BUDGET
	REVENUES					
4100	FEDERAL GRANT REVENUE	231,325	185,348	445,854	434,478	246,856
	TOTAL REVENUES	$ 231,325	$ 185,348	$ 445,854	$ 434,478	$ 246,856
	EXPENDITURES					
6100	SALARIES	11,133	13,139	13,696	15,146	14,272
6210	TAXES & BENEFITS		697		1,263	1,189
6410	CONTRACT STAFF	174,009	124,772	235,646	219,312	170,853
6520	OUTSIDE CONTRACT	4,000				
6560	OTHER CONTRACTOR	4,000				
	SUBTOTAL - SALARIES & BENEFITS	$ 193,142	$ 138,608	$ 249,342	$ 235,721	$ 186,314
6655	PROGRAM EXPENSE	5,746	10,214	115,665	109,731	1,000
6665	MEETING EXPENSE		692	3,000	3,174	3,800
6670	INTERNET/WEBSITE EXPENSE	148	2,486	2,886	3,029	2,058
6680	DUES & SUBSCRIPTIONS	468	7,934	7,700	9,012	8,400
7130	TRAVEL & MEETINGS	13,187	10,513	25,930	25,930	18,444
	SUBTOTAL - PROGRAM EXPENDITURES	$ 19,549	$ 31,839	$ 155,180	$ 150,876	$ 33,702
7320	PASS-THROUGH	8,500	4,000	4,000		
7910	INDIRECT	10,133	11,401	37,331	47,881	26,840
	SUBTOTAL - OTHER EXPENDITURES	$ 18,633	$ 15,401	$ 41,331	$ 47,881	$ 26,840
	TOTAL EXPENDITURES	$ 231,324	$ 185,848	$ 445,854	$ 434,478	$ 246,856
	NET REVENUE	**$ 1**	**$ (500)**	**$ -**	**$ -**	**$ -**

*OK Jon and Becky 9/28/2026

Infectious disease PPE carts and supplies provided to more than 15 facilities and region partners by NWRHCC in 2026.



Est. 1972

Executive Director: ***Jon Stavney***

Member Services

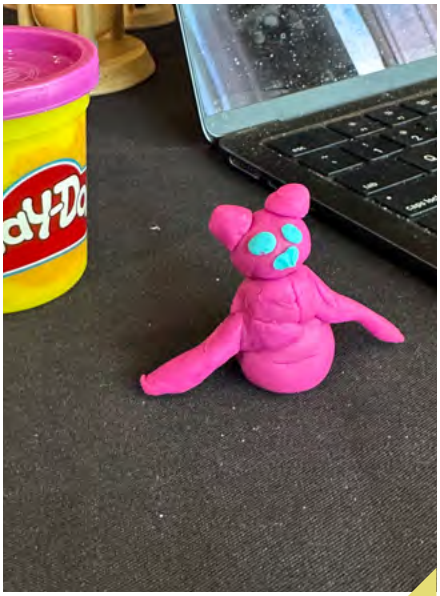
Regional Business Program

Northwest Colorado Council of Governments

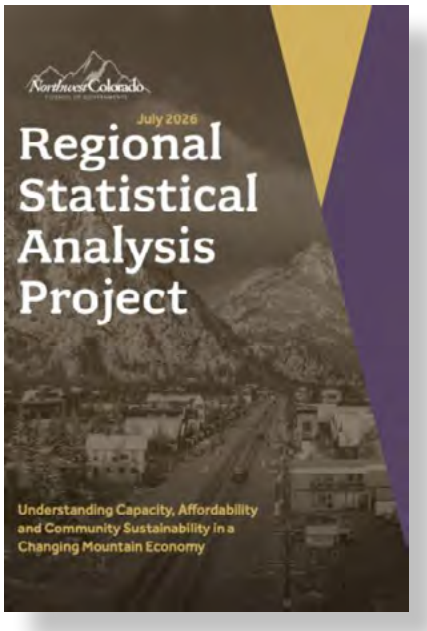
MEMBER SERVICES

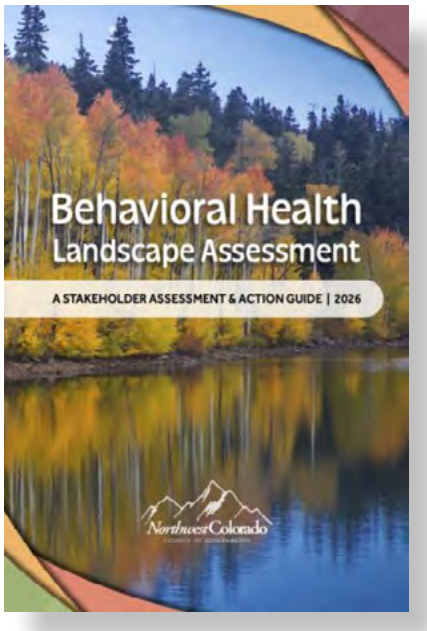
2026 Highlights

- Facilitated successful hiring process for four positions, HR Specialist, NLF Director and Admin Assistant in January/February.
- Planned and facilitated successful NWCCOG Council Retreat at the Hoffman Hotel in Basalt.
- Onboarded two AA's this year, due to a promotion of one Admin Assistant and covered the position for over 3 months while vacant.
- Assisted concept development and publication of two major reports: the Regional Statistical Analysis Project (June), and the Regional Behavioral Health Assessment (August).
- As Acting Economic Development Director throughout 2026, the ED closed out three year EDA Partnership Planning Grant, applied for and was eventually awarded PPG grant funding for April 1, 2026 – March 31, 2029. Planned and facilitated successful Regional Economic Summit on May 4th with dynamic AI Workshop.
- Drafted 5-year Comprehensive Economic Development Strategy (CEDS), facilitated the engagement process, oversaw design and submitted document to EDA.
- Assisted Fraser in new Town Manager placement
- Researched Capstone on Impact of Truck Lane Restrictions in Glenwood Canyon with I-70 Coalition as client in Spring Semester, and Graduated from CU Denver with MPA.



Regional Business (RB) is where Member Dues revenues come in and are dispersed to match other programs, cover special projects and the majority of the Executive Director position. In 2025, Broadband was brought back into RB. Expenditures derive from both positions. Attorneys, GIS, and contractors for reports are the primary Contract Staff. 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 #		2024 ACTUAL	2025 ACTUAL	2026 BUDGET	Projected 2026 ACTUAL	2027 BUDGET
	REVENUES					
4200	STATE GRANT INCOME	123,400	80,000	130,333	70,000	
4250	ADMINISTRATION		1,034	-	2,743	
4310	COUNTY PLEDGES	267,138	286,491	293,580	293,580	304,605
4320	MUNICIPAL PLEDGES	169,266	180,092	185,605	185,605	195,246
4420	SPECIAL SERVICES INCOME	32,400	36,580	37,056	36,000	36,000
4520	OTHER LOCAL FUNDING	29,000	5,000	-		10,000
4560	EXTERNAL PROGRAM	9,850	5,880	-	4,000	
4640	CARRYOVER REVENUE	5,135	54,072	-		
4650	CARRYOVER TO NEXT PERIOD	(54,072)	-	-		
4820	INTEREST INCOME	77,683	69,931	50,000	80,000	80,000
	TOTAL REVENUES	$ 659,800	$ 719,080	$ 696,574	$ 671,928	$ 625,851
	EXPENDITURES					
6110	SALARIES - Executive Director	116,999	126,140	150,998	71,566	140,051
6112	SALARIES - Broadband Director		9,428	75,288	75,653	65,448
6121	SALARIES - Communications	18,318	9,288	12,000	12,000	
6141	SALARIES - Fiscal Office			-	835	
6100	SALARIES - Supplemental Wages	14,800	31,500	-	3,750	
6210	TAXES & BENEFITS	41,597	44,350	60,150	41,614	52,631
6410	CONTRACT STAFF	95,416	126,936	34,037	46,493	36,000
6416	SULLIVAN GREEN SEAVY			6,000	10,000	6,000
	SUBTOTAL - SALARIES & BENEFITS	$ 287,130	$ 347,642	$ 338,473	$ 261,910	$ 300,130
6430	LEGAL EXPENSES	1,000				
6520	OUTSIDE CONTRACT		150	97,800	67,320	95,000
6610	OFFICE SUPPLIES	12,198	3,725	2,000	16,000	
6620	BANK SERVICE CHARGES	664	299	400	200	
6640	POSTAGE	16		-		
6650	PRINTING & PUBLICATIONS			2,000		
6660	ADVERTISING		2,090	1,000	4,000	2,000
6665	MEETING EXPENSE	671		-		
6670	INTERNET/WEBSITE	1,494	1,195	-		
6680	DUES & SUBSCRIPTIONS	2,842	2,276	2,400	2,400	3,000
6730	TELEPHONE	1,553	1,766	2,100	2,100	2,100
6760	INSURANCE PREMIUM EXPENSE		215	-	686	700
6810	VEHICLE REPAIR	1,285	1,631	1,500	1,500	
6811	VEHICLE GAS, SUPPLIES	2,890	1,960	1,500	5,500	
6830	EQUIPMENT LEASE - LONG TERM	4,669	6,668	-	14,300	12,000
7130	COUNCIL MEETINGS				18,468	5,000
7130	TRAVEL & MEETINGS	6,643	14,085	12,500	18,000	9,000
7130	WELLNESS COMMITTEE		1,767	10,000	3,000	10,000
7150	TRAINING & TECHNICAL ASSISTANCE	14,914	16,274	10,000	5,000	7,000
	SUBTOTAL - PROGRAM EXPENDITURES	$ 50,839	$ 54,101	$ 143,200	$ 158,473	$ 145,800
6720	RENT & UTILITIES	5,059	5,312	5,471	8,478	5,636
7910	INDIRECT COSTS APPLIED	24,769	29,107	37,337	25,475	33,907
7320	PASS THROUGH - MINI GRANTS	68,000	15,000	-		
7950	CASH MATCH TO PROGRAMS	224,387	240,242	197,000	196,996	222,000
	SUBTOTAL - OTHER EXPENDITURES	$ 322,215	$ 289,661	$ 239,808	$ 230,949	$ 261,543
	TOTAL EXPENDITURES	660,184	691,404	721,481	651,332	707,473
	REVENUES OVER EXPENDITURES	$ (384)	$ 27,676	$ (24,907)	$ 20,595	$ (81,622)
9130	INTERPROGRAM TRANSFERS			30,000		40,000
	NET REVENUES	**$ (384)**	**$ 27,676**	**$ 5,093**	**$ 20,595**	**$ (41,622)**

*Broadband Budget consolidated with Regional Business starting in 2026

*What was Cash Match from RB to Broadband is now shown in the Regional Business budget. Total impact is ($92,000), which is incoprorated into the total budget as expenditures.

