



AGENDA

Thursday, March 23, 2017
Eagle County Room, Facilities Building
Eagle, Colorado

CALL IN NUMBER: 970-406-3080
 CONFERENCE ROOM: 5550
 PIN NUMBER: 1122

SENIOR GAP ANALYSIS PRESENTATION

11:00 a.m.	1.	PRESENTATION: Senior Gap Analysis, <i>Michelle Kobayashi, National Research Center, Inc.</i> <ul style="list-style-type: none"> - <i>In 2016, NWCCOG and Alpine Area Agency on Aging commissioned a regional gap analysis study to provide an in-depth understanding of senior needs and service gaps for seniors and their caregivers. This presentation will provide an overview of the results and include time for Questions and Answers. Click below or go to our website to see:</i> Senior Gap Analysis Executive Summary Senior Gap Analysis Full Report 	Pg. 3
12:00 p.m.	2.	End of Presentation	

NORTHWEST LOAN FUND BOARD

12:00 p.m.		Lunch from Red Canyon Café (for NLF Board & NWCCOG Council meeting attendees only)	
12:15 p.m.	1.	Call to Order – Karn Stiegelmeier, Chair	
	2.	Determination of Quorum	
	*3.	ACTION NLF: Minutes of January 26, 2017 NLF Board Meeting	Pgs. 4-5
	*4.	ACTION NLF: Final December 2016 NLF Financials	Pgs. 6-9
	*5.	ACTION NLF: February 2017 Financials	Pgs. 10-13
	*6.	ACTION NLF: Business Loan Fund (BLF) Consortium <ul style="list-style-type: none"> - <i>Motion: I approve for NLF to participate in the BLF Consortium with Anita Cameron as authority</i> 	Pg. 14
	7.	Program Update: Anita Cameron, NLF Director	Pg. 79
12:30 p.m.	*8.	Adjourn NLF Board Meeting	

NWCCOG COUNCIL BOARD MEETING

12:30 p.m.	1.	Call to Order & Introductions – Karn Stiegelmeier, NWCCOG Council Chair	
	2.	Roll Call and Determination of Quorum	
	*3.	NOTE COG: Combined NWCCOG & EDD Board minutes will be presented for approval at the next combined meeting on Thursday, May 25, 2017	
	*4.	ACTION COG: Final December 2016 Financials	Pgs. 15-16
	*5.	ACTION COG: February 2017 Financials	Pgs. 17-27
	*6.	ACTION COG: Vote on updated Employee Handbook 2017 <ul style="list-style-type: none"> - <i>Motion: I move to accept the proposed 2017 NWCCOG Employee Handbook as presented</i> 	Pgs. 28-67
	*7.	ACTION COG: Executive Committee to approve recommendations for Mini Grants <ul style="list-style-type: none"> - <i>Deadline was extended to Friday, March 17, 2017. Grant proposals will be sent out March 20, 2017</i> - <i>Motion: Board to approve funding for mini grants as proposed</i> 	Pgs. 68-69
	8.	DISCUSSION COG: Upcoming Member Surveys	
	9.	DISCUSSION : RTCC Mobility Program Future Funding Model	Pgs. 70-71

	10.	Program Updates: <ul style="list-style-type: none"> - <i>Summary document in the packet</i> - <i>If you have any questions for our programs that may benefit the whole group, please ask for further detail at this time</i> 	Pgs. 72-86
	11.	Member Updates: (3 min or less for each, please—3 min x 27 members =1.5 hrs) <ul style="list-style-type: none"> - <i>News: Share something recent or upcoming that you are most excited about</i> - <i>Share some topic that could benefit from a NWCCOG regional focus</i> 	
	12.	New Business	
3:30 p.m.	*13.	Adjourn NWCCOG Meeting	

* requires a vote



SENIOR GAP ANALYSIS PRESENTATION

Join us for an interesting presentation and Q&A session regarding the new Senior Gap Analysis report. The NWCCOG and Alpine Area Agency on Aging commissioned a regional study to provide an in-depth understanding of senior needs and service gaps for people 60+ and their caregivers. The National Research Center will present the findings and we want your feedback!

March 23rd
11am-12pm
Eagle County Room
Eagle County Government Building
500 Broadway - Eagle, CO

For a copy of the
Executive Summary and the **Full Report**
please visit
www.AlpineAAA.org





NORTHWEST LOAN FUND

**Northwest Colorado Council of Governments
Northwest Loan Fund (NLF) Board
Colorado Mountain College Vail Valley, Room #258
Edwards, Colorado
January 26, 2017**

Board Members:

Alyssa Shenk, Town of Snowmass Village
(phone)
Anne McKibbin, Town of Eagle
Carolyn Skowyra, Town of Dillon
Jeanne McQueeney, Eagle County
Karn Stiegelmeier, Summit County
Patti Clapper, Pitkin County
Richard Cimino, Grand County
Thomas Clark, Town of Kremmling

Others Present:

Betsy Blair
Chris Romer, Vail Valley Partnership
Corry Mihm, Summit Independent Business
Alliance (SIBA)
Diane Butler, EDD Grand County
Jessica Valand, Colorado Workforce Center
Patrick Brower, Grand Enterprise Initiative
Susan Fairweather, Kaiser Permanete

NWCCOG Staff:

Anita Cameron
Elaina Wiegand
Jon Stavney
Nate Walowitz
Rachel Lunney

Call To Order:

Thomas Clark, Co-Chair, called the Northwest Loan Fund (NLF) Board meeting to order at 9:45am. Round table introductions were conducted. A quorum was present by 9:55am, prior to any voting.

Approval of Minutes:

M/S/P Karn Stiegelmeier/Patti Clapper to approve the August 25, 2016 NLF Board meeting minutes as presented.

Review of 2016 Activity & Program Update:

Nine loans were approved in 2016, creating twenty-nine jobs. Anita reviewed the types of businesses funded to date and the criteria to approve a loan. One of the loans approved in

2016 will not close until 2017, which did impact the financials. The next NLF committee will be meeting in person on September 15 to do a tour and ribbon cutting for one of the new businesses they approved in Steamboat Springs.

The Northwest Loan Fund is different from a bank in that the focus is to create jobs, stimulate economy, and help a company become bankable if they are not. The NLF is able to accomplish things that banks are unable to do. They are able to work off of a start-up company's projections, when a bank does not even consider someone to have a start-up until they have been profitable for two years. NLF can even help companies with lower credit scores and in some situations work with those in bankruptcy.

Preliminary December 2016 Financials:

M/S/P Patti Clapper/Tom Clark to approve the preliminary December 2016 financials as presented.

Adjournment:

M/S/P Patti Clapper/Karn Stiegelmeier to adjourn the NLF Board meeting at 10:03am.

Karn Stiegelmeier, NWCCOG Chair

Date

Northwest Colorado Council of Governments
Balance Sheet by Class - NLF
 As of December 31, 2016

2:55 PM
 03/18/2017
 Accrual Basis

8800- Northwest Loan Fund

ASSETS

Current Assets

Checking/Savings

1010 · 1st Bank Operating	30.74
1015 · NLF 1st Bank Checking	365,780.18

Total Checking/Savings	365,810.92
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Accounts Receivable

1115 · NLF Loan Receivable	1,178,500.90
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Total Accounts Receivable	1,178,500.90
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Other Current Assets

1090 · Undeposited Funds	139.82
1315 · NLF - Allowance for Loan Loss	-39,701.41

Total Other Current Assets	-39,561.59
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Total Current Assets	1,504,750.23
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TOTAL ASSETS	1,504,750.23
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LIABILITIES & EQUITY

Liabilities

Current Liabilities

Accounts Payable

2000 · Accounts Payable	51.52
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Total Accounts Payable	51.52
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Credit Cards

2050 · COG-Firstbank Credit Card

2050.01 · NLF****3936	484.77
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Total 2050 · COG-Firstbank Credit Card	484.77
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Total Credit Cards	484.77
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Total Current Liabilities	536.29
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Total Liabilities	536.29
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Equity

3000 · Fund Balance

3100 · NLF Net Assets	1,109,087.04
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Total 3000 · Fund Balance	1,109,087.04
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Net Income	395,126.90
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Total Equity	1,504,213.94
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TOTAL LIABILITIES & EQUITY	1,504,750.23
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Northwest Colorado Council of Governments
Budget vs Actual - 8800 - NLF
 December 2016

2:57 PM
 03/18/2017
 Accrual Basis

	<u>Jan - Dec 16</u>	<u>% of Budget</u>	<u>Annual Budget</u>
Ordinary Income/Expense			
Income			
4770 · Loan Recovery	3,283.24		
4000 · Grant Income			
4250 · Administration	62,400.00		
4200 · State Grant Income	390,000.00	67.24%	580,000.00
Total 4000 · Grant Income	452,400.00	78.0%	580,000.00
4720 · Revolved Interest			
4722 · Loans made after 1/1/14	42,275.54	132.11%	32,000.00
Total 4720 · Revolved Interest	42,275.54	132.11%	32,000.00
4730 · Origination Fee	8,788.00	87.88%	10,000.00
Total Income	506,746.78	81.47%	622,000.00
Gross Profit	506,746.78	81.47%	622,000.00
Expense			
6100 · Payroll Expenses			
6112 · Program Director	67,957.94	99.81%	68,088.00
6210 · Taxes & Benefits	15,022.69	99.36%	15,120.00
Total 6100 · Payroll Expenses	82,980.63	99.73%	83,208.00
6130 · Meeting Expense	61.83		
6520 · Outside Contract			
6420 · Fiscal Officer Expense	2,160.00	100.0%	2,160.00
6510 · Contractor	2,408.53	160.57%	1,500.00
6520 · Outside Contract - Other	15.00		
Total 6520 · Outside Contract	4,583.53	125.23%	3,660.00
6610 · Office Supplies	2,545.10	254.51%	1,000.00
6620 · Bank Charges	114.00		
6640 · Postage	276.95	46.16%	600.00
6650 · Printing & Publications	0.00	0.0%	800.00
6660 · Advertising Expense	500.00		
6670 · Internet /Website Expense	100.00		
6680 · Dues & Subscriptions	1,052.02	70.14%	1,500.00
6720 · Rent & Utilities	2,344.32	100.01%	2,344.00
6730 · Telephone Expense	686.82	98.12%	700.00
6760 · Insurance Premium Expense	24.75		
7110 · Program Supplies	100.18		
7120 · License & Permits	27.00		
7130 · Travel & Meeting	8,156.13	90.62%	9,000.00
7910 · Indirect Cost Allocation	8,066.62	99.81%	8,082.00
8000 · Capital Outlay > \$5,000	0.00	0.0%	1,000.00
Total Expense	111,619.88	99.76%	111,894.00
Net Ordinary Income	395,126.90	77.46%	510,106.00
Net Income	395,126.90	77.46%	510,106.00