*OK Jon and Becky 9/28/2026

Est. 2018

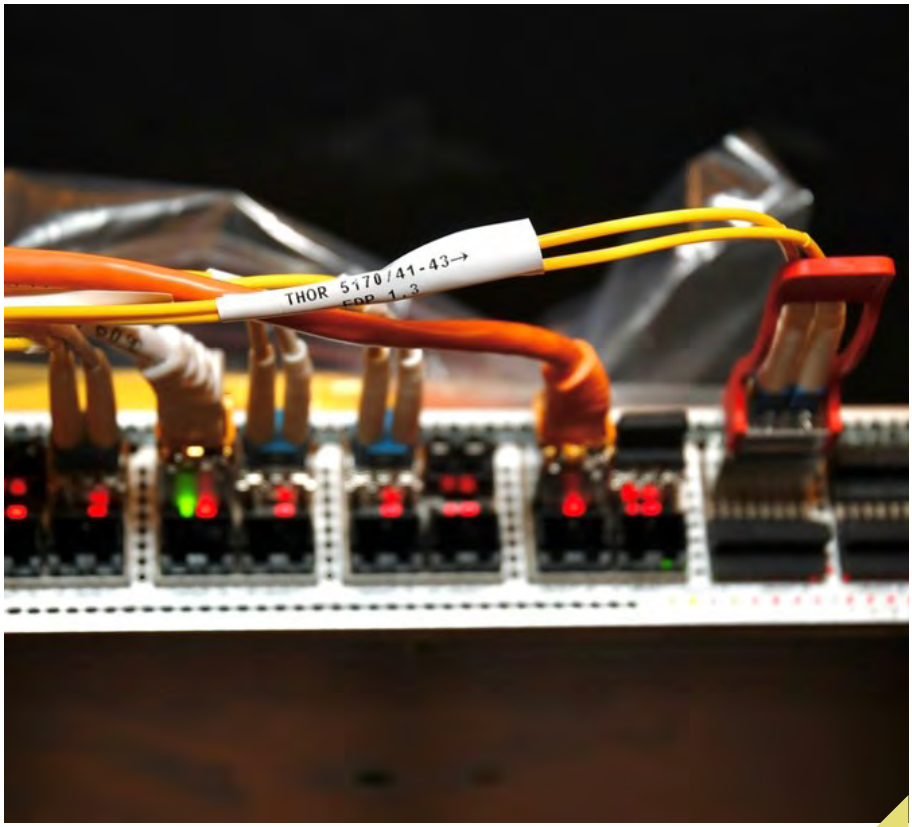
Director: ***Nate Walowitz***

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***

Project THOR

2026 Highlights

- NWCCOG worked closely with the Colorado Broadband Office in development of the state Middle Mile plan.
- This was Project THOR's first full year since an equipment upgrade operating as a fully mesh network with increased reliability, performance and availability of network connections.
- This fall marks the first period in over 12 years without grant funding support from DOLA for the Director position, which the program absorbed due to Project THOR's budget's growing capacity to pay for a full time Director position, eventually replacing the match from NWCCOG's member dues.
- NWCCOG continues to engage Project THOR Stakeholders in future plans, partnering in operations and addressing opportunities.



- 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.
- 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: Governor's Office of Information Technology Broadband Program Office, CDOT Intelligent Transportation Systems (ITS) & Network Services.

1300 — Project THOR

ACCT #		2024 ACTUAL	2025 ACTUAL	2026 BUDGET	Projected 2026 ACTUAL	2027 BUDGET
	BEGINNING FUND BALANCE	52,770	92,797	223,989	223,987	377,447
	REVENUES					
4200	FEDERAL GRANT REVENUE	40,978				
4100	STATE GRANT REVENUE	256,930				
4360	MEET ME CENTER (MMC)	1,108,877	1,252,709	1,376,744	1,376,744	1,461,650
4520	OTHER LOCAL FUNDING	294,352	540,968	161,600	161,600	161,600
	TOTAL REVENUES	$ 1,701,137	$ 1,793,677	$ 1,538,344	$ 1,538,344	$ 1,623,250
	EXPENDITURES					
6112	SALARIES - Program Director		28,453	123,886	123,886	153,272
6141	SALARIES - Administration	8,080	21,210			
6210	TAXES & BENEFITS	5,000	12,416	29,547	29,547	31,024
	SUBTOTAL - SALARIES & BENEFITS	$ 13,080	$ 62,079	$ 153,433	$ 153,433	$ 184,296
7510	CIRCUIT COSTS	1,046,777	1,093,098	998,100	953,875	1,015,258
7530	FIBER LEASE (IRU)	208,459				0
7540	NETWORK OPERATOR FEE	81,250	85,750	92,400	92,400	92,400
7570	NETWORK EQUIPMENT SUPPORT	42,019		26,000	117,318	42,000
	SUBTOTAL - MONTHLY RECURRING COSTS	$ 1,378,505	$ 1,178,848	$ 1,116,500	$ 1,163,593	$ 1,149,658
7520	THOR NON-RECURRING COST	34,467	5,685		14,735	20,000
7550	NETWORK OPERATION EQUIP.	203,501	413,748		23,180	50,000
7560	NETWORK OPERATIONS LICENSES		1,686		-	0
6430	LEGAL EXPENSE				-	2,000
6655	PROGRAM EXPENSE			1,000	500	1,000
6730	TELEPHONE EXPENSE			500	250	510
6740	REPAIR & MAINTENANCE	369			-	0
6811	VEHICLE GAS/OIL/SUPPLIES			1,500	750	1,200
6830	EQUIPMENT LEASE - LONG TERM			5,000	2,500	5,150
6840	TOOL & EQUIPMENT				-	
7130	TRAVEL & MEETINGS	20	439	3,000	4,000	6,000
9180	FRAUD EXPENSE	31,168		-		
	SUBTOTAL - TOTAL CAPITAL & NRC's	$ 269,525	$ 421,558	$ 11,000	$ 45,915	$ 85,860
6720	RENT, UTILITIES & STORAGE			3,007	1,504	3,098
7910	INDIRECT COSTS APPLIED			20,441	20,441	25,290
	SUBTOTAL - OTHER EXPENDITURES	$ -	$ -	$ 23,448	$ 21,945	$ 28,388
	TOTAL EXPENDITURES	$ 1,661,110	$ 1,662,485	$ 1,304,381	$ 1,384,885	$ 1,448,201
	REVENUES OVER EXPENDITURES	$ 40,027	$ 131,192	$ 233,963	$ 153,459	$ 175,049
	ENDING FUND BALANCE	92,797	223,989	457,952	377,447	552,495

*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 70% of Broadband Director's salary + fringe is included in THOR budget in 2027, to be increased towards full funding through 2030.

5 Year Projections

SUMMARY

	2024	2025	2026-Budget	2026-Project	2027	2028	2029	2030	2031
Fund Balance - Begin	52,770	92,796	223,987	223,987	377,447	552,495	716,936	912,944	854,203
Total Revenues	1,701,138	1,793,676	1,538,344	1,538,344	1,623,250	1,721,680	1,846,869	1,967,108	2,111,669
Total Expenses	1,661,111	1,662,485	1,304,381	1,384,885	1,448,201	1,557,240	1,650,861	2,025,849	1,783,226
Fund Balance - End	92,796	223,987	457,951	377,447	552,495	716,936	912,944	854,203	1,182,647

2027 5-YEAR BUDGET

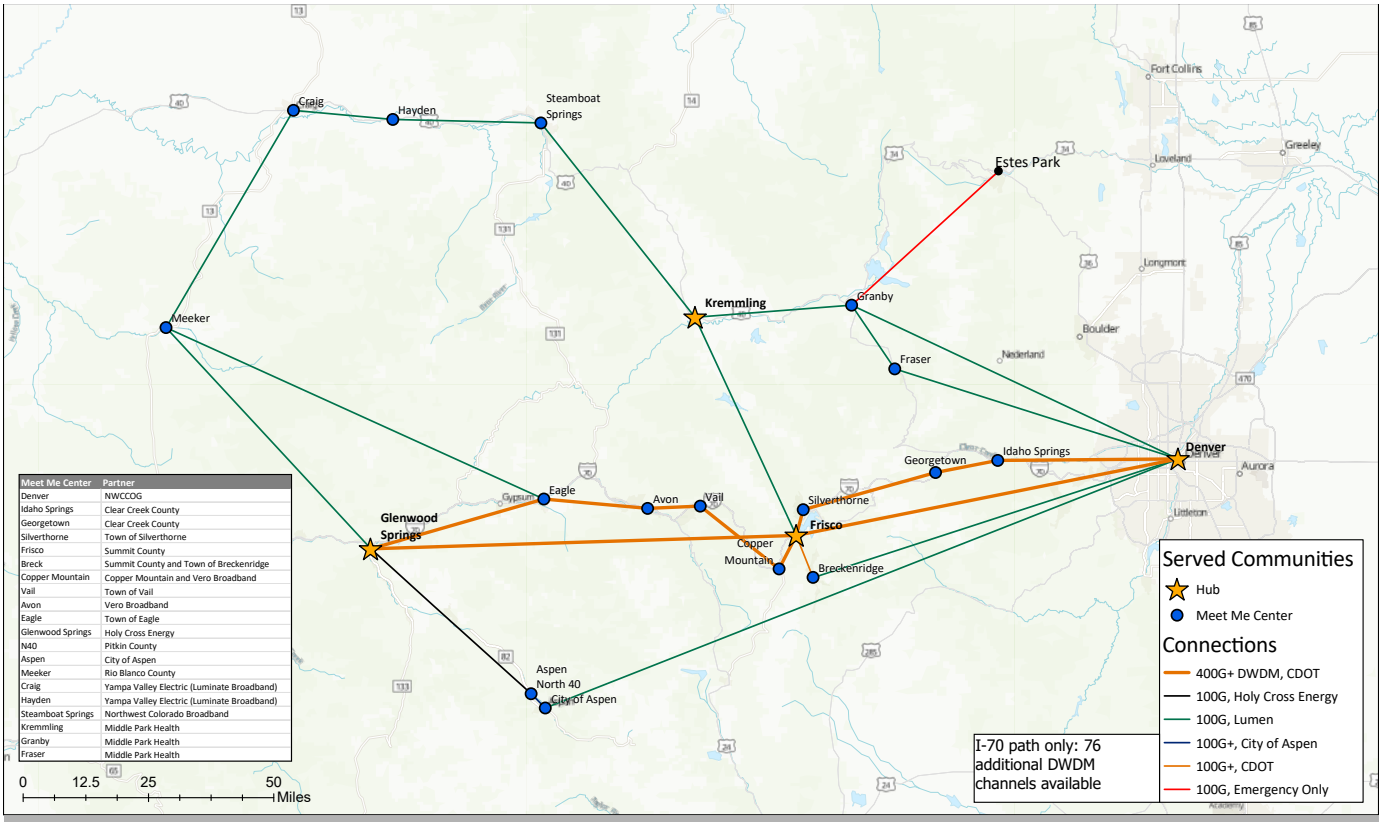
ACCT #		2024 ACTUAL	2025 ACTUAL	2026 BUDGET	2026 REVISED	2027 BUDGET	2028 FORECAST	2029 FORECAST	2030 FORECAST	2031 FORECAST
	FUND BALANCE - BEGIN	52,770	92,796	223,987	223,987	377,447	552,495	716,936	912,944	854,203
	REVENUES									
4200	FEDERAL GRANT INCOME	40,978								
4100	STATE GRANT INCOME	256,930								
4360	MEET ME CENTER (MMC)	1,108,878	1,252,708	1,376,744	1,376,744	1,461,650	1,560,080	1,685,269	1,805,508	1,950,069
4510	NON-MMC SERVICE FEES	294,352	540,968	161,600	161,600	161,600	161,600	161,600	161,600	161,600
	TOTAL REVENUES	$ 1,701,138	$ 1,793,676	$ 1,538,344	$ 1,538,344	$ 1,623,250	$ 1,721,680	$ 1,846,869	$ 1,967,108	$ 2,111,669
	EXPENDITURES									
7510	CIRCUIT COSTS	1,046,777	1,093,098	998,100	953,875	1,015,258	1,060,582	1,078,711	1,096,841	1,124,035
7530	FIBER LEASE (IRU)	208,459	-	-		-	-	-	257,324	-
7540	NETWORK OPERATOR FEE	81,250	85,750	92,400	92,400	92,400	92,400	92,400	92,400	92,400
7570	NETWORK EQUIPMENT SUPPORT	42,019	-	26,000	117,318	42,000	43,260	44,558	45,895	45,895
	SUBTOTAL - MONTHLY RECURRING COSTS	$ 1,378,505	$ 1,178,848	$ 1,116,500	$ 1,163,593	$ 1,149,658	$ 1,196,242	$ 1,215,669	$ 1,492,459	$ 1,262,330
7520	NON-RECURRING COST	34,467	5,685	-	14,735	20,000	20,000	20,000	20,000	30,000
7550	NETWORK OPERATION EQUIPMENT	203,501	413,748	-	23,180	50,000	95,000	105,000	145,000	150,000
7560	NETWORK OPERATIONS LICENSES	-	1,686	-		-	-	37,500	37,500	-
6430	LEGAL EXPENSE	-		-		2,000	4,500	4,500	4,500	4,500
6655	PROGRAM EXPENSE	-	-	1,000	500	1,000	1,000	1,000	1,000	1,000
6720	RENT, UTILITIES & STORAGE			3,007	1,504	3,098	3,191	3,286	3,385	3,487
6730	TELEPHONE EXPENSE			500	250	510	520	531	541	552
6740	EQUIPMENT MAINTENANCE	369	-	-			-	-	-	-
6811	VEHICLE GAS/OIL/SUPPLIES			1,500	750	1,200	1,700	1,800	1,900	1,900
6830	EQUIPMENT LEASE - LONG TERM			5,000	2,500	5,150	5,305	5,464	5,628	5,796
7130	TRAVEL & MEETINGS	20	439	3,000	4,000	6,000	6,180	6,365	6,556	6,753
9180	FRAUD EXPENSE	31,169								
	SUBTOTAL - CAPITAL & NRC's	$ 269,526	$ 421,558	$ 14,007	$ 47,418	$ 88,958	$ 137,395	$ 185,446	$ 226,010	$ 203,988
6112	PROGRAM DIRECTOR	-	28,453	123,886	123,886	153,272	158,023	176,499	217,229	223,963
6141	PROGRAM ADMIN	8,080	21,210	-	-	-	-	-	-	-
6210	TAXES & BENEFITS	5,000	12,416	29,547	29,547	31,024	39,506	44,125	54,307	55,991
7910	INDIRECT	-		20,441	20,441	25,290	26,074	29,122	35,843	36,954
	SUBTOTAL - SALARIES & BENEFITS	$ 13,080	$ 62,079	$ 173,874	$ 173,874	$ 209,586	$ 223,603	$ 249,745	$ 307,379	$ 316,908
	TOTAL EXPENSES	$ 1,661,111	$ 1,662,485	$ 1,304,381	$ 1,384,885	$ 1,448,201	$ 1,557,240	$ 1,650,861	$ 2,025,849	$ 1,783,226
	REVENUES OVER EXPENDITURES	**$ 40,026**	**$ 131,191**	**$ 233,963**	**$ 153,459**	**$ 175,049**	**$ 164,440**	**$ 196,008**	**$ (58,740)**	**$ 328,443**
	FUND BALANCE - END	92,796	223,987	457,951	377,447	552,495	716,936	912,944	854,203	1,182,647

ANNUAL RESERVE FUND CONTRIBUTIONS

CONTINGENCY	40,026	39,924	49,905	49,905	58,843	61,109	62,016	62,922	64,282
EQUIPMENT MAINTENANCE & UPGRADE	-	24,000	36,000	17,348	24,000	30,000	36,000	42,000	36,000
LEGAL EXPENSE	-	9,000	9,000		6,000	9,000	9,000	9,000	6,000
CONTRACT RENEWAL	-	58,267	139,058	86,206	86,206	64,331	126,493	122,162	222,162
TOTAL FUND CONTRIBUTIONS	**40,026**	**131,191**	**233,963**	**153,459**	**175,049**	**164,440**	**233,508**	**236,084**	**328,443**

RESERVE FUND ENDING BALANCES

CONTINGENCY	92,796	132,720	182,625	182,625	241,468	302,577	364,593	427,515	491,797
EQUIPMENT MAINTENANCE & UPGRADES	-	24,000	60,000	41,348	65,348	95,348	131,348	173,348	209,348
LEGAL EXPENSE	-	9,000	18,000	9,000	15,000	24,000	33,000	42,000	48,000
CONTRACT RENEWAL	-	58,267	197,325	144,473	230,679	295,010	384,003	211,340	433,502
FUND BALANCE - END	**92,796**	**223,987**	**457,950**	**377,447**	**552,495**	**716,936**	**912,944**	**854,203**	**1,182,647**



Meet Me Center	Partner
Denver	NWCCOG
Idaho Springs	Clear Creek County
Georgetown	Clear Creek County
Silverthorne	Town of Silverthorne
Frisco	Summit County
Breck	Summit County and Town of Breckenridge
Copper Mountain	Copper Mountain and Vero Broadband
Vail	Town of Vail
Avon	Vero Broadband
Eagle	Town of Eagle
Glenwood Springs	Holy Cross Energy
N40	Pitkin County
Aspen	City of Aspen
Meeker	Rio Blanco County
Craig	Yampa Valley Electric (Luminate Broadband)
Hayden	Yampa Valley Electric (Luminate Broadband)
Steamboat Springs	Northwest Colorado Broadband
Kremmling	Middle Park Health
Granby	Middle Park Health
Fraser	Middle Park Health

Project THOR Network Map

Date Exported: January 24, 2025

Est. 1978

Director: ***Erin Fisher***

# of Employees: ***4***

Vintage

Area Agency on Aging

SERVICES FOR AGING WELL IN COLORADO

2026 Highlights

- Rated Excellent or Good in SFY 25-26 by Ninety-Eight percent of registered clients rate Vintage's services as .
- Provided five Community Conversations to gather local input for the Four-Year Area Plan, including one in Spanish.
- Cultivated, taught and managed 13 volunteers who provided 717 Medicare Sessions during Open Enrollment - Jonnah Glassman, SHIP Medicare and Volunteer Coordinator.
- Received CIRSA Safety Champion Award - Tina Strang, Vintage Long Term Care Regional Ombudsman,
- Received a Compliance free State Unit on Aging annual evaluation - The Vintage Program
- Expanded Spanish-language outreach and programming increased Vintage's visibility, strengthened trust with Hispanic residents, and targeted outreach boosted referrals from hospitals and community partners.
- Received her MS in Clinical Mental Health Counseling from Walden University - Amanda Rens-Moon, Vintage Business Operations Manager.