Northwest Loan Fund OPEN CONTRACT FUNDS Portfolio 12-31-16												
	Loan Date	Original Amount	Current Balance	Original Term	Payment Plan	Last Paid Date	Principle Reduction - Last Pmt	Maturity	Rate	Grade	ALL Reserve %	ALL Reserve Amount
1	5/6/2014	50,000.00	PAID IN FULL	Five/Three	\$951	12/31/2014	\$ 45,474.29	5/6/2017	5.25%	Satisfactory	1%	\$ -
2	5/14/2014	40,000.00	\$ 31,503.93	Ten/Five	\$430	12/8/2016	\$ 254.70	5/14/2019	5.25%	Satisfactory	1%	\$ 315.04
3	6/5/2014	20,000.00	\$ 16,043.90	Ten/Three	\$215	11/21/2016	\$ 127.33	6/5/2017	5.25%	Satisfactory	1%	\$ 160.44
4	10/16/2014	95,000.00	PAID IN FULL	Ten/five	\$1,022.85	12/8/2014	\$ 94,614.44	10/17/2019	5.25%	Satisfactory	1%	\$ -
5	10/16/2014	51,500.00	\$ 41,755.39	Five/skip May Ju	\$967.67	9/19/2016	\$ 100.61	10/17/2019	4.75%	Satisfactory	1%	\$ 417.55
6	12/5/2014	96,000.00	\$ 62,256.61	Five/Five	\$1,828.00	12/12/2016	\$ 1,505.18	12/5/2019	5.25%	Satisfactory	1%	\$ 622.57
7	12/31/2014	52,000.00	\$ 41,280.77	Seven/Three	\$744.00	12/14/2016	573.10		5.25%	Satisfactory	1%	\$ 412.81
8	2/27/2015	60,000.00	\$ 37,698.92	44 months	\$1,505.00	12/12/2016	\$ 1,351.24	10/19/2018	5.25%	Watch	10%	\$ 3,769.89
9	4/22/2015	11,400.00	\$ 8,291.41	Five	\$217.00	12/21/2016	\$ 184.17	4/22/2020	5.25%	Satisfactory	1%	\$ 82.91
10	4/22/2015	86,000.00	\$ 82,037.88	77/36 months	\$1,300.00	3/29/2016	\$ 3,241.37	4/22/2018	5.25%	Substandard	30%	\$ 24,611.36
11	4/22/2015	75,000.00	PAID IN FULL	Five	\$1,430.00	1/26/2016	\$ 72,450.98	4/22/2020	5.25%	Satisfactory	1%	\$ -
12	6/18/2015	80,000.00	\$ 59,830.15	Five/Three	\$1,522.00	12/27/2016	\$ 1,219.44	6/18/2018	5.25%	Satisfactory	1%	\$ 598.30
13	7/29/2015	35,000.00	\$ 23,613.97	42 months	\$915.00	12/5/2016	\$ 768.31	2/3/2019	5.25%	Satisfactory	1%	\$ 236.14
14	8/25/2015	20,000.00	\$ 12,044.10	36 months	\$606	12/14/2016	\$ 554.56	10/25/2018	5.25%	Satisfactory	1%	\$ 120.44
15	9/23/2015	80,000.00	\$ 65,965.67	Five/Three	\$1,522.00	10/19/2016	\$ 2,435.51	9/23/2018	5.25%	Satisfactory	1%	\$ 659.66
16	10/7/2015	40,000.00	\$ 22,287.08	Five/Three	\$971.00	10/26/2016	\$ 14,020.45	10/7/2018	5.25%	Satisfactory	1%	\$ 222.87
17	2/2/2016	20,000.00	\$ 16,254.19	48 months	\$466.00	12/28/2016	\$ 359.40	2/2/2020	5.50%	Satisfactory	1%	\$ 162.54
18	5/2/2016	50,000.00	\$ 44,660.49	48 months	\$1,165.00	12/14/2016	\$ 955.92	5/2/2020	5.50%	Satisfactory	1%	\$ 446.60
19	5/10/2016	280,000.00	\$ 273,286.66	60 months	\$5,359.00	10/18/2016	\$ 6,713.34	5/10/2021	5.50%	Satisfactory	1%	\$ 2,732.87
20	9/22/2016	40,000.00	\$ 39,369.24	60 months	\$767.00	12/27/2016	\$ 630.76	11/22/2021	5.50%	Satisfactory	1%	\$ 400.00
21	12/7/2016	99,000.00	\$ 99,000.00	60 months	varies	begin 2-7-17		12/7/2021	5.50%	Satisfactory	1%	\$ 990.00
22	12/14/2016	80,000.00	\$ 80,000.00	60 months	\$1,533.00	begin 2-1-17		12/14/2021	5.50%	Satisfactory	1%	\$ 800.00
										Satisfactory	1%	\$ -
		1,460,900.00	\$ 1,057,180.36									\$ 37,762.00

Northwest Loan Fund REVOLVED FUNDS Portfolio - 12-31-16

	Loan Date	Original Amount	Current Balance	Original Term	Payment Plan	Last Paid Date	Principle Reduction - Last Pmt	Maturity	Rate	Grade	ALL Reserve %	ALL Reserve Amount
5	4/9/2008	\$ 25,000.00	\$ 2,500.00		\$300.00	11/23/16	\$300	3/15/2010	0.00%	Substandard	30.00%	750.00
20141223	12/30/2014	\$ 95,000.00	\$ 79,991.51	10/5 year	\$1,022.85	12/28/16	\$670	12/30/2019	5.25%	Satisfactory	1.00%	799.92
20160414	9/15/2016	\$ 25,000.00	\$ 22,759.03	2 year	\$1,300	12/19/16	\$2,241	9/15/2018	5.50%	Satisfactory	1.00%	227.59
20160804	8/4/2016	\$16,070.00	\$16,070.00	1 year	\$1,380.00	begin 1-11-17		1/11/2018	5.50%	Satisfactory	1.00%	160.70
			\$ 121,320.54									\$1,938.21

Northwest Colorado Council of Governments
Balance Sheet by Class -8800- NLF
As of February 28, 2017

9:15 AM
03/20/2017
Accrual Basis

8800- Northwest Loan Fund

ASSETS

Current Assets

Checking/Savings

1010 · 1st Bank Operating	238.05
1015 · NLF 1st Bank Checking	344,858.25

Total Checking/Savings	345,096.30
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Accounts Receivable

1110 · Accounts Receivable	13.75
1115 · NLF Loan Receivable	1,403,812.73

Total Accounts Receivable	1,403,826.48
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Other Current Assets

1315 · NLF - Allowance for Loan Loss	-39,701.41
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Total Other Current Assets	-39,701.41
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Total Current Assets	1,709,221.37
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TOTAL ASSETS	1,709,221.37
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LIABILITIES & EQUITY

Liabilities

Current Liabilities

Accounts Payable

2000 · Accounts Payable	238.05
2015 · NLF Accounts Payable	184.50

Total Accounts Payable	422.55
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Total Current Liabilities	422.55
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Total Liabilities	422.55
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Equity

3000 · Fund Balance

3100 · NLF Net Assets	1,109,087.04
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Total 3000 · Fund Balance	1,109,087.04
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3900 · Retained Earnings	395,126.90
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Net Income	204,584.88
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Total Equity	1,708,798.82
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TOTAL LIABILITIES & EQUITY	1,709,221.37
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Northwest Colorado Council of Governments
Budget vs Actual - 8800 - NLF
 February 2017

9:17 AM
 03/20/2017
 Accrual Basis

	<u>Jan - Feb 17</u>	<u>% of Budget</u>	<u>Annual Budget</u>
Ordinary Income/Expense			
Income			
4000 - Grant Income			
4200 - State Grant Income	179,000.00	35.8%	500,000.00
4250 - Administration	28,640.00	35.8%	80,000.00
Total 4000 - Grant Income	207,640.00	35.8%	580,000.00
4620 - Reimbursed Expenses	13.75		
4720 - Revolved Interest			
4722 - Loans made after 1/1/14	10,353.40		
4720 - Revolved Interest - Other	0.00	0.0%	29,000.00
Total 4720 - Revolved Interest	10,353.40	35.7%	29,000.00
4730 - Origination Fee	4,542.00	45.42%	10,000.00
Total Income	222,549.15	35.95%	619,000.00
Gross Profit	222,549.15	35.95%	619,000.00
Expense			
6100 - Payroll Expenses			
6112 - Program Director	11,983.27	16.67%	71,900.00
6210 - Taxes & Benefits	2,567.74	16.62%	15,450.00
Total 6100 - Payroll Expenses	14,551.01	16.66%	87,350.00
6410 - Contract Staff	263.50		
6520 - Outside Contract			
6420 - Fiscal Officer Expense	369.00	16.67%	2,214.00
6510 - Contractor	0.00	0.0%	3,300.00
6520 - Outside Contract - Other	234.00		
Total 6520 - Outside Contract	603.00	10.94%	5,514.00
6610 - Office Supplies	82.99	8.3%	1,000.00
6640 - Postage	3.51	1.17%	300.00
6660 - Advertising Expense	0.00	0.0%	500.00
6680 - Dues & Subscriptions	58.98	7.37%	800.00
6720 - Rent & Utilities	390.72	16.67%	2,344.00
6730 - Telephone Expense	125.88	17.98%	700.00
7110 - Program Supplies	0.00	0.0%	1,000.00
7120 - License & Permits	0.00	0.0%	30.00
7130 - Travel & Meeting	336.44	3.74%	9,000.00
7320 - Pass-Through Funds	0.00	0.0%	500,000.00
7910 - Indirect Cost Allocation	1,548.24	17.65%	8,772.00
Total Expense	17,964.27	2.91%	617,310.00
Net Ordinary Income	204,584.88	12,105.61%	1,690.00
Net Income	<u>204,584.88</u>	<u>12,105.61%</u>	<u>1,690.00</u>