Vintage, the local Area Agency on Aging (AAA), is a regional agency designated by the state to administer federal, state, and local funding to meet the needs of older adults in the community. The AAA provides programs and services to older adults and caregivers directly and 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).

3000x — Vintage | Area Agency on Aging

ACCT #		2024 ACTUAL	2025 ACTUAL	2026 BUDGET	Projected 2026 ACTUAL	2027 BUDGET
	REVENUES					
4100	FEDERAL CONTRACT REVENUE	902,628	630,040	1,061,823	905,753	865,600
4120	FEDERAL REVENUE - USDA/NSIP	16,462	20,156	15,000	22,100	20,000
4200	STATE CONTRACTS REVENUE	923,096	810,813	772,170	783,552	789,887
4200	HCPF LOW INCOME DENTAL GRANT	8,992	-	-	0	0
4210	STATE CASH MATCH		-	4,346	2,543	4,458
4630	LOCAL CASH MATCH - NWCCOG	59,790	73,246	110,000	110,000	110,000
4400	FOUNDATIONS & TRUSTS		5,000	53,800	99,901	99,901
4640	CARRYOVER from prior period	282,668	286,985			
4650	CARRYOVER to next period	(286,985)	-			
	TOTAL REVENUES	$ 1,906,651	$ 1,826,240	$ 2,017,139	$ 1,923,849	$ 1,889,846
	EXPENDITURES					
6112	SALARIES - Program Director	115,406	136,897	127,235	127,235	134,869
6121	SALARIES - Program Staff	295,983	294,565	344,947	344,947	365,661
6131	SALARIES - Office	-	(12)	-		0
6141	SALARIES - Finance	1,509	729	1,200		0
6210	TAXES & BENEFITS	138,828	152,811	189,877	189,877	184,176
	SUBTOTAL - SALARIES & BENEFITS	$ 551,726	$ 584,991	$ 663,259	$ 662,059	$ 684,706
6311	BACKGROUND CHECK		-	150	150	150
6610	OFFICE SUPPLIES	1,796	1,124	5,000	6,000	5,000
6620	BANK CHARGES	164	60	240	240	0
6640	POSTAGE	378	517	600	600	0
6650	PRINTING	422	301	100	100	0
6655	PROGRAM EXPENSE	-	5,963	-		0
6660	ADVERTISING	500	-	5,000	500	2,000
6665	MEETING EXPENSE	69	236	-		0
6670	INTERNET/WEBSITE	36,832	39,411	43,000	43,000	43,000
6680	DUES & SUBSCRIPTIONS	3,363	2,857	3,000	3,000	3,000
6730	TELEPHONE	1,987	1,335	1,600	1,600	1,600
6800	EQUIPMENT REPAIR/MAINT/SUPPLY		1,500			0
6810	VEHICLE REPAIR	2,368	2,324	3,000	3,000	3,000
6811	VEHICLE GAS/OIL/SUPPLIES	2,558	1,878	2,500	3,500	3,500
7110	PROGRAM SUPPLIES	3,324	1,432	2,500	3,500	4,000
7130	TRAVEL & MEETINGS	4,764	6,694	13,000	10,000	7,000
7150	TRAINING & TECHNICAL ASSISTANCE	5,396	3,871	5,000	5,000	4,500
7311	PURCHASED FOOD	1,045	202	100	100	100
7312	RAC TRAVEL/MEETINGS	1,008	6,369	5,000	2,000	1,000
7316	SB-290 GRANTEES	13,064	-	-		0
7320	OLDER ADULT PROGRAMS	1,172,766	764,053	727,919	1,156,738	1,195,010
7321	PASS THRU NSIP - SUBCONTRACTORS	16,462	20,156	15,000	22,100	20,000
7340	DIRECT SERVICES DELIVERY		-	428,819		0
	SUBTOTAL - PROGRAM EXPENDITURES	$ 1,268,266	$ 860,283	$ 1,261,528	$ 1,261,128	$ 1,292,860
6720	RENT	23,769	16,332	14,441	17,876	9,591
7910	INDIRECT COSTS APPLIED	68,128	71,318	77,910	77,910	82,587

3000x — Vintage | Area Agency on Aging (continued)

ACCT #		2024 ACTUAL	2025 ACTUAL	2026 BUDGET	Projected 2026 ACTUAL	2027 BUDGET
9140	DEFERRED EXPENSE - PRIOR PERIOD	3,693	-	-		0
9160	DEFERRED EXPENSE	(6,656)	6,656	-		0
	SUBTOTAL - OTHER EXPENDITURES	$ 88,934	$ 94,306	$ 92,351	$ 95,786	$ 92,178
	TOTAL EXPENDITURES	$ 1,908,927	$ 1,539,580	$ 2,017,139	$ 2,018,973	$ 2,069,744
	REVENUES OVER EXPENDITURES	**$ (2,276)**	**$ 286,661**	**$ 0**	**$ (95,125)**	**$ (179,898)**

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

*Loss in 2027 is due to loss of funding flexibility and ability to use carryover between fiscal years. Deficit will be covered by fund balance built by NWCCOG match.

*Vintage receives $110,000 annually from Regional Business in matching funds

PROGRAM FUND PROJECTIONS	2027 BUDGET
Beginning balance	**366,752**
2027 Net	(179,898)
Ending balance	**186,854**



2025 Impact

128,068
Total number of service units provided

32,985
people 60+ in Vintage's Region

793
Unbiased Medicare Counseling Sessions

2,081
Caregiver Hours

59,638
Information & Referral Contacts



Est. 1979

Directors: ***Ashley Bembenek, Kristin Green, and Torie Jarvis***

Watershed Services

2026 Highlights

- 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.
- An update that WS initiated 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 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).



Watershed Services (WS) and QQ are staffed by the same contractors. 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 #		2024 ACTUAL	2025 ACTUAL	2026 BUDGET	Projected 2026 ACTUAL	2027 BUDGET
	BEGINNING FUND BALANCE	19,620	51,900	55,116	55,116	29,573
	REVENUES					
4100	FEDERAL CONTRACT - 208	23,079	40,226	44,400	44,400	27,400
4100	FEDERAL CONTRACT - Power Authority Funds	12,619	37,881	-		
4251	ADMIN - Federal Funds		2,338			
4520	LOCAL REVENUE - Molybdenum Hearing	15,580		-		
4520	LOCAL REVENUE - Temperature Project		25,000	48,500		
4630	LOCAL REVENUE - NWCCOG Matching	6,996	6,996	6,996	6,996	6,996
4640	CARRYOVER - From Prior Period	30,551				
	TOTAL REVENUES	$ 88,825	$ 112,441	$ 99,896	$ 51,396	$ 34,396
	EXPENDITURES					
6410	CONTRACT STAFF	54,789	61,339	44,400	65,196	29,208
6520	OUTSIDE CONTRACT SERVICES	28,263	17,665	48,500	9,815	10,000
	SUBTOTAL - SALARIES & BENEFITS	$ 83,052	$ 79,004	$ 92,900	$ 75,011	$ 39,208
6120	DUES & SUBSCRIPTIONS					
6620	BANK CHARGES		30			
7130	TRAVEL & MEETINGS			6,900		3,200
	SUBTOTAL - PROGRAM EXPENDITURES	$ -	$ 30	$ 6,900	$ -	$ 3,200
7910	INDIRECT COSTS APPLIED	1,814	1,870	1,928	1,928	1,988
9160	DEFERRED EXPENSE	(28,321)	28,321			
	SUBTOTAL - OTHER EXPENDITURES	$ (26,507)	$ 30,191	$ 1,928	$ 1,928	$ 1,988
	TOTAL EXPENDITURES	$ 56,545	$ 109,225	$ 101,728	$ 76,939	$ 44,396
	REVENUES OVER EXPENDITURES	**$ 32,280**	**$ 3,216**	**$ (1,832)**	**$ (25,543)**	**$ (10,000)**
	ENDING FUND BALANCE	**51,900**	**55,116**	**53,284**	**29,573**	**19,573**

*Watershed Services expects to fully expend its 604(b) grant and NWCCOG match in 2026, along with approximately $25,543 of fund balance.
*Fund balance will support completion of the 208 Plan update and legal analysis related to the Wild Horse Reservoir Dredge and Fill application.
*OK Jon and Becky 9/28/2026

Policy Advisory and Member Services: ***Kristin Green***
Watershed Services: ***Ashley Bembenek***
Counsel: ***Barbara Green and Torie Jarvis***

Water Quality/ Quantity Committee (QQ)

2026 Highlights

- Released the report Headwaters Counties: A Water Economy and shared findings with stakeholders statewide. Design and promotion of the report was supported by NWCCOG.
- Formed a workgroup to address statewide temperature compliance issues. The workgroup was proposed and selected through the Water Quality Forum.
- Reached an agreement with local, regional, and federal partners to improve clarity in the three lakes system - Grand Lake, Shadow Mountain Reservoir, and Granby Reservoir. Clarity in Grand Lake has suffered as a result of Colorado Big Thompson project operations.
- Supported Watershed Services in finalizing the NWCCOG Regional Water Quality Management Plan, which was previously updated in 2012.
- Added Kristin Green to the QQ consultant team as a policy and member services director, allowing for increased capacity and member engagement.
- Continued legislative monitoring and advocacy.
- Participated in federal rulemaking and decision-making processes, including commenting on changes to the Clean Water Act and updates to Colorado River operation guidelines.



Nina Waters QQ Chair and NWCCOG Treasurer



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 #		2024 ACTUAL	2025 ACTUAL	2026 BUDGET	Projected 2026 ACTUAL	2027 BUDGET
	LEGAL DEFENSE FUND	100,000	100,000	123,562	123,562	279,972
	BEGINNING FUND BALANCE (UNRESTRICTED)	78,484	83,651	103,454	103,454	148,656
	REVENUES					
4200	STATE GRANT INCOME	49,393	60,746		75,055	
4310	COUNTY PLEDGES	117,541	121,667	125,317	126,007	131,797
4320	MUNICIPAL PLEDGES	49,815	52,067	53,931	55,191	58,868
4330	ASSOCIATE MEMBER PLEDGES	5,906	6,209	6,395	6,545	6,997
4350	WATER & SAN. DIST. PLEDGES	12,404	13,172	13,567	14,047	15,249
4510	OTHER LOCAL FUNDING	22,546	10,000		29,936	
4535	MEETING REGISTRATION	1,700	25	2,580		
4820	INTEREST INCOME	6,547	5,604	6,500	7,326	7,000
4640	CARRYOVER - From Prior Period	8,312				
	TOTAL REVENUES	$ 274,164	$ 269,490	$ 208,290	$ 314,106	$ 219,911
	EXPENDITURES					
6410	QQ CONTRACT STAFF	159,032	138,680	165,000	175,000	165,000
6520	OUTSIDE CONTRACT	83,041	99,288	6,222	107,000	
	SUBTOTAL - SALARIES & BENEFITS	$ 242,073	$ 237,968	171,222	282,000	165,000
6640	POSTAGE	10	-	50	0	0
6650	PRINTING		107	0	1,866	0
6665	MEETING EXPENSE	3,796	3,172	2,580	3,380	3,050
6680	DUES & SUBSCRIPTIONS	3,651	2,323	2,600	2,820	3,000
7130	TRAVEL & MEETINGS	5,037	6,098	10,000	13,500	12,000
	SUBTOTAL - PROGRAM EXPENDITURES	$ 12,494	$ 11,700	15,230	21,566	18,050
7610	INDIRECT COSTS APPLIED	14,430	14,877	15,338	15,338	15,813
	SUBTOTAL - OTHER EXPENDITURES	$ 14,430	$ 14,877	15,338	15,338	15,813
	TOTAL EXPENDITURES	$ 268,997	$ 264,545	201,790	318,904	198,863
	REVENUES OVER EXPENDITURES	**$ 5,167**	**$ 4,945**	**6,500**	**(4,798)**	**21,048**
	INTERPROGRAM TRANSFERS			200,000	200,000	
	LEGAL DEFENSE FUND	100,000	100,000	288,562	279,972	279,972
	ENDING FUND BALANCE (UNRESTRICTED)	83,651	88,596	109,954	148,656	169,704

*2026 budget includes contribution of $150,000 to Legal Defense Fund and $50,000 to unrestricted reserve fund. These transfers were made from NWCCOG ColoTrust Reserves

*OK Jon and Becky 9/28/2026

5110 — Wild & Scenic

ACCT #	ACCOUNT NAME	2024 ACTUAL	2025 ACTUAL	2026 BUDGET	Projected 2026 ACTUAL	2027 BUDGET
	BEGINNING FUND BALANCE	$ 30,465	$ 42,933	$ 39,654	39,654	$ (0)
	REVENUES					
4200	STATE GRANT INCOME	149,079	61,077	135,000	135,000	52,000
4250	ADMIN - STATE FUNDS	7,454	3,054	6,750	6,750	2,600
4330	ASSOCIATE MEMBER PLEDGES	20,000	19,667	21,600	21,600	
4400	FOUNDATION & TRUST		60	50	63	
4640	CARRYOVER REVENUE	9,807				
	TOTAL REVENUES	$ 186,340	$ 83,858	$ 163,400	$ 163,413	$ 54,600
	EXPENDITURES					
6520	OUTSIDE CONTRACT	163,985	82,089	135,000	135,000	50,750
	SUBTOTAL - SALARIES & BENEFITS	$ 163,985	$ 82,089	$ 135,000	$ 135,000	$ 50,750
7130	TRAVEL & MEETINGS	37		-		
	SUBTOTAL - PROGRAM EXPENDITURES	$ 37	$ -	$ -	$ -	$ -
7920	ADMINISTRATION EXPENSE	9,850	5,048	6,750	3,244	1,250
9140	DEFERRED EXPENSE - From Prior Period					
	SUBTOTAL - OTHER EXPENDITURES	$ 9,850	$ 5,048	$ 6,750	$ 3,244	$ 1,250
	TOTAL EXPENDITURES	$ 173,872	$ 87,137	$ 141,750	$ 138,244	$ 52,000
	REVENUES OVER EXPENDITURES	$ 12,468	$ (3,279)	$ 21,650	$ 25,169	$ 2,600
	TRANSFERS OUT				(64,823)	
	FUND BALANCE - ENDING	$ 42,933	$ 39,654	$ 61,304	$ (0)	$ -

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

*After current purchase orders are fully expended, NWCCOG will no longer serve as fiscal agent for the Upper Colorado W&S

*2,600 in administrative income will be retained by NWCCOG after the program is closed.



Council Retreat Key Takeaways:

Five themes emerged from the retreat sessions:

1. **Improving Council Meetings** — by adopting a consent agenda for routine business, routing draft agendas to officers before the packet goes out (input on consent items, time durations, ordering, proposed presentations), keeping quick member updates, and adding periodic deeper-dive member spotlight presentations. A memo of tactics was shared at the retreat and will be implemented at future meetings.
2. **Strengthening NWCCOG's Convener Role** — by piloting sub-regional, topic-driven meetings that surface local issues and feed them back to the full Council. The afternoon discussion settled on letting the subject matter define the group rather than starting from fixed geography, then determining who should be in the room. Sub-regional formats were also seen as a way to bring in communities like Jackson, North Park, and Grand more comfortably. Potential topics raised: airports/FAA/PUC, workforce, business roundtables, public engagement, and next-generation leadership.

Five priorities for 2027:

1. Better Council Meetings
2. A Stronger Convener Role
3. Visible Value
4. Regional Economic Development
5. Executive Director Capacity

3. **Demonstrating Value to Member Communities** — by developing program report cards and clearer impact summaries so members can see where shared services save local governments time and money. The recurring theme across the afternoon: attendance follows relevance. Members show up for regional topics, strong presenters, visible impact, and local subject-matter experts.
4. **Defining the Regional Economic Development Role** — Council and the Executive Committee were asked to give direction on scope and staffing: where ED staffing is missing across the region, what work could be regionalized or delegated to a regional ED role, whether cost-sharing models fit, and whether the program could grow entrepreneurially the way the Energy Program has. A survey of local ED stakeholders and business owners was suggested. Ask of members: help surface ED and workforce gaps locally.
5. **The Executive Director Role** — Four areas will shape the Executive Director's capacity in 2027:
    - **Dual Coverage:** Through 2026, the Executive Director also served as acting Economic Development Director. This improved the budget and moved necessary activities forward (annual summit, grant closeout and submittal, CEDS drafting), but did not allow either role to be performed optimally. Deciding how to manage the Economic Development District (EDD) while balancing the 2027 Regional Business and Indirect budgets will be important to defining 2027 capacity for NWCCOG leadership.
    - **Delegating Major Scopes:** Adding a Human Resources position to complement the Finance Office strengthens capacity and distributes the knowledge required to operate the organization beyond the Executive Director position. While 2027 does not appear to allow for another position (e.g., Deputy Director or Research Assistant), Council would like to plan for one in future years.
    - **Communications Role:** Communications is a central external role for the Executive Director. The Executive Director managed three major publications this year (two reports and the CEDS), all central to member interests. Internal support for newsletter publication is ending in September. An analysis of the full body of From the Directors' Desk columns produced a writers' guide and a categorization of themes to reduce occasionally divisive content.
    - **Strategic Planning, Greater Involvement of Executive Committee and Council:** Outcomes from the Council retreat pointed to aligning some strategic priorities to increase member engagement and participation. This is a key role shared by staff leadership and the Officers.