Northwest Loan Fund OPEN CONTRACT FUNDS Portfolio 2-28-17												
	Loan Date	Original Amount	Current Balance	Original Term	Payment Plan	Last Paid Date	Principle Reduction - Last Pmt	Maturity	Rate	Grade	ALL Reserve %	ALL Reserve Amount
1	5/6/2014	50,000.00	PAID IN FULL	Five/Three	\$951	12/31/2014	\$ 45,474.29	5/6/2017	5.25%	Satisfactory	1%	\$ -
2	5/14/2014	40,000.00	\$ 30,889.15	Ten/Five	\$430	2/6/2017	\$ 289.75	5/14/2019	5.25%	Satisfactory	1%	\$ 308.89
3	6/5/2014	20,000.00	\$ 15,736.79	Ten/Three	\$215	2/16/2017	\$ 166.64	6/5/2017	5.25%	Satisfactory	1%	\$ 157.37
4	10/16/2014	95,000.00	PAID IN FULL	Ten/five	\$1,022.85	12/8/2014	\$ 94,614.44	10/17/2019	5.25%	Satisfactory	1%	\$ -
5	10/16/2014	51,500.00	\$ 40,351.44	Five/skip May Ju	\$967.67	1/31/2017	\$ 1,403.95	10/17/2019	4.75%	Satisfactory	1%	\$ 403.51
6	12/5/2014	96,000.00	\$ 59,108.01	Five/Five	\$1,828.00	2/9/2017	\$ 1,635.74	12/5/2019	5.25%	Satisfactory	1%	\$ 591.08
7	12/31/2014	52,000.00	\$ 40,169.65	Seven/Three	\$744.00	2/17/2017	565.78		5.25%	Satisfactory	1%	\$ 401.70
8	2/27/2015	60,000.00	\$ 10,058.03	44 months	\$1,505.00	2/21/2017	\$ 24,943.85	10/19/2018	5.25%	Watch	1%	\$ 100.58
9	4/22/2015	11,400.00	\$ 7,924.46	Five	\$217.00	2/22/2017	\$ 189.25	4/22/2020	5.25%	Satisfactory	1%	\$ 79.24
10	4/22/2015	86,000.00	\$ 82,037.88	77/36 months	\$1,300.00	3/29/2016	\$ 3,241.37	4/22/2018	5.25%	Substandard	30%	\$ 24,611.36
11	4/22/2015	75,000.00	PAID IN FULL	Five	\$1,430.00	1/26/2016	\$ 72,450.98	4/22/2020	5.25%	Satisfactory	1%	\$ -
12	6/18/2015	80,000.00	\$ 57,260.99	Five/Three	\$1,522.00	2/22/2017	\$ 1,300.07	6/18/2018	5.25%	Satisfactory	1%	\$ 572.61
13	7/29/2015	35,000.00	\$ 22,848.29	42 months	\$915.00	1/17/2017	\$ 765.68	2/3/2019	5.25%	Satisfactory	1%	\$ 228.48
14	8/25/2015	20,000.00	\$ 10,940.36	36 months	\$606	2/17/2017	\$ 555.70	10/25/2018	5.25%	Satisfactory	1%	\$ 109.40
15	9/23/2015	80,000.00	\$ 63,979.87	Five/Three	\$1,522.00	2/9/2017	\$ 1,985.80	9/23/2018	5.25%	Satisfactory	1%	\$ 639.80
16	10/7/2015	40,000.00	PAID IN FULL	Five/Three	\$971.00	1/17/2017	\$ 22,287.08	10/7/2018	5.25%	Satisfactory	1%	#VALUE!
17	2/2/2016	20,000.00	\$ 15,339.26	48 months	\$466.00	2/6/2017	\$ 420.25	2/2/2020	5.50%	Satisfactory	1%	\$ 153.39
18	5/2/2016	50,000.00	\$ 42,729.32	48 months	\$1,165.00	2/13/2017	\$ 991.33	5/2/2020	5.50%	Satisfactory	1%	\$ 427.29
19	5/10/2016	280,000.00	\$ 268,918.74	60 months	\$5,359.00	1/26/2017	\$ 4,367.92	5/10/2021	5.50%	Satisfactory	1%	\$ 2,689.19
20	9/22/2016	40,000.00	\$ 38,809.51	60 months	\$767.00	1/31/2017	\$ 559.73	11/22/2021	5.50%	Satisfactory	1%	\$ 400.00
21	12/7/2016	99,000.00	\$ 99,000.00	60 months	varies	begin 2-7-17		12/7/2021	5.50%	Satisfactory	1%	\$ 990.00
22	12/14/2016	80,000.00	\$ 80,000.00	60 months	\$1,533.00	begin 2-1-17		12/14/2021	5.50%	Satisfactory	1%	\$ 800.00
23	2/24/2017	90,000.00	\$ 90,000.00	36 months	varies	begin 5-1-17		4/20/2020	5.50%	Satisfactory	1%	\$ 900.00
		1,550,900.00	\$ 1,076,101.75									#VALUE!

Northwest Loan Fund REVOLVED FUNDS Portfolio - 2-28-17												
	Loan Date	Original Amount	Current Balance	Original Term	Payment Plan	Last Paid Date	Principle Reduction - Last Pmt	Maturity	Rate	Grade	ALL Reserve %	ALL Reserve Amount
5	4/9/2008	\$ 25,000.00	\$ 1,900.00		\$300.00	2/1/17	\$300	3/15/2010	0.00%	Substandard	20.00%	380.00
20141223	12/30/2014	\$ 95,000.00	\$ 79,341.95	10/5 year	\$1,022.85	1/30/17	\$650	12/30/2019	5.25%	Satisfactory	1.00%	793.42
20160414	9/15/2016	\$ 25,000.00	\$ 22,759.03	2 year	\$1,300	12/19/16	\$2,241	9/15/2018	5.50%	Satisfactory	1.00%	227.59
20160804	8/4/2016	\$16,070.00	\$16,070.00	1 year	\$1,380.00	begin 1-11-17		1/11/2018	5.50%	Satisfactory	1.00%	160.70
			\$ 120,070.98									\$1,561.71



NORTHWEST LOAN FUND

To: NLF Board
From: Anita Cameron, NLF Director
Date: March 23, 2017
Re: BLF Consortium

The Business Loan Funds (BLF's) of Colorado propose to create a Consortium. The purpose at this time is to apply for a Colorado OEDIT Grant. The Grant will provide funding for Rural Businesses. The Grant Application is due by 3-31-17.

ACTION REQUESTED:

1. Please approve the NLF's participation in the Consortium for the purpose of access to OEDIT Grant funds..
2. Please acknowledge Anita Cameron's authority, as NLF Director, to sign the Memorandum of Understanding (MOU) as required to participate in the BLF Consortium.

Thank you,
Anita Cameron

Northwest Colorado Council of Governments
Summary Balance Sheet
 As of December 31, 2016

2:08 PM
 03/18/2017
 Accrual Basis
 Dec 31, 16

ASSETS	
Current Assets	
Checking/Savings	975,380.19
Accounts Receivable	1,788,249.28
Other Current Assets	94,709.28
Total Current Assets	<u>2,858,338.75</u>
Fixed Assets	1,028,496.80
TOTAL ASSETS	<u><u>3,886,835.55</u></u>
LIABILITIES & EQUITY	
Liabilities	
Current Liabilities	
Accounts Payable	137,833.77
Credit Cards	13,001.41
Other Current Liabilities	544,090.96
Total Current Liabilities	<u>694,926.14</u>
Long Term Liabilities	616,408.21
Total Liabilities	<u>1,311,334.35</u>
Equity	2,575,501.20
TOTAL LIABILITIES & EQUITY	<u><u>3,886,835.55</u></u>

NWCCOG

STATEMENT OF REVENUES AND EXPENDITURES

12-31-16 - Pre-Audit

100% of the year

	2016 REVENUE BUDGET	REVENUE YTD ACTUAL	REVENUE BUDGET TO ACTUAL	2016 EXPENSE BUDGET	EXPENSES YTD ACTUAL	EXPENSES BUDGET TO ACTUAL	2016 NET BUDGET	REVENUES OVER EXPENSES ACTUAL	Beginning of Year RESERVED PROGRAM FUNDS	End of Year RESERVED PROGRAM FUNDS
COG PROGRAM FUNDS										
Core Programs										
REGIONAL BUSINESS	369,410	421,485	114%	312,337	526,813	169%	57,073	(105,328)		
ELEVATOR INSPECTION	579,000	671,290	116%	321,696	543,361	169%	257,304	127,929	22,500	22,500
ADRC- CO HLTH FOUND	0	58,266		110,447	58,266			0		
RSVP-VOLUNTEERS	141,631	93,166		55,489	93,166		86,142	0		
SHIP- Insurance Consulting	15,000	7,005		16,750	7,005		(1,750)	0		
SMP		3,515			3,515			0		
AGE/NUTRITION (non-Grant)	0	(3,810)		0	(176)		0	(3,634)	6,337	2,703
AGE/NUTRITION(State FY 15/16)	489,020	527,919	108%	436,497	527,919	121%	52,523	0		
AGE/NUTRITION (State FY 16/17)	489,020	475,879	97%	436,497	475,879	109%	52,523	0		
AGE/NUTRITION TOTAL	1,134,671	1,161,941	103%	1,055,680	1,165,575	110%	189,438	(3,634)	6,337	2,703
WATERSHED SERVICES	33,300	16,873	51%	33,300	16,873	51%	0	0		
ECONOMIC DEVELOPMENT DIST	176,455	198,805	113%	176,455	207,260	117%	0	(8,455)		
WEATHER (non-grant)	0	4,568		0	4,568		0	0		
WEATHER CARE	0	15,289		0	15,289		0	0		
WEATHER CIP	0	8,358		0	8,358		0	0		
WEATHER (State FY15/16)	623,873	752,463	121%	623,873	752,463	121%	0	0		
WEATHER (State FY16/17)	623,873	537,727	86%	623,873	537,727	86%	0	0		
ENERGY MANAGEMENT TOTAL	1,247,746	1,318,405	103%	1,247,746	1,318,405	106%	0	0	0	0
Other COG Programs										
HOMELAND SECURITY	79,954	362,165	453%	79,954	362,165	453%	0	0		
CO BARK BEETLE COOPERATIVE	2,500	1,099	44%	2,500	1,099	44%	0	0		
NWCCoG FOUNDATION	0	25		0	25		0	0		
SBDC	0	2,381		0	2,381		0	0		
REGIONAL TRANSPORTATION CC	202,916	396,363	195%	202,916	396,363	195%	0	0		
Total COG Program Funds	3,825,952	4,550,832	119%	3,432,584	4,540,320	132%	503,815	10,512	28,837	25,203
EXTERNAL PROGRAM FUNDS										
WATER QUALITY/QUANTITY	152,000	152,419	100%	152,000	163,252	107%	0	(10,834)	121,416	110,583
SWQC	60,000	32,808	55%	60,000	32,808	55%	0	0	0	0
Total External Program Funds	212,000	185,227	87%	212,000	196,061	92%	0	(10,834)	121,416	110,583
Total Program Funds	4,037,952	4,736,059	117%	3,644,584	4,736,380	130%	503,815	(322)	150,253	135,786
REGIONAL LOAN FUND	622,000	506,747	81%	111,894	111,620	18%	510,106	395,127	1,109,087	1,504,214
INTERNAL SERVICE FUNDS										
INDIRECT	192,327	196,066	102%	192,327	195,270	102%	0	796	(157)	639
COG BUILDING FUND	75,648	75,648	100%	71,014	68,785	91%	4,634	6,862	24,823	31,686
MOTOR POOL	37,000	43,718	118%	44,001	19,776	53%	(7,001)	23,942	49,979	73,921
Total Service Funds	304,975	315,431	103%	307,342	283,832	92%	(2,367)	31,600	74,646	106,245
COG FUNDS Subtotal	4,964,927	5,558,237	112%	4,063,820	5,131,832	103%	1,011,554	426,405	1,333,986	1,746,245

Northwest Colorado Council of Governments

List of payments

January through February 2017

01/18/2017	Quill Corporation	SPLIT- SUPPLIES	8.39
01/18/2017	Lane Wyatt, Inc	SWQC	3,933.36
01/18/2017	1st Bank Credit Card - WX GEO	WX	2,686.33
01/18/2017	Century Link	WX	80.49
01/18/2017	Mountain Chevrolet	WX	44.74
01/20/2017	Employee Benefits Corporation	ID- FSA	306.66
01/20/2017	US Treasury	SPLIT	9,344.04
01/20/2017	1st Bank Direct Deposit	SPLIT- PAYROLL	48,307.93
01/20/2017	Colorado Department of Revenue	SPLIT- PAYROLL	2,212.00
01/26/2017	20/20 Eyecare	AAAA	150.00
01/26/2017	Corcoran, Paul	AAAA	497.00
01/26/2017	Crystal Valley Dental	AAAA	190.00
01/26/2017	Denver Dental Specialties, PLLC	AAAA	150.00
01/26/2017	Dr. Gregory Adair, DMD	AAAA	666.00
01/26/2017	Grace & Leedy Family Dentistry	AAAA	500.00
01/26/2017	Hagen, Betty	AAAA	108.40
01/26/2017	Kremmling Family Dental	AAAA	282.00
01/26/2017	Vail Vision	AAAA	150.00
01/26/2017	North Star Consulting Group	RB	672.00
01/26/2017	Barker, Lucy	RSVP	15.60
01/26/2017	Verizon Wireless Services	SPLIT- PHONES	446.00
01/27/2017	Colorado Legal Services (v)	AAAA	260.00
01/27/2017	Eagle Co Public Health	AAAA	105.00
01/27/2017	Grand County Council on Aging	AAAA	3,598.00
01/27/2017	Grand County Rural Health Network	AAAA	4,890.00
01/27/2017	Hendershott, Melaine	AAAA	410.00
01/27/2017	Jackson County Council on Aging	AAAA	4,898.39
01/27/2017	Pitkin County Adult & Family Services	AAAA	1,271.70
01/27/2017	Pitkin County Senior Services	AAAA	14,235.65
01/27/2017	Summit County Senior Services	AAAA	2,592.79
01/30/2017	Colorado State Treasurer	SPLIT- PAYROLL	1,077.31
01/31/2017	Eagle County Public Health	AAAA	3,118.99
01/31/2017	Grand County Senior Nutrition	AAAA	1,671.31
01/31/2017	Jackson County Council on Aging	AAAA	285.46
01/31/2017	Laurie Patterson Web Design	AAAA	296.00
01/31/2017	Pitkin County Council on Aging	AAAA	2,683.24
01/31/2017	Comcast	EIN	141.01
01/31/2017	A Smart Elevator Solution	EIP	3,950.00
01/31/2017	Jasmine Home Cooking	EIP	370.79

Northwest Colorado Council of Governments

List of payments

January through February 2017

01/31/2017 Midwest Card and ID	HOMELAND SECURITY	7,913.50
01/31/2017 Summit Bookkeeping & Payroll, Inc	NLF	184.50
01/31/2017 Engaged Public	QQ	100.00
01/31/2017 Cassidy, Roseanne	RSVP	72.00
01/31/2017 Heck, Susan	RSVP	32.00
01/31/2017 Roney, Beatrice	RSVP	40.80
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01/31/2017 Infinite	SPLIT	75.72
01/31/2017 County Health Pool	SPLIT- BENEFITS	31,242.43
01/31/2017 UNUM Life Insurance CO of America	SPLIT- BENEFITS	1,179.34
01/31/2017 Quill Corporation	SPLIT- SUPPLIES	543.06
01/31/2017 Federal Express{vendor}	WX	34.49
01/31/2017 X-cel Energy	WX	30.70
02/02/2017 Colorado Mtn News Media{vendor}	AAAA	1,919.42
02/02/2017 Cool Radio LLC	AAAA	475.00
02/02/2017 Family Support Registry	AAAA	181.00
02/02/2017 Frye, Shari	AAAA	27.82
02/02/2017 n4a	AAAA	1,300.00
02/02/2017 National Research Center	AAAA	1,700.00
02/02/2017 Perkins, Cody	AAAA	200.00
02/02/2017 Seedorf, Richard	AAAA	195.00
02/02/2017 Summit County Senior Services	AAAA	1,872.00
02/02/2017 Timperley, Paul	AAAA	460.00
02/02/2017 Always Mountain Time LLC	EDD	6,000.00
02/02/2017 Pitney Bowes	ID	144.07
02/02/2017 Heczko, Richard	NLF	34.00
02/02/2017 Archibeque, Oralia	RSVP	50.40
02/02/2017 Einspahr, Sandra	RSVP	14.40
02/02/2017 McCafferty, Marlene	RSVP	88.00
02/02/2017 Miera, Margaret	RSVP	24.00
02/03/2017 US Treasury	SPLIT	10,597.14
02/03/2017 1st Bank Direct Deposit	SPLIT- PAYROLL	52,573.11
02/06/2017 Cancelosi Consulting, LLC	HOMELAND SECURITY	4,677.80
02/06/2017 Enterprise Commercial Center Condo Assoc	ID- OFFICE CONDO	1,390.57
02/06/2017 Alpine Environmental Consultants LLC	QQ	1,037.50
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Northwest Colorado Council of Governments

List of payments

January through February 2017

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02/16/2017 Summit Bookkeeping & Payroll, Inc	SPLIT	3,865.41
02/16/2017 Wex Bank	SPLIT- FUEL	1,891.89
02/16/2017 Lane Wyatt, Inc	SWQC	4,003.80
02/16/2017 Summit Geology & Consulting LLC	SWQC	2,275.00
02/16/2017 1st Bank Credit Card - WX GEO	WX	5,344.71
02/16/2017 Budget Plumbing & Heating	WX	6,248.49
02/16/2017 Century Link	WX	80.49
02/16/2017 Romine, Michael	WX	240.00
02/16/2017 Sanders True Value	WX	19.57
02/16/2017 Summit Bookkeeping & Payroll, Inc	WX	2,716.66
02/17/2017 Colorado Legal Services (v)	AAAA	315.45
02/17/2017 Consortium for Older Adult Wellness	AAAA	650.00
02/17/2017 Eagle County Public Health	AAAA	9,479.44
02/17/2017 Grand County Council on Aging	AAAA	4,044.00
02/17/2017 Grand County Rural Health Network	AAAA	1,630.00
02/17/2017 Grand County Senior Nutrition	AAAA	13,421.21
02/17/2017 Hendershott, Melaine	AAAA	560.00
02/17/2017 Jackson County Council on Aging	AAAA	4,691.01
02/17/2017 Pitkin County Adult & Family Services	AAAA	188.60
02/17/2017 Pitkin County Senior Services	AAAA	8,509.05
02/17/2017 Summit County Senior Services	AAAA	2,170.00
02/17/2017 A Smart Elevator Solution	EIP	1,025.00
02/17/2017 Employee Benefits Corporation	ID- FSA	306.66
02/17/2017 US Treasury	SPLIT	9,745.68
02/17/2017 1st Bank Direct Deposit	SPLIT- PAYROLL	49,127.08
02/17/2017 Verizon Wireless Services	SPLIT- PHONES	938.07
02/17/2017 William Innis Sr.	WX	1,631.27
02/20/2017 Employee Benefits Corporation	ID- FSA	306.66
██	██████████	██████████
02/21/2017 Colorado Department of Revenue	SPLIT- PAYROLL	2,272.00
02/23/2017 Team Clean	ID - CLEANING	374.06
02/23/2017 Adair Dental	AAAA	113.00
02/23/2017 Eagle Eye Associates	AAAA	69.00
02/23/2017 Hagen, Betty	AAAA	37.47
02/23/2017 Parkway Dental	AAAA	500.00
02/23/2017 Perkins, Cody	AAAA	200.00

Northwest Colorado Council of Governments
Summary Balance Sheet
 As of February 28, 2017

1:56 PM
 03/20/2017
 Accrual Basis
 Feb 28, 17

ASSETS	
Current Assets	
Checking/Savings	1,379,478.48
Accounts Receivable	1,821,543.88
Other Current Assets	232,832.83
Total Current Assets	3,433,855.19
Fixed Assets	1,028,496.80
TOTAL ASSETS	<u>4,462,351.99</u>
LIABILITIES & EQUITY	
Liabilities	
Current Liabilities	
Accounts Payable	30,554.00
Credit Cards	-150.83
Other Current Liabilities	463,052.03
Total Current Liabilities	493,455.20
Long Term Liabilities	616,408.21
Total Liabilities	1,109,863.41
Equity	3,352,488.58
TOTAL LIABILITIES & EQUITY	<u>4,462,351.99</u>

NWCCOG

STATEMENT OF REVENUES AND EXPENDITURES

2-28-17

16% of the year

	2017 REVENUE BUDGET	REVENUE YTD ACTUAL	REVENUE BUDGET TO ACTUAL	2017 EXPENSE BUDGET	EXPENSES YTD ACTUAL	EXPENSES BUDGET TO ACTUAL	2017 NET BUDGET	REVENUES OVER EXPENSES ACTUAL	Beginning of Year RESERVED PROGRAM FUNDS	End of Year RESERVED PROGRAM FUNDS
COG PROGRAM FUNDS										
Core Programs										
REGIONAL BUSINESS	540,447	274,864	51%	568,620	74,839	13%	(28,173)	200,025		
ELEVATOR INSPECTION	724,000	141,539	20%	661,559	92,769	14%	62,441	48,769	22,500	22,500
ADRC- CO HLTH FOUND	0	52,181		0	145			52,036		
RSVP-VOLUNTEERS	78,515	11,250	14%	78,515	9,551	12%	0	1,699		
SHIP- Insurance Consulting	15,000	4,745	32%	15,000	1,285	9%	0	3,460		
SMP		2,737			849			1,888		
AGE/NUTRITION (non-Grant)	0	11,659		0	0		0	11,659	6,337	17,996
AGE/NUTRITION (State FY 16/17)	544,271	108,712	20%	544,271	129,379	24%	0	(20,667)		
AGE/NUTRITION (State FY 17/18)	544,271	0	0%	544,271	0	0%	0	0		
AGE/NUTRITION TOTAL	1,182,057	191,283	10%	1,182,057	141,209	12%	0	50,075	6,337	17,996
WATERSHED SERVICES	19,942	13,652	68%	19,942	3,304	17%	0	10,348		
ECONOMIC DEVELOPMENT DIST	348,760	136,902	39%	348,760	28,695	8%	0	108,207		
WEATHER (non-grant)	0	21,837		0	0		0	21,837		
WEATHER CARE	78,820	25,497	32%	78,820	12,268	16%	0	13,229		
WEATHER CIP	78,819	17,945	23%	78,819	16,944	21%	0	1,001		
WEATHER (State FY16/17)	479,680	88,604	18%	479,680	160,990	34%	0	(72,386)		
WEATHER (State FY17/18)	479,680	0	0%	479,680	0	0%	0	0		
ENERGY MANAGEMENT TOTAL	1,116,999	153,884	9%	1,116,999	190,202	17%	0	(36,318)	0	0
Other COG Programs										
HOMELAND SECURITY	243,331	0	0%	243,331	18,177	7%	0	(18,177)		
CO BARK BEETLE COOPERATIVE	1,200	1,390	116%	1,200	0	0%	0	1,390		
NWCCoG FOUNDATION	0	0		0	915		0	(915)		
SBDC	0	0		0	0		0	0		
REGIONAL TRANSPORTATION CC	209,499	140,961	67%	209,499	99,762	48%	0	41,199		
Total COG Program Funds	4,386,235	1,054,475	24%	4,351,967	649,872	15%	34,268	404,602	28,837	40,496
EXTERNAL PROGRAM FUNDS										
WATER QUALITY/QUANTITY	157,530	155,374	99%	157,530	22,916	15%	0	132,458	121,416	253,874
SWQC	32,654	36,064	110%	32,654	9,895	30%	0	26,169	0	0
Total External Program Funds	190,184	191,438	101%	190,184	32,811	17%	0	158,627	121,416	253,874
Total Program Funds	4,576,419	1,245,913	27%	4,542,151	682,683	15%	34,268	563,230	150,253	294,370
REGIONAL LOAN FUND	619,000	222,549	36%	617,310	17,984	3%	1,690	204,565	1,109,087	1,313,652
INTERNAL SERVICE FUNDS										
INDIRECT	208,858	35,248	17%	206,383	39,496	19%	2,475	(4,248)	(157)	(4,405)
COG BUILDING FUND	75,648	12,608	17%	71,260	10,550	14%	4,388	2,058	24,823	26,881
MOTOR POOL	40,000	5,428	14%	44,268	1,705	4%	(4,268)	3,723	49,979	53,703
Total Service Funds	324,506	53,285	16%	321,911	51,752	16%	2,595	1,533	74,646	76,178
COG FUNDS Subtotal	5,519,925	1,521,746	28%	5,481,372	752,419	14%	38,553	769,327	1,333,986	1,684,201