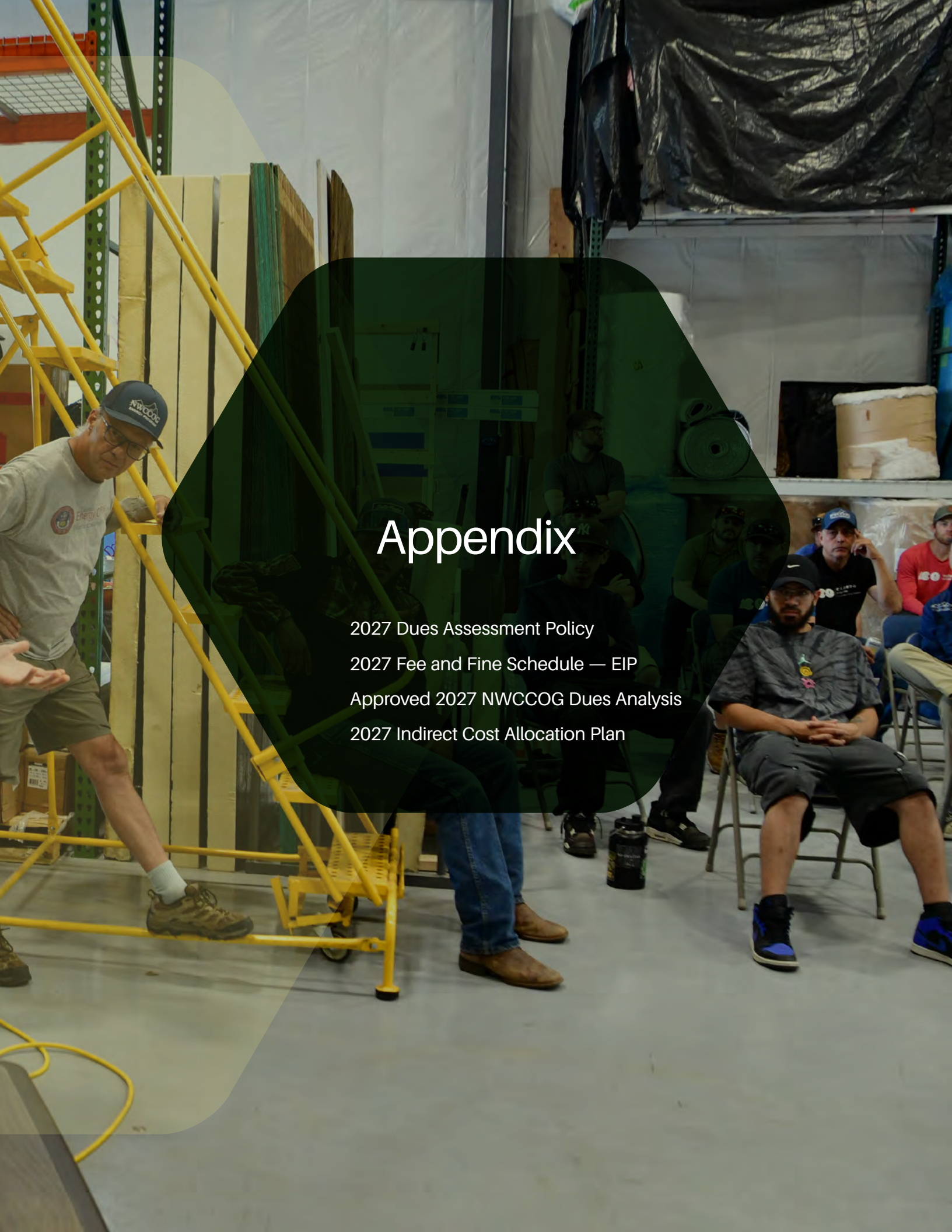












Appendix

2027 Dues Assessment Policy

2027 Fee and Fine Schedule — EIP

Approved 2027 NWCCOG Dues Analysis

2027 Indirect Cost Allocation Plan

2027 Fee and Fine Schedule — Effective Jan 1, 2027

ANNUAL INSPECTION FEES	TYPE OF CONVEYANCE	MEMBER RATE	NON-MEMBER RATE
	LIFT	$ 394.00	$ 494.00
	ELEVATORS UP TO 3 STOPS	$ 394.00	$ 494.00
	ELEVATORS WITH 4 TO 6 STOPS	$ 462.00	$ 562.00
	ELEVATORS WITH 7 TO 9 STOPS	$ 528.00	$ 628.00
	ELEVATORS WITH 10 OR MORE STOPS	$ 594.00	$ 694.00
	ESCALATORS	$390.00 PER HOUR	
***TCO SURCHARGE	$150 PER CONVYEANCE	ADDED TO ALL INVOICES WITH REPEAT VIOLATIONS	

COMMERCIAL PERMITS		
NEW INSTALL	Up to and including $42,000 of valuation = $750.00	
	Valuation $42,001 and up = round up to the nearest thousand and calculate 1.8%	
	Re-application fee = $750.00	
	Work without permit = Double permit fee	

ALTERATION	Up to & including $33,000 of valuation = $750.00	
	Valuation $33,001 & up = round up to the nearest thousand and calculate 2.3%%	
	Re-application fee = $750.00	
	Work without permit = Double permit fee	

SPECIAL MINOR ALTERATIONS	ESCALATOR HANDRAILS	$150.00
	SUSPENSTION MEANS REPLACEMENT	$150.00

RESIDENTIAL PERMIT FEES	NEW INSTALL	$750.00	
	ALTERATION	$750.00	
	EXTENSTION FEE	$187.00	
RE-INSPECTION FEES	FAILED ACCEPTANCE TEST - COMMERCIAL	$1,500.00	
	FAILED ACCEPTANCE TEST - RESIDENTIAL	$375.00	
	SAME DAY CANCELLATION OF ACCEPTANCE OR WITNESS TEST	$1,500.00	
OTHER FEES	CAT 5 WITNESS TESTS	$370.00 PER HOUR	
	NON-REQUIRED RESIDENTIAL INSPECTION	$370.00 PER HOUR	

ENFORCEMENT FINES	NOTICE OF VIOLATION	$700.00 PER CONVYEANCE
	NOTICE OF ENFORCEMENT	$1,300.00 PER CONVEYANCE

Summary of Annual Dues Assessment Policies

1. **DUES ASSESSMENT:** Member jurisdictions pay annual dues to support NWCCOG's regional services and help meet program matching requirements. NWCCOG's dues assessment structure distributes these obligations equitably among members while supporting the quality and value of services provided.
2. **CALCULATION AND APPROVAL OF ANNUAL DUES:** Each jurisdiction's assessment combines population and assessed valuation components using Council-approved factors. The dues structure recognizes three membership categories: counties, municipalities within Region XII, and municipalities outside Region XII. Total annual dues equal the sum of individual member assessments. Proposed assessments are presented to the NWCCOG Council for approval at the July or August meeting, before development of the following year's budget.
3. **DATA SOURCES:** Population figures are obtained from the State Demographer's Office. Assessed valuation figures are obtained from the State of Colorado, Division of Property Taxation's annual report. The annual dues analysis identifies the data and calculation factors used.
4. **ANNUAL NOTICE AND CONFIRMATION:** Notices of the following calendar year's dues assessment are sent to member jurisdictions by August 31. Members must confirm their intention to pay by October 31. NWCCOG follows up with members that have not responded. If confirmation remains outstanding after December 31, the Council may consider discontinuing services to the nonresponding jurisdiction.
5. **PAYMENT:** Annual dues are payable by February 28. Members meeting their dues obligations by that date are considered current and eligible for membership rights, privileges, and services for the calendar year.
6. **NONPAYMENT:** Finance staff handle routine billing, payment reminders, and collection follow-up. For dues more than 20 days delinquent, the Bylaws provide a formal notification process under which the Council Chair notifies member jurisdictions within the delinquent member's county and gives them the opportunity to collectively cover the outstanding amount. Membership status is then addressed at the next regular Council meeting in accordance with the Bylaws.
7. **REQUIRED WITHDRAWAL:** The Council may, by majority vote, require a member with unpaid dues to withdraw, following Article III, Section 303 of the Articles of Incorporation. Noncompliance with that provision and Article IV, Sections 5 and 6 of the Bylaws may result in discontinuation of membership services, rights, and privileges.

This summary describes NWCCOG's dues assessment process. The Articles of Incorporation, Bylaws, and applicable Council actions govern.

NWCCOG 2027 Regional Business Dues Analysis

FORMULA :			
POPULATION	0.724800		
ASSESSED VALUATION	0.000011		
Approved by NWCCOG Council on			

Completed by Becky Walter, Finance Director 7/28/2026

Denver-Aurora-Lakewood CPI May 2026 - 5%

		POPULATION			
COUNTY					
	EAGLE COUNTY	54,411	37.4%	$	39,437
	GRAND COUNTY	16,504	11.3%	$	11,962
	JACKSON COUNTY	1,223	0.8%	$	886
	PITKIN COUNTY	16,585	11.4%	$	12,021
	ROUTT COUNTY	25,340	17.4%	$	18,366
	SUMMIT COUNTY	31,502	21.6%	$	22,833
	TOTAL COUNTY	**145,565**	**100.0%**	**$**	**105,506**
MUNICIPAL					
EAGLE	BASALT (EAGLE & PITKIN)	4,005	4.8%	$	2,903
	AVON/AVON METRO	6,073	7.3%	$	4,402
	EAGLE	7,913	9.5%	$	5,735
	GYPSUM	9,272	11.1%	$	6,720
	MINTURN	973	1.2%	$	705
	RED CLIFF	238	0.3%	$	173
	VAIL	4,359	5.2%	$	3,159
GRAND	FRASER	1,502	1.8%	$	1,089
	GRANBY	2,285	2.7%	$	1,656
	GRAND LAKE	410	0.5%	$	297
	HOT SULPHUR SPRINGS	692	0.8%	$	502
	KREMMLING	1,515	1.8%	$	1,098
	WINTER PARK	1,126	1.4%	$	816
JACKSON	WALDEN	531	0.6%	$	385
PITKIN	ASPEN	6,551	7.9%	$	4,748
	SNOWMASS VILLAGE	3,024	3.6%	$	2,192
ROUTT	HAYDEN	2,383	2.9%	$	1,727
	STEAMBOAT SPRINGS	13,328	16.0%	$	9,660
SUMMIT	BLUE RIVER	872	1.0%	$	632
	BRECKENRIDGE	5,186	6.2%	$	3,759
	DILLON	1,065	1.3%	$	772
	FRISCO	2,856	3.4%	$	2,070
	KEYSTONE	1,552	1.9%	$	1,125
	MONTEZUMA	74	0.1%	$	54
	SILVERTHORNE	5,622	6.7%	$	4,075
	TOTAL MUNICIPAL	**83,407**	**100.0%**	**$**	**60,453**
REGION XII SUBTOTAL		**228,972**		**$**	**165,959**
	GLENWOOD SPRINGS	10,366		$	7,513
OUTSIDE REGION XII SUBTOTAL		**10,366**		**$**	**7,513**
TOTAL DUES					
Non-Current Members for Reference					
	CARBONDALE	6,572		$	4,763
	LEADVILLE	2,668		$	1,934
	OAK CREEK	828		$	600
	YAMPA	379		$	275
	SUBTOTAL	**10,447**		**$**	**7,572**