MEMORANDUM

To: NWCCOG COUNCIL
From: Jon Stavney
Date: 15 March 2017
Re:

Council,

The following 2017 Employee Handbook and related forms are hereby presented for your adoption.

The Process: While certain language in Employee Handbooks is relatively boilerplate due to employment, discrimination and harassment law, it is important that the Employee Handbook be consistent with an organization's values, current practices and current law as well as that the organization be consistent with the document. What I have found in my first months at NWCCOG is that many of our "HR" processes, like discipline or employee evaluations, were handled quite differently in each department, and that directors were regularly seeking verbal direction on HR matters which should be written and established. This update attempts to answer many of those questions and anticipate others. The current Handbook was updated and adopted by the NWCCOG Council on 9/25/14, primarily with the addition of marijuana policy added to what appears to be otherwise at least a 10 year old document.

In addition to a line-by-line edit of our current handbook, I reviewed the Handbook side-by-side with three recently updated Handbooks generously shared by Eagle County, Frisco and Dillon. In that spirit, and knowing that many of our member jurisdictions like NWCCOG do not have an organization large enough to justify a full time HR professional, I humbly offer this document which has been reviewed by our department heads, an HR professional, our attorney and by CIRSA for any of our members who wish to utilize the updated Handbook to update theirs.

Revisions Summary: The following is a brief overview of changes:

1. The document was reorganized more coherently into general sections including employee rights, various benefits, then policies

2. The Mission statement was added as was Employee relationship to Policies and Procedures section
3. The Diversity, ADA and Harassment sections were broadened, and clarified as well as was the complaint and investigation process to reflect modern practice
4. Language was added to clarify what to do if issues relate to the Executive Director
5. A section on Discipline was clarified and a Discipline Action Form was created
6. The section on Separation was clarified and a Separation Form was created
7. A section on Compensatory Time was added and a form was created (we were utilizing Comp time without note of it in the Handbook)
8. To Bereavement, the duration was changed from 3 days to 5
9. Most of the benefits section was cut and paste from original with additional information about benefits being written in
10. One additional Holiday (Day after Thanksgiving) was added
11. Sections on shared leave, paid and unpaid leave, domestic abuse leave, and personal leaves of absence were added (we have used unpaid leave as a disciplinary step without it being noted in the handbook)
12. Policies were added for Whistleblower, Nepotism, Nursing Mothers, Annual Evaluation, Business Expense Reimbursement, Social Media, Political Activity, Place of Business – allowing for more work remotely, and for Inclement Weather (adopted from Weatherization) were each added
13. Weapons and Drug Policy was not changed in content, but edited for clarity like much of the rest of the document

Footnote: It was interesting to read other organizations Handbooks. For instance NWCCOG had a weapons policy in the current Handbook which was quite extensive and clear while others had little to nothing on weapons. One organization had very extensive language on nepotism and hiring of family members while others were silent on that matter (I added it to ours). We are not large enough to be subject to FMLA while, Eagle County, which is has many pages clarifying the organizations relationship to FLMA.



Employee Handbook

Updated April 2017

Adopted by the NWCCOG Council on 3/23/2017.

TABLE OF CONTENTS

Important: This Handbook supersedes previous editions	5
NWCCOG Mission	6
Employee relationship to Policies and Procedures	6
Problem Solving:	6
NWCCOG Diversity Policy	7
ADA and Religious, and Pregnancy Accommodation Policy	7
NWCCOG Prohibited Harassment Policy	8
Definitions:	9
Sexual Harassment Policy	9
Complaint and Investigation Procedure for Discrimination or Harassment	10
EMPLOYEE STATUS	12
A Full-Time Employee	12
A Part-Time Employee	12
A Contract Employee	12
A Temporary Employee	12
An Exempt Employee	12
A Non-exempt Employee	12
Promotions or Changes to Compensation	13
Time Records	13
Discipline and Discharge Policy	13
Discipline Procedures	14
Separation of Employment	14
Annual Performance Evaluation	15
Nepotism, Employment of Relatives, and Personal Relationships	15
EMPLOYEE BENEFITS - Wages, Holidays, and Payroll	16
Paydays	16
Overtime for Non-Exempt Employees	16
Compensatory Time (also known as "Flex Time")	16
Pay for Exempt Employees	17
Employment Eligibility	17
EMPLOYEE BENEFITS -- Holidays	17
EMPLOYEE BENEFITS - Health and Life	18
County Health Pool	18
Life and Disability Insurance	19

Best Flex	19
EMPLOYEE BENEFITS -Retirement and Other	20
Retirement Benefits	20
Deferred Compensation	20
Silverthorne Recreation Center.....	20
EMPLOYEE BENEFITS -Accumulated Leave	21
Attendance and Punctuality	21
Annual Leave	21
EMPLOYEE BENEFITS -Other Leave.....	22
Bereavement Leave	22
Shared Leave.....	23
Paid and Unpaid Administrative Leave.....	23
Domestic Abuse Leave.....	23
Jury Duty	23
Military Leave.....	24
Voting.....	24
Family and Medical Leave Act (FMLA)	24
Personal Unpaid Leave of Absence.....	24
EMPLOYEE BENEFITS -Medical Leave.....	25
Workers' Compensation.....	25
Medical Unpaid Leave Of Absence.....	25
NWCCOG WORKPLACE POLICIES.....	26
Whistleblower Protection Policy	26
Anti-Violence, Threats, Bullying Policy.....	26
Nursing Mothers Policy.....	27
Drug Use, Sale, and Possession	27
Drug Free Workplace Policy	27
Marijuana.....	28
Drug and Alcohol Testing	28
Inspection Policy.....	28
Weapons Policy	29
WORKPLACE POLICIES -Ethics, use of Assets.....	29
Confidentiality Policy	29
Conflict of Interest Policy	30
Information Systems and E Mail	30
Social Media.....	31
Voice Mail.....	31

NWCCOG Issued Credit Cards.....	31
Business Expense Reimbursements, Per Diem.....	32
Hours of Work and Place of Business.....	32
Inclement Weather Policy.....	32
Smoking.....	33
Appearance and Courtesy Policy	33
Political Activity Policy	33
References Policy.....	34
WORKPLACE POLICIES - Safety and Driving.....	34
Safety.....	34
Driving.....	34
NWCCOG Vehicles.....	35
NWCCOG Vehicle Accident Reporting	36
Attachments:.....	36
ACKNOWLEDGEMENT OF RECEIPT.....	38

DRAFT

Important: This Handbook supersedes previous editions

NWCCOG is an organization with an important role in its member communities and in citizens' lives across a broad region. Our diversely qualified employees enjoy an organizational culture of safety and mutual respect and organizational values in keeping with our high quality of life in Colorado. Our programs navigate some very complex federal and state funding guidelines to deliver services.

This handbook is designed to acquaint and guide employees and managers at Northwest Colorado Council of Governments (NWCCOG) with the personnel framework for the organization while providing critical information about employment. While the handbook is a thorough overview of personnel matters derived primarily from federal law and state statute, as well as current NWCCOG practices, it cannot be all-inclusive, that is, address every possible situation.

As a courtesy for smooth transitions from complex roles in our professional setting, it is preferred that two week notice be provided by employees, and a month or more for directors; however, employment with NWCCOG is "At-Will." Employees have the right to end their work relationship with the organization, with or without advance notice for any reason. The organization reserves the same right.

The language used in this handbook and any verbal statements made by management are not intended to constitute a contract of employment, either express or implied, nor are they a guarantee of employment for a specific duration. Not every circumstance can be anticipated and written, therefore NWCCOG reserves the right to interpret and update these guidelines without notice. Certain programs are managed by contractors who perform work on behalf of the organization on a contractual basis. Their relationship to NWCCOG is defined by those contracts.

After reading the handbook, if you have questions please discuss with your immediate supervisor or the Executive Director.

*Jon Stavney
Executive Director*

NWCCOG Mission

The purpose of the NWCCOG is to be responsive to our members' needs and interests by providing guidance and assistance in problem solving, information sharing and partnership building, advocating members interests and needs with local, state and federal entities, and providing quality services to our membership that are relevant, effective and efficient.

Employee relationship to Policies and Procedures

Employee Handbooks are meant to be updated regularly to be consistent with law, best practices, and organizational culture. Some policies and procedures may be specific to federal or state frameworks under which those programs operate, and it is expected that Program Directors have discretion to manage operations of their programs. Ideally, management is an ongoing collaborative effort between Program Directors, employees, and the Executive Director with policy oversight from the NWCCOG Council. The Handbook and related policies & procedures are intended to provide clear expectations and a "level playing field" for employees across the organization.

Problem Solving:

NWCCOG encourages an employee who disagrees or is dissatisfied with, or desires clarification of a NWCCOG practice or policy outlined in this Handbook or other policies & practices, to proactively address the matter. Please use the following system for communicating concerns:

1. Discuss the situation with your supervisor within 3-5 business days.
2. If a resolution is not reached with your supervisor or if it is inappropriate to go to your supervisor, discuss the situation with your Program Director. If the situation is not resolved, communicate the problem directly to the Executive Director.
3. If the situation is still not resolved, you may communicate the problem to the NWCCOG Council Chair who will take the matter up with the NWCCOG Executive Committee. Once the situation is reviewed you will be informed of the action taken.
4. The decision of the Executive Committee is final.

NWCCOG Diversity Policy

NWCCOG cultivates an inclusive environment and provides Equal Employment Opportunities (EEO) to all employees and applicants for employment as described in “Equal Employment Opportunity (EEO), Title VI Nondiscrimination and Harassment” act of the Civil Rights Act of 1964 and related statutes. It is the policy of NWCCOG that no person shall be discriminated against on the basis of race, color, religion, national origin, education, marital status, age, body size, political affiliation/philosophy, socio-economic status, disability, military status, veteran status, genetic information, sex, gender or sexual orientation, HIV status, amnesty or any other status protected by applicable federal state or local law, or be excluded from participation in, be denied the benefits of, or be subjected to discrimination in any operation of NWCCOG as provided in Title VI of the Civil Right Act of 1964 and related statutes. This policy applies to all terms and conditions of employment. NWCCOG is dedicated to ensuring that all employment decisions are in accordance with this policy and the principles of Equal Employment Opportunity including:

1. Recruiting, hiring, training, and promoting for all jobs without discrimination on any of the basis outlined above;
2. Making placement decisions solely on an individual’s qualifications for the position being filled; or if
3. Administering other personnel actions, such as pay, training, layoffs, and other actions without discrimination on any of the bases outlined above.

An employee acting in any manner or capacity found to be in violation of the letter or spirit of this policy may be subject to disciplinary action as outlined in the disciplinary section of this Handbook.

ADA and Religious, and Pregnancy Accommodation Policy

The Americans with Disabilities Act (ADA) and the Americans with Disabilities Amendments Act (ADAAA) are federal laws that prohibit employers with 15 or more employees from discriminating against applicants and individuals with disabilities in accordance with regulations and guidance issued by the Equal Employment Opportunity Commission (EEOC). NWCCOG will make reasonable accommodation

for qualified individuals with known disabilities, employees whose work requirements interfere with a religious belief, and for conditions related to pregnancy, physical recovery from childbirth, or a related condition, unless doing so would result in an undue hardship to the organization or cause a direct threat to health and safety of others that cannot be eliminated with a reasonable accommodation.

NWCCOG Prohibited Harassment Policy

NWCCOG strives to maintain a work environment where individuals are treated with respect and dignity, free from unlawful harassment. All employees of NWCCOG are expected to consider, respect and observe this policy in their daily work and duties. Prohibited harassment includes verbal, electronic, or physical conduct which has the purpose or effect of substantially interfering with an individual's work performance or creating an intimidating, hostile, or offensive work environment. If approached with a question or complaint related to these matters, or if you believe you are being harassed, please share these concerns immediately. NWCCOG expects individuals to make a timely complaint preferably within 24 hours to enable NWCCOG to investigate and respond to any behavior which may be in violation of this policy.

It is the policy of NWCCOG that all employees are entitled to work in an environment free of prohibited harassment. Prohibited harassment will not be tolerated, and complaints of prohibited harassment will be investigated promptly. Effective and appropriate corrective action will be taken when determined to be warranted based on that investigation. Egregious acts can result in immediate dismissal. This policy applies to all employees including managers, supervisors, co-workers, and non-employees such as customers, clients, vendors, consultants, NWCCOG Council, etc.

If an employee has concerns about the potential for a domestic violence situation to affect the workplace, it is that employee's responsibility to inform their supervisor at NWCCOG in order for that concern to be addressed for the safety of the employee and others.

Definitions:

- ◆ “Prohibited Harassment” includes all of the other forms of harassment listed below and means unwelcome conduct in verbal, written, or physical form which has the purpose or effect of substantially interfering with an individual’s work performance or creating an intimidating, hostile, or offensive work environment; results in a tangible employment action; or is sufficiently severe or pervasive as to alter the conditions of employment.
- ◆ “Age Harassment” means harassment because an individual is 40 years of age or older.
- ◆ “Disability Harassment” means harassment because of an individual’s physical or mental impairment that substantially limits an individual’s major life activities. *Note that “disability” does not include current illegal use of drugs or impairment on the job by alcohol.*
- ◆ “Gender harassment” means harassment because of an individual’s gender.
- ◆ “Marital or family status harassment” means harassment because an individual is a parent or non-parent, married, single, divorced, separated, or widowed.
- ◆ “National Origin harassment” means harassment because of an individual’s ancestors’ place of origin or having the characteristics of a national origin group.
- ◆ “Sexual Harassment” is defined separately below.
- ◆ “Race/Color Harassment” means harassment because of an individual’s race or skin color.
- ◆ “Religious Harassment” means harassment because of an individual’s religious or moral views which are sincerely held with the strength of traditional religious views.
- ◆ “Sexual orientation Harassment” means harassment because of an individual’s sexual orientation.

Sexual Harassment Policy

Because sexual harassment raises issues that are to some extent unique in comparison to other harassment, NWCCOG believes it warrants separate emphasis.

NWCCOG strongly opposes sexual harassment and inappropriate sexual conduct. Sexual harassment is defined as unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature, when:

1. Submission to such conduct is made explicitly or implicitly a term or condition of employment;
2. Submission to or rejection of such conduct is used as the basis for decisions affecting an individual's employment; or
3. Such conduct has the purpose or effect of substantially interfering with an individual's work performance or creating an intimidating, hostile, or offensive work environment.

Prohibited Sexual Harassment Conduct may include but is not limited to the following: Written or electronic form such as cartoons, e-mails, posters, calendars, notes, drawings, letters, or photographs; verbal conduct such as epithets, derogatory comments, slurs or jokes; physical conduct such as assault or blocking an individual's movement. This applies to all employees, including contract employees, managers, supervisors, co-workers and non-employees such as NWCCOG Council, customers, clients, vendors, and consultants.

Complaint and Investigation Procedure for Discrimination or Harassment

If an individual believes there has been a violation of the EEO policy or encounters prohibited harassment, as outlined above, including sexual harassment, that individual should use the following complaint procedure:

1. First, it is *preferred* that an individual who believes they are being subjected to prohibited harassment should confront and inform the person responsible for the conduct, clearly state that such conduct is unwelcome and plainly request that such conduct stop immediately. If that individual feels threatened by an immediate response they are not expected to escalate the encounter or put themselves in danger.
2. Second, the individual shall inform their immediate supervisor or the Executive Director in a form they choose. If the conduct is determined to trigger a complaint, such complaints shall be written and a prompt investigation shall follow.

3. To the extent possible, complaints and investigations will be handled as confidentially as possible by the Program Director or the Executive Director. The Executive Director reserves the right to report the incident to law enforcement to conduct their own investigation or in consultation with the NWCCOG attorney, CIRSA, and/or Council Chair (NWCCOG reserves the right to choose a qualified third party investigator to conduct the investigation). That investigator has discretion to re-format the process or add steps as they see fit.
4. If the investigation by a Program Director or the Executive Director (or other as noted in #3) determines that an individual's conduct is in violation of this policy, appropriate disciplinary action will be taken against the offending employee and documented on an **Employee Discipline Action Form**. Possible responses range from verbal and written reprimand, to suspension, up to and including the possibility of immediate termination of employment as determined appropriate based on the findings of the investigation.
5. The findings of the investigation will be shared with the individual who submitted the complaint.
6. Violations that result in disciplinary action will be recorded in the harasser's personnel file or in a separate secure file if that is deemed necessary.
7. Intentional false reporting of harassment is prohibited and may also be subject to investigation
8. In the case that the complaint involves the Executive Director, such complaint may be made to a Program Director or immediate supervisor who will bring the matter to the NWCCOG Council Chair who will inform the Executive Committee, which will follow this procedure to investigate the matter or may choose to employ a third party investigator before taking appropriate corrective action.
9. NWCCOG prohibits retaliation against an employee for filing a complaint under this policy or for assisting in a complaint investigation. If retaliation for making a complaint or for participation in the investigation is perceived, the complaint procedure outlined above may be followed.

EMPLOYEE STATUS

A Full-Time Employee

Is an employee who is normally scheduled to work at least 40 hours per week and is currently eligible for organization benefits as outlined in this handbook including pro-rated holiday, personal and medical leave, and flex time.

A Part-Time Employee

Is an employee who is normally scheduled to work less than 30 hours per week and is currently eligible for a level of benefits proportional to their degree of employment as follows (unless required under the Affordable Care Act (ACA)) or similar federal or state legislation. Those proportions are as follows:

- ◆ 1-23.9 hours a week: Retirement program participation and disability insurance.
- ◆ 24+ hours a week: Retirement, health, life, dental, vision, Flexible Spending Account (FSA), and disability insurance.
- ◆ Participation in retirement program is mandatory

A Contract Employee

Is an individual performing a scope of work within a NWCCOG program whose relationship to the organization is defined by that contract rather than the employee handbook and is not eligible for participation in NWCCOG benefits.

A Temporary Employee

Is an employee who is hired by an NWCCOG program for a temporary period, an assignment, or a group of assignments, and is **not** eligible for participation in NWCCOG benefits other than Colorado County Officials and Employees Retirement Association (CCOERA) and those required by law.

An Exempt Employee

Is an employee not eligible for overtime compensation as defined by the United States Department of Labor and the Fair Labor Standards Act (FLSA) and the Colorado Department of Labor and Employment.

A Non-exempt Employee

Is an employee that is eligible for overtime compensation. Non-exempt employees are eligible for paid overtime at one and one-half times their regular rate of pay for all

hours worked in excess of 40 hours per workweek with the only exception being use of time in excess of 40 hours as agreed upon by a supervisor and an employee through the **Agreement To Compensatory Time Form** to be banked and utilized as compensatory time. Note that some grants and programs do not allow use of compensatory time.

Promotions or Changes to Compensation

Promotion or changes to compensation must be approved by the Executive Director, and with possible exceptions, such as an increase of duties, promotion, or reclassification, will only occur on an annual cycle.

Time Records

Employees must accurately record time worked on a daily basis. Time cards are used for calculating pay and benefits. Include the total hours worked excluding meals or break periods. If participating in Compensatory Time program, that time is also recorded on the timecard. Also indicate paid days off, such as annual leave. Employees must submit time cards for review to their program director that signs off on the timecard, and places timecards in the Timecard box for the Executive Director to sign off prior to its submittal to the fiscal office for processing. Remotely located employees are responsible for e-mailing completed timecards.

Discipline and Discharge Policy

NWCCOG prides itself on being a collegial and supportive place to work, and as a learning organization which encourages professional development and embraces training opportunities. Employees and Program Directors receive annual performance evaluations and are expected to provide each other constructive feedback in the course of the regular work week and throughout the year, as well as work cohesively to advance work and forward the goals of their program/departments and the NWCCOG organization. NWCCOG expects that employees will strive to master their work and seek additional challenge in order to grow in their work. Occasionally, performance or conduct falls short of NWCCOG standards and/or expectations. When policy, performance, or professional conduct has been compromised, management will take appropriate action from a spectrum of options as outlined in the **Disciplinary Action Form** addendum to this document. Disciplinary actions can range from a formal

discussion with an employee about the matter (which should be documented in writing, signed by the employee and placed in the employee's personnel file) to development of a work plan or other constructive solution up to immediate discharge.