Sources:

2025 draft population estimates, Colorado Department of Local Affairs, Demography Section

Certification of Levies & Revenues as of 1/1/2026, Year 2025, 55th Annual Report, Division of Property Taxation, State of Colorado

ASSESSED VALUATION			2027 PROPOSED DUES	2026 DUES PAID	DIFFERENCE 2026-2027	2026-2027 % CHANGE
$ 5,535,070,690	29.6%	$ 58,949	$ 98,386	$ 93,874	$ 4,512	4.8%
$ 1,532,719,056	8.2%	$ 16,323	$ 28,286	$ 27,009	$ 1,277	4.7%
$ 99,007,417	0.5%	$ 1,054	$ 1,941	$ 2,000	$ (59)	-3.0%
$ 5,544,208,340	29.7%	$ 59,046	$ 71,067	$ 71,719	$ (652)	-0.9%
$ 2,354,965,340	12.6%	$ 25,080	$ 43,447	$ 40,467	$ 2,980	7.4%
$ 3,628,812,710	19.4%	$ 38,647	$ 61,480	$ 58,511	$ 2,969	5.1%
$ 18,694,783,553	**100.0%**	**$ 199,099**	**$ 304,605**	**$ 293,580**	**$ 11,025**	**3.8%**
$ 354,360,390	3.1%	$ 3,774	$ 6,677	$ 6,239	$ 438	7.0%
$ 412,625,260	3.6%	$ 4,394	$ 8,796	$ 8,392	$ 404	4.8%
$ 269,732,370	2.3%	$ 2,873	$ 8,608	$ 7,900	$ 708	9.0%
$ 319,460,140	2.8%	$ 3,402	$ 10,123	$ 9,593	$ 530	5.5%
$ 56,978,550	0.5%	$ 607	$ 1,312	$ 1,176	$ 136	11.6%
$ 8,718,430	0.1%	$ 93	$ 265	$ 259	$ 6	2.3%
$ 1,810,022,370	15.6%	$ 19,277	$ 22,436	$ 21,451	$ 985	4.6%
$ 130,910,301	1.1%	$ 1,394	$ 2,483	$ 2,334	$ 149	6.4%
$ 142,306,983	1.2%	$ 1,516	$ 3,172	$ 2,948	$ 224	7.6%
$ 84,997,640	0.7%	$ 905	$ 1,202	$ 1,122	$ 80	7.1%
$ 15,099,393	0.1%	$ 161	$ 662	$ 644	$ 18	2.8%
$ 29,436,779	0.3%	$ 314	$ 1,412	$ 1,370	$ 42	3.1%
$ 300,981,795	2.6%	$ 3,205	$ 4,022	$ 3,742	$ 280	7.5%
$ 9,178,510	0.1%	$ 98	$ 483	$ 479	$ 4	0.8%
$ 2,837,242,790	24.5%	$ 30,217	$ 34,965	$ 35,530	$ (565)	-1.6%
$ 848,037,790	7.3%	$ 9,032	$ 11,223	$ 11,149	$ 74	0.7%
$ 53,367,860	0.5%	$ 568	$ 2,296	$ 1,927	$ 369	19.1%
$ 1,494,087,390	12.9%	$ 15,912	$ 25,572	$ 23,850	$ 1,722	7.2%
$ 88,971,290	0.8%	$ 948	$ 1,580	$ 1,576	$ 4	0.3%
$ 1,053,674,430	9.1%	$ 11,222	$ 14,980	$ 14,160	$ 820	5.8%
$ 146,271,210	1.3%	$ 1,558	$ 2,330	$ 2,297	$ 33	1.4%
$ 374,773,560	3.2%	$ 3,991	$ 6,061	$ 5,778	$ 283	4.9%
$ 320,528,830	2.8%	$ 3,414	$ 4,539	$ 2,600	$ 1,939	74.6%
$ 4,119,050	0.0%	$ 44	$ 98	$ 91	$ 7	7.7%
$ 422,704,880	3.6%	$ 4,502	$ 8,577	$ 8,023	$ 554	6.9%
$ 11,588,587,991	**100.0%**	**$ 123,418**	**$ 183,874**	**$ 174,630**	**$ 9,244**	**5.3%**
$ 30,283,371,544		**$ 322,518**	**$ 488,479**	**$ 468,210**	**$ 20,269**	**4.3%**
$ 362,328,840		$ 3,859	$ 11,372	$ 10,975	$ 397	3.6%
$ 362,328,840		**$ 3,859**	**$ 11,372**	**$ 10,975**	**$ 397**	3.6%
			$ 499,851	**$ 479,185**	**$ 20,666**	**4.3%**

$ 284,644,430	$ 3,031	$ 7,795
$ 73,053,525	$ 778	$ 2,712
$ 17,120,250	$ 182	$ 782
$ 6,834,970	$ 73	$ 347
$ 381,653,175	**$ 4,065**	**$ 11,636**

NORTHWEST COLORADO COUNCIL OF GOVERNMENTS
INDIRECT COST ALLOCATION PLAN – 2027
INTRODUCTION

The Northwest Colorado Council of Governments' (NWCCOG) Indirect Cost Allocation Plan has been prepared in accordance with, principles and guidelines as set forth in the Uniform Grant Guidance, Appendix V to Part 200 – State/Local Government-wide Central Service Cost Allocation Plans.

The Indirect Cost Allocation plan incorporates the use of a single, composite rate, with an allowance for the under or over application of actual indirect cost to applied indirect cost in the previous year.

NWCCOG's 2025 expenditures and the distribution of costs therein and the under applied indirect cost for 2025 are used in the development of the Indirect Cost Allocation Plan – 2027. Total direct salaries and wages are used as the base for the indirect cost rate. The plan for 2027 includes the application of a four year averaging factor.

The Indirect Cost Allocation Plan for NWCCOG has been prepared under the direction of Jon Stavney, Executive Director. Any questions pertaining to the proposal should be directed to Mr. Stavney at:

Northwest Colorado Council of Governments
249 Warren Avenue
Silverthorne, Colorado 80490
Telephone: (970) 468-0295

NORTHWEST COLORADO COUNCIL OF GOVERNMENTS
INDIRECT COST ALLOCATION PLAN – 2027
SCHEDULE I – COSTS TO BE ALLOCATED

	2025			2024
	Total Expenses	Direct Costs	Indirect Costs	Indirect Costs
Personnel Services	$ 4,658,163	$ 4,359,181	$ 298,982	$ 291,809
Contractual Services				
Auditing	73,746	-	73,746	79,833
Contract Services	577,333	493,362	83,971	67,020
Contract Staff	551,118	537,495	13,623	5,643
Flex Administration Fee	1,228	-	1,228	1,806
Other Operating Expenses				
Advertising	17,093	15,769	1,324	212
Bank Charges	479	479	-	-
Broadband:7510 -+ Monthly Recurring Cost	1,184,533	1,184,533	-	-
Broadband:7550 -+ Network Operations Equipment	1,686	1,686	-	-
CAM Fees	16,687	16,687	-	-
Capital Outlay	978,997	978,997	-	47,290
Dues and Subscription	133,566	52,304	81,262	83,315
EIP Debts Forgiven	5,884	5,884	-	-
Equipment Lease	14,403	6,905	7,498	7,127
Equipment Maintenance & Repairs	57,497	57,497	-	-
Gas, Oil and Supplies	100,017	100,017	-	-
Indirect Costs Applied	754,216	754,216	-	-
Insurance	57,515	24,516	32,999	20,603
Interest	80,518	80,518	-	-
Internet and IT Security	109,191	43,817	65,374	26,345
Licenses and Permits	6,724	6,724	-	-
Local Match Cost	240,242	240,242	-	-
Materials	1,246,099	1,246,099	-	-
Mortgage Expense	217,132	217,132	-	-
Office Supplies	60,585	47,933	12,652	14,835
Pass Thru Funds - Subcontracts	803,210	803,210	-	-
Permit Fees Rebate	2,437	2,437	-	-
Postage	5,384	4,808	576	533
Printing	4,554	4,554	-	629
Program Expense	263,005	263,005	-	9,610
Program Supplies	1,550	1,550	-	-
Purchased Food	202	202	-	-
Rent and Utilities	238,962	178,155	60,807	46,944
Safety	25,200	25,200	-	415
Taxes and Benefits	1,552,979	1,475,029	77,950	69,171
Telephone	47,602	44,516	3,086	3,701
Tools and Equipment	330,553	330,553	-	-
Training and Technical Assistance	79,688	61,191	18,497	7,199
Travel and Meetings	236,910	231,787	5,123	4,721
Vehicle Repair & Maintenance	140,795	140,795	-	512
Waste Removal	7,000	7,000	-	-
Total Expenditures	$ 14,884,683	$ 14,045,985	$ 838,698	$ 789,273

No Assurance is Provided on these Schedules.

NORTHWEST COLORADO COUNCIL OF GOVERNMENTS
INDIRECT COST ALLOCATION PLAN – 2027
SCHEDULE II – COMPUTATION OF INDIRECT COST RATE

INDIRECT COSTS 2025 (SCHEDULE I)	$	838,698
Plus Under Applied Actual Indirect Costs to be Applied to Indirect Cost From 2024		109,781
Total Indirect Cost	$	948,479
TOTAL DIRECT PERSONNEL SERVICES (SCHEDULE I)	$	4,359,181
Ratio of Indirect Costs to Direct Personnel Services		21.76%

Note: Direct personnel service costs are used as the basis for indirect cost allocation. The most important reason for not using total direct costs as the basis is that projects with large amounts of contracted services and pass-through money would bear a disproportionate share of indirect costs.