Discipline Procedures

NWCCOG recognizes that management of employees and promoting a healthy working environment requires a great deal of feedback and communication. Feedback should not wait for an annual evaluation, and should be ongoing. Just as it is important to provide formal feedback and constructive criticism and keep a record of that through an Employee Evaluation on an annual basis, it is also important to record feedback which may have an effect on an employee's current or future status with NWCCOG. If that feedback is related to violation of this Handbook or other policies and procedures, it is important that what may begin as verbal feedback or discussion of an incident also be formally recorded through use of an **Employee Discipline Action Form** to be filled out by a Program Director including a recommended action signed by the employee and forwarded to the Executive Director who will review with the Program Director before placing the Form in the employee's personnel file. If a situation is deemed to require a more formal process including a possible investigation, the Executive Director may utilize the Complaint Process outlined in the prohibited harassment section of this handbook.

Separation of Employment

Employees who wish to resign should notify their supervisor of their anticipated departure date with two week notice. Program Directors should notify NWCCOG of their intention to resign and provide as much lead time as possible. Once an employee has provided notice, they will be scheduled for "check out" procedures (conversion of insurance, return of property, delivery of final paycheck, etc.) with a NWCCOG representative which may be a supervisor, the Office Manager or the Executive Director. Program Directors are required to be sure that an **Employee Separation Checklist Form** is completed to insure that all NWCCOG property is returned, and an orderly separation ensues with an employee understanding how the separation affects their benefits.

Employees wishing to retire should notify their supervisor in writing at least one month prior to the retirement date. Employees who do not report to work for three consecutive workdays without notice shall be considered to have abandoned their job (exceptions may be made for extenuating circumstances, Acts of God), and the program director shall notify the Executive Director in that case. Health insurance terminates the last day of the month of employment. Employees will be required to pay premiums through that month. NWCCOG will provide the employee information for Consolidated Omnibus Budget Reconciliation (COBRA) continued health coverage.

Annual Performance Evaluation

The Annual Performance Evaluation is a management tool that measures an employee's work performance, and assists the employee in being more productive in contributing to the overall goals of the program and organization. Supervisors may conduct mid-year evaluations if the need for a mid-year follow up was noted at the time of the annual evaluation. Annual merit increases, subject to appropriation by the NWCCOG Council, require positive evaluations and are at the discretion of Program Directors in consultation with the Executive Director. The standard **Employee Evaluation Form** is attached to this Handbook. The Executive Director shall establish the annual schedule for evaluations with a memo to Program Directors outlining the expectations for the evaluation process.

Nepotism, Employment of Relatives, and Personal Relationships

An employee may not supervise or be in the line of supervision for a relative by blood or marriage. Immediate family members may not work in the same program together unless such arrangements have been approved by the Executive Director. An employee may not make decisions to hire, retain, promote, or determine the salary of relatives.

EMPLOYEE BENEFITS - Wages, Holidays, and Payroll

Paydays

Paydays are on the 5th and 20th of each month. If the regular payday occurs on a holiday or weekend, employees are paid on the last working day prior to the regular payday. On each payday, employees receive a statement showing gross pay, deductions, and net pay. Automatic deductions such as additional tax withholding, contributions to voluntary plans, and individual savings plans may be arranged through the fiscal office. Payroll is made through electronic transfer (direct deposit) of funds into the employee's designated, qualified account.

Overtime for Non-Exempt Employees

From time to time, a supervisor may require a non-exempt employee to work overtime. In these instances, the supervisor should be given as much advance notice as possible. Employees must receive approval from their supervisor before working overtime. Non-exempt employees are eligible to be paid at the rate of one and one-half (1-1/2) times their regular hourly rate for hours worked in excess of 40 during the established workweek. The established workweek begins at 12:01 a.m. on Sunday and ends at 12:00 a.m. midnight on Saturday. For purposes of calculating overtime payments, hours paid for holidays are counted as hours worked. Paid time off for jury duty, funeral leave, and annual leave are not considered as hours worked.

Compensatory Time (also known as "Flex Time")

Compensatory Time may be available in lieu of overtime at the discretion of the Program Director and with the agreement of the employee. "Comp time" allows an employee to balance personal time and work outside of the regular hours that the NWCCOG office is open for business, and allow an employee to work a 40 hour work week "averaged" over multiple weeks or pay periods on a schedule that works for the employee's personal life, their Program Director, and the organization. Compensatory Time will be dispensing as outlined below.

Compensatory Time is available for non-Exempt employees in lieu of paid overtime pursuant to filling out an **Agreement to Compensatory Time Form**, and must be

approved in advance by the employee’s supervisor. Compensatory Time will accrue at one and one-half (1-1/2) hours for every one (1) hour over 40 hours worked in a work week for **nonexempt employees who may accrue up to 16 hours of Compensatory Time off**. Upon separation, NWCCOG will pay for accrued compensatory time for non-exempt employees up to 16 hrs. Compensatory time can be carried from one calendar year to the next. **Compensatory Time for exempt employees may accrue up to 40 hours of compensatory time**. Compensatory time for an exempt employee is earned on a one-to-one (1-1) ratio for every one (1) hour worked in excess of a normal workweek. Upon separation from employment, all Compensatory Time for exempt employees is forfeited.

Pay for Exempt Employees

Exempt employees are paid a salary and will receive a predetermined amount of compensation each pay period on a weekly basis. If an employee believes NWCCOG has made an improper deduction for payment of state or federal taxes, the employee should immediately report this information to the fiscal office which will promptly investigate reports of improper deductions. If it is determined that an improper deduction has occurred, that employee will promptly be reimbursed.

Employment Eligibility

If an employee is in a position that requires a license or certification and that license or certification is not maintained or is in jeopardy, the employee shall report that information immediately in writing to their supervisor. In some programs where it is necessary to maintain certification as a condition of employment for that job, NWCCOG may, at its discretion, work with an employee to provide time to become recertified after written notice is provided to a Program Director.

EMPLOYEE BENEFITS -- Holidays

NWCCOG observes 13 holidays as days off with pay. The 13 holidays are as follows:

New Year’s Day	January 1
Martin Luther King’s	Third Monday in January
President’s Day	Third Monday in February

Memorial Day	Last Monday in May
Independence Day	July 4
Colorado Day	First Monday in August
Labor Day	First Monday in September
Columbus Day	Second Monday in October
Veteran's Day	November 11
Thanksgiving Day	Fourth Thursday in November
Thanksgiving Friday	Friday after Thanksgiving
Christmas Day	December 25
Floating Holiday	Any day, at the discretion of the employee, (with written approval)

Employees do not need to fill out an **Employee Leave Request** form for Holidays. Holiday time off is counted as hours worked in the computation of overtime. Full time employees not scheduled to work on the holiday will receive 8 hours of holiday pay at their regular rate of pay. Holiday pay for part time employees is prorated based on their regularly scheduled work hours. Note that some grant programs only allow pay for federal holidays, so any holidays (floating, Thanksgiving Friday) must be budgeted in the program to be paid.

When a holiday falls on a Saturday, it is observed on the preceding Friday. When the holiday falls on a Sunday, the following Monday is the paid day off. Non-exempt employees shall not work on NWCCOG observed holidays without prior approval from their supervisor. Work on holiday time, unless the holiday worked was requested through an approved Request for Leave form to be exchanged for another day off, is compensated at one and one-half times for non-exempt employees. Part-time employees receive holiday hours pro-rated based on the part-time hours worked.

EMPLOYEE BENEFITS - Health and Life

County Health Pool

After the first full calendar month of employment, full-time and part-time (24 hours/week minimum) employees are eligible to participate in group medical, dental,

vision, life, and disability insurance coverage programs beginning on the first day of the following month. Enrollment in the County Health Pool (CHP) must be confirmed or waived at that time and on an annual basis during Open Enrollment by filling the NWCCOG Enrollment Application. All employees receiving insurance benefits through NWCCOG will contribute a designated percentage toward the payment of their premium. NWCCOG pays 85% of the CHP premium for the employee, spouse, and children of full time employees. The percentage paid for part time employees is pro-rated based on the number of hours worked per week. Employees must work at least 24 hours per week to qualify. NWCCOG does not pay any amount towards the insurance of an employee's spouse if their spouse is covered by insurance at their place of employment. Many major life events effect eligibility for insurance coverage. These events must be reported within 30 days of the event to ensure continuous coverage. Births, adoptions, marriages, divorces, college graduation, child turning 27, and loss of insurance through a spouse are common examples of events that effect coverage eligibility and that need to be reported.

Life and Disability Insurance

NWCCOG provides Life and Disability through CHP at two times an employee's annual salary up to \$100,000. NWCCOG pays 100% of the premium. Disability Insurance for employees injured (non-workers compensation injuries) off the clock and unable to work receive 2/3 of their normal wage following a 30 day waiting period. NWCCOG pays 100% of the premium. For further information and plan details describing insurance coverage, please contact the Office Manager or Executive Director.

Best Flex

NWCCOG offers an optional flexible health account plan through Employee Benefits Corporation in which employees may elect deductions tax-free from their pay to be placed in either a Standard Health Care FSA, which can be used to reimburse all eligible medical expenses, or a Depended Care FSA, which can be used to reimburse eligible child or elder care expenses (i.e. daycare).

EMPLOYEE BENEFITS –Retirement and Other

Retirement Benefits

NWCCOG is a member of Colorado County Officials and Employee Retirement Association (CCOERA) and participates in the program instead of contributing to Social Security; therefore, *all employees are required to participate* in this program. Employees must contribute a minimum of 3.75% of wages or salary to the retirement program and may elect to contribute from 3.75% up to 10% of wages or salary on a pre-tax basis. NWCCOG will only match up to 6% of the employee's personal contribution. Employees own 100% of contributions, including the NWCCOG match (there is no vesting period). **Once an employee selects a percentage at the beginning of employment, the employee may not make changes to the percentage for the duration of their employment.** Changes to specific investment choices within the plan may be changed.

Deferred Compensation

CCOERA offers a 457(b) deferred compensation plan in addition to the retirement plan. This allows employees to make voluntary contributions to a pre-tax salary. This contribution is not matched by NWCCOG.

Silverthorne Recreation Center

NWCCOG pays an annual Business Membership Fee in order for NWCCOG employees to be eligible for corporate employee pass pricing. Please visit the Recreation Center website for current pricing for monthly, six month, or annual individual or family pass rates. Employees are responsible for paying their own entry or membership fees.

EMPLOYEE BENEFITS -Accumulated Leave

Attendance and Punctuality

Regardless of what position an employee holds, punctuality and regular attendance are essential for efficient operation of programs. If an employee knows in advance they are going to be unavoidably late or absent, that employee must notify their Program Director's cell phone, so other arrangements can be made. If an employee is absent without prior notice, the employee should advise the supervisor or Program Director by calling their cell phone and/or their office phone as soon as possible. If a supervisor is not available, employees should contact the front office staff during business hours at 970-468-0295 or another Program Director. Employees are expected to make every effort to speak with a person directly and should leave a message only when all other alternatives have been exhausted. If an employee fails to report to work for three consecutive days without notification to their supervisor or without extenuating circumstances, they will be terminated.

Annual Leave

Full-time employees accrue annual leave based on the following schedule:

Annual Leave Earned Per Year	Length of Service
128 hours @ 5.34 hours per pay period (or 16 days)	Commencing on the date of employment, continuing to the fifth anniversary of the date of employment
168 hours @ 7 hours per pay period (or 21 days)	Commencing on the fifth anniversary of the date of employment, continuing to the tenth anniversary of the date of employment
208 hours @ 8.67 hours per pay period (or 26 days)	Commencing on the tenth anniversary of the date of employment, continuing to the fifteenth anniversary of the date of employment
240 hours @ 10 hours per pay period (or 30 days)	Commencing on the fifteenth anniversary of the date of employment, continuing through the remainder of employment

Employees must schedule use of accrued annual leave in order to minimize interruptions to organizational operations and must be authorized by their supervisor through a signed **Request for Leave** form. Annual leave time will not be advanced under any circumstances. Employees must give their supervisor as much advance notice as possible when annual leave will be used due to illness of the employee or a person for whom the employee has caretaking responsibility.

- ◆ Employees are required to call in or speak directly with their supervisor when reporting an absence due to illness. If their supervisor is not available, employees may contact the Office Manager or another Program Director in an attempt to speak to a person directly.

An employee is not eligible to accumulate more than 240 hours of accrued annual leave at any one time. Once an employee reaches this maximum, the employee ceases accruing additional annual leave. Accumulated leave is a benefit intended to provide an employee the opportunity to self-manage their work-life balance and recharge themselves so they stay healthy and engaged. A Program Director or Executive Director may direct an employee to take annual leave if it is believed that employee is reaching the 240 hour limit and not managing use of annual leave. If the employee later uses enough annual leave to fall below the maximum, the employee resumes accruing annual leave from that date forward until again reaching the maximum. Upon termination, employees receive pay for accrued, unused annual leave.

EMPLOYEE BENEFITS -Other Leave

Bereavement Leave

If there is a death in an employee's immediate family, that **employee is granted upon request, up to five paid workdays**. Immediate family includes an employee's spouse, partner, parents, children, sisters, brothers, grandparents, grandchildren, and mother or father-in-law. In the event of a death of another relative, colleague, or friend, employees are allowed one paid workday. Close friend is at the discretion of NWCCOG. If more time off is desired than provided, employees may apply for use of annual leave.

Shared Leave

An employee may put in a written request to the Executive Director to give not more than two of their own accumulated leave days to a fellow employee who has utilized all of their own accumulated leave time and whose circumstances warrant additional time. Approval of shared leave is at the discretion of the Executive Director.

Paid and Unpaid Administrative Leave

- ◆ The Executive Director, or the NWCCOG Council, when required for the Executive Director may place an employee on paid administrative leave, if it is deemed appropriate for the good of the organization for that employee to be away from the workplace for a specified period of time.
- ◆ The Executive Director, or the NWCCOG Council, when it is for the Executive Director, may provide paid administrative leave when an exempt employee has been required to work a significant amount of extra time for an extended period of time. Where exempt employees have worked a SIGNIFICANT amount of extra time *which cannot adequately be accommodated by Compensatory Time*, occasional and judiciously limited paid administrative leave may be granted by the Executive Director, or in the case of the Executive Director, by the Council Chair, at their discretion.
- ◆ A program director in consultation with the Executive Director may place an employee on unpaid administrative leave as a part of an escalated employee disciplinary process.

Domestic Abuse Leave

Employees subject to domestic abuse may be eligible for a leave of absence. Employees may approach a supervisor or Program Director or have a professional advocate approach NWCCOG with whom they feel comfortable with such a request. Granting of such leave is at the discretion of the Executive Director.

Jury Duty

NWCCOG recognizes jury duty as a civic responsibility. When summoned for jury duty, an employee will be granted leave to perform their duty as a juror. If the employee is excused from jury duty during their regular work hours, they are expected

to report to work promptly. Employees receive regular pay for the first three days of jury duty if they were scheduled to work and the employee submits a juror service certificate. Beginning the fourth day and thereafter employees as jurors will be paid \$50.00 per day by the State of Colorado for state or county court jury duty. For jury duty in excess of three days, employees receive the difference between jury duty pay and their regular pay up to a maximum of 10 days (80 hours). Jury duty leave beyond this time is without pay from NWCCOG.

Military Leave

Employees granted military leave of absence are reinstated in their employment and paid in accordance with the laws governing veteran's re-employment rights without loss of pay, benefits, or seniority.

Voting

If it is necessary for employees to arrive late or leave early from work to vote, employees may make arrangements the day before with their immediate supervisor.

Family and Medical Leave Act (FMLA)

As an association of local governments, NWCCOG has posted an FMLA notice to employees. However, under federal law, to be covered by FMLA, an employee must work at a work site with at least 50 employees within 75 miles. *Because NWCCOG does not have at least 50 employees within 75 miles, NWCCOG employees are not eligible to claim FMLA leave.* NWCCOG does, however provide leave to employees as is described elsewhere in this handbook.

Personal Unpaid Leave of Absence

At the sole discretion of the Executive Director in consultation with the NWCCOG Council Chair, an employee may be granted an unpaid leave of absence for non-medical reason for not more than 30 days. Employees taking an approved unpaid leave of absence are responsible for making arrangements to pay for their insurance coverage during the absence.

EMPLOYEE BENEFITS –Medical Leave

Workers' Compensation

Employees who incur an injury on the job should seek medical attention immediately. Employees must report work related injuries to their supervisor immediately. A list of workers' compensation approved medical clinics around the region is posted in the common area of NWCCOG offices. NWCCOG will pay the employee their regular rate for the time spent on an initial doctor's visit for the work related injury. Employees will be required to use their annual leave for all other doctor visits and therapy sessions.

Medical Unpaid Leave Of Absence

A Program Director or the Executive Director may grant an unpaid leave of absence for medical reasons to full-time and part-time employees who work at least 24 hours per week providing the request is accompanied by a recommendation from a medical provider. The recommendation must include the start date and anticipated return date. It is the employee's responsibility to obtain approval for a medical leave from his or her supervisor and the Executive Director.

- ◆ The employee on an unpaid medical leave of absence must first take all accrued annual leave time. Accrual of leave time is suspended until the employee returns from leave. Holidays, bereavement, or jury duty pay will not be granted during the leave. Employees returning from medical leave are expected to provide their supervisor with a medical provider's statement attesting to the employee's fitness for work. At its option, NWCCOG may require and cover the cost of an examination by a NWCCOG-appointed medial provider.
- ◆ Medical leave of absence cannot exceed the length of time equal to an employee's service with NWCCOG, or six weeks, whichever is less. Employees who do not return from leave of absence at the expiration of their authorized leave normally will be determined to have abandoned their employment. If the employee's failure to return is due to a disability under the Americans with Disabilities Act or other law, additional accommodations may be provided upon request. Employees must supply sufficient information from their medical provider indicating that they have a covered disability and when they can return to work with or without reasonable

accommodation. Accommodations must not cause undue hardship to the employer. Potential accommodations will be determined in an interactive process between the employee and NWCCOG.

- ◆ Employees, who are on approved medical leave, currently retain their eligibility to continue participation in NWCCOG insurance and retirement programs as long as the employee continues to pay the employee's portion of the monthly premium. Employees who return from approved medical leave may be reinstated to their previous position or a position of like status and pay if such position is available and they are qualified. However, NWCCOG is not required to guarantee a position for the returning employee.

NWCCOG WORKPLACE POLICIES

Whistleblower Protection Policy

Pursuant to Colorado's whistleblower statute regarding public employers, NWCCOG does not initiate or administer disciplinary action against an employee's disclosure of information. Disclosure of information is defined as the written provision of evidence to any person regarding any action, including waste of public funds, abuse of authority or mismanagement. The law does not protect employees who disclose information they know to be false or who disclose information without regard for truth or falsity. It does not protect those who disclose information that is confidential under any other provision of the law ("confidential" being defined in statute as "or disclosed information on records closed to public inspection or discloses information which is confidential under any other law").

Anti-Violence, Threats, Bullying Policy

Employees who engage in intimidation, threats, hostile behaviors, physical/verbal/or written abuse, vandalism, arson, sabotage (including electronic/cyber), or any other similar act which is inappropriate to the workplace and creates a hostile work environment for other employees will be subject to disciplinary action in the process outlined in **Disciplinary Policies and Procedures**. Any employee who is the victim of offensive comments or social media posts should report these comments as harassment.

Nursing Mothers Policy

NWCCOG will comply with the Workplace Accommodations for Nursing Mothers' Act by providing reasonable time for nursing mothers to express milk, make reasonable efforts to provide suitable and private space for this purpose, and not discriminate against women for expressing milk in the workplace.

Drug Use, Sale, and Possession

Whenever employees are working, operating a NWCCOG vehicle, present on NWCCOG premises, conducting NWCCOG related work, or are wearing any uniform identifying them as a NWCCOG employee, they are prohibited from:

1. Using, possessing, buying or selling, manufacturing, or dispensing a Schedule 1 drug, controlled substance, or related paraphernalia.
2. Being under the influence, possessing, or consuming of alcohol, a Schedule 1 drug, or controlled substance.
3. Taking prescribed drugs that adversely affect an employee's ability to safely and effectively perform job duties. Employees taking prescribed medication must carry it in the container labeled by a licensed pharmacist or be prepared to produce the container if asked.
4. NWCCOG may confiscate and turn over to law enforcement any illegal drugs or drug paraphernalia.

Drug Free Workplace Policy

In accordance with the Drug-Free Workplace Act of 1988, NWCCOG prohibits the unlawful manufacture, distribution, dispensation, possession, or use of a controlled substance during organizational time or on organizational premises or at other work sites. Rational behavior is required for the safe and adequate performance of job duties. Therefore, employees are prohibited from reporting to work or being at work unfit to perform their job duties because of the apparent use of illegal drugs, controlled substances, or alcohol.

Marijuana

To prevent confusion about the use of marijuana in the State of Colorado and how it relates to your employment, NWCCOG has issued this informational guideline. Colorado law permits properly registered patients to use marijuana for medicinal purposes without fear of criminal prosecution, so long as they abide by the State's medical marijuana laws. Colorado also permits adults to possess and use recreational marijuana. Nevertheless, marijuana remains a Schedule I controlled substance under the Controlled Substances Act of 1970. As such, any use of marijuana – medical or otherwise – is against federal law and a violation of the NWCCOG drug policy.

- ◆ Under this NWCCOG drug policy, virtually any conduct involving illegal drugs or controlled substances, as defined by federal law, can result in disciplinary measures up to and including termination. Accordingly, an employee who tests positive