Application of Four-Year Averaging Factor:

Year	Rate
2025	21.76%
2024	19.12%
2023	15.79%
2022	17.14%
Four Year Total	73.80%
Four Year Average	18.45%

No Assurance is Provided on these Schedules.

Costs are charged directly to projects if they are specifically identifiable with the project. Costs are allocated monthly on an accrual basis. Since indirect costs are generated as part of NWCCOG's integrated budgetary/accounting system, these costs are never duplicated or included as part of direct costs.

PERSONNEL SERVICES

Personnel services are allocated on the basis of time distribution from monthly time sheets prepared by each employee. Time is costed on the basis of an effective hourly rate for each employee. The effective hourly rate includes holidays, extended illness leave, general leave, the employer's share of FICA tax, workers' compensation premiums, unemployment payments, life and disability insurance, retirement, health, vision and dental costs. Certain positions have been treated as unallowable costs since they do not relate to the administration of grants.

Certain offices of NWCCOG provide operational support for project performance. These general support services - administration, accounting and finance, copy center, personnel administration, purchasing, contract review/preparation and office and equipment maintenance - are not readily allocable on a direct cost basis to projects or project work elements without a major effort which is disproportionate to the results achieved in accounting.

CONTRACTUAL SERVICES

Contractual services in support of projects are provided under third-party contracts and charged directly to projects where allowable and budgeted.

Most general audit costs are allocated as indirect and most legal services are specifically identified to a project and are charged as direct.

OTHER OPERATING EXPENDITURES

To the extent possible, the costs of other operating expenditures that are identifiable to specific projects are directly charged when incurred. A substantial portion of charges fall into this category in terms of transactions and dollar cost. When costs are distributed indirectly, the indirect cost is segregated by account, accumulated in a distributed cost account, and posted to projects in accordance with the current, approved indirect cost rate. These facilities, equipment, communication, services, and supplies costs are necessary and required for project performance and include:

Advertising – Most major advertisement costs are specifically identified to a project and are charged as direct.

Copier Charges – These costs are identified with a particular project when practical. Otherwise, they are indirectly charged.

Education, training and conferences – The costs for education and training that are specific and unique to a particular project are charged directly. Costs of continuing education for individual staff members are paid directly by NWCCOG. The costs associated with other job-related courses or training programs for staff members are charged indirectly.

OTHER OPERATING EXPENDITURES (Continued)

Equipment Lease – NWCCOG leases equipment with the lease costs identified specifically where possible and otherwise indirectly allocated to all projects.

Information Technology – The costs for information and technology, including website and software costs that are specific to a particular project are charged directly. Otherwise, they are indirectly charged.

Insurance – Directors and officers liability and surety bond premiums are indirectly allocated to all projects. General liability insurance is charged directly to benefiting projects.

Maintenance and Repair – Almost all costs of maintaining and repairing NWCCOG's equipment that are specific to a particular project are charged directly. Otherwise, they are indirectly charged.

Meetings and Miscellaneous – Most meetings and miscellaneous costs are charged directly.

Office Supplies – Office supplies and materials generally are charged indirectly to projects. Only a unique or very large office supply purchase for use in a particular project is directly charged.

Postage – Postage is directly charged to projects whenever possible. There are some general postage costs which cannot be easily identified with a single project. These costs are accumulated and indirectly charged.

Printing – Printing service costs are charged directly to projects using job orders whenever possible. Otherwise, they are indirectly charged.

Professional Dues, Subscriptions and Memberships – Dues specific and unique to a particular project are charged directly. Dues related to NWCCOG's activities in general are indirectly charged. Professional dues for individual staff members are paid directly by program funds.

Publications – The costs for publications are charged as direct when they can be specifically identified to a project. Other publication costs are indirectly charged.

Rent and utilities – The rental and utility cost of office space occupied by NWCCOG is directly charged. Common area space is indirectly charged to all projects.

Telephone – Most communication charges, including cellular telephone expenses are charged as direct. The NWCCOG system is charged indirectly.

Travel – The majority of travel costs are directly identified with projects and charged accordingly to allowable limits. Administrative travel costs are allocated indirectly.

Capital Outlay – The cost of furniture and equipment has been deleted in Schedule I from indirect costs and depreciation has been added. The depreciation charge is based on the useful life of the Northwest Colorado Council of Governments' equipment, software, furniture and fixtures and vehicles.

Thank you Patti Clapper!

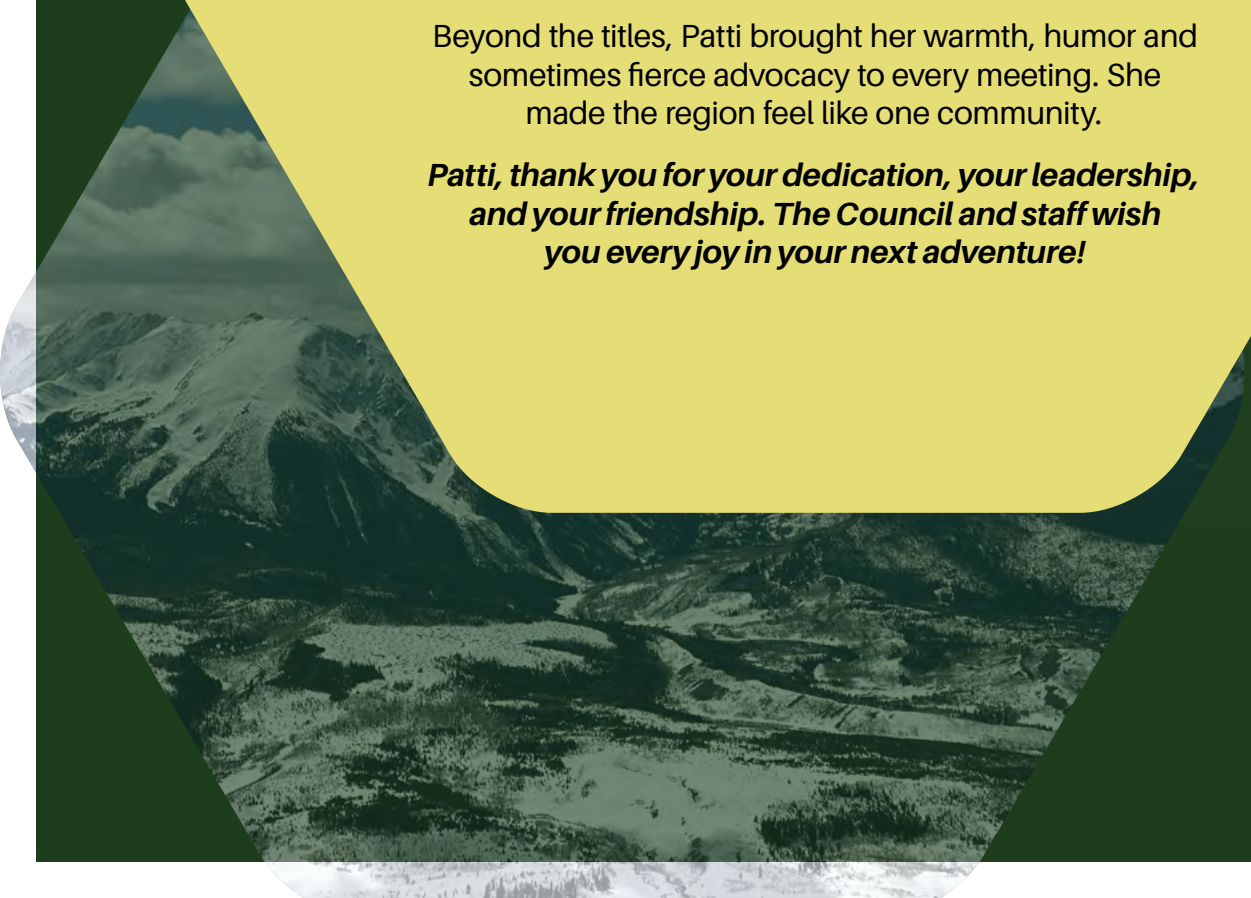


For more than 25 years, Patti Clapper has shown up for the communities of Northwest Colorado, and NWCCOG has been better for it.

Since Pitkin County voters first elected her in 1998, Patti has served six terms as County Commissioner and for nearly that entire span has been a steady, thoughtful voice at the NWCCOG table. Her colleagues trust her to lead, having voted her twice as Council Chair and twice as Vice-Chair.

Beyond the titles, Patti brought her warmth, humor and sometimes fierce advocacy to every meeting. She made the region feel like one community.

Patti, thank you for your dedication, your leadership, and your friendship. The Council and staff wish you every joy in your next adventure!



Northwest Colorado
COUNCIL OF GOVERNMENTS

Northwest Colorado Council of Governments (NWCCOG) is a voluntary association of county and municipal governments that believes in the benefits of working together on a regional basis. NWCCOG serves 30 member jurisdictions in a 6-county region of northwest Colorado.

Roles and responsibilities of Council, Council leadership and the Executive Committee are outlined in the NWCCOG Bylaws. NWCCOG Council also acts as the Northwest Loan Fund board and the NWCCOG Foundation board. The Economic Development District board overlaps with the NWCCOG Council in addition to other interested entities and is defined by the EDD Bylaws. The annual NWCCOG Council Meeting Schedule notes which of the 7 meetings also are meetings for the EDD, NLF or Foundation boards.

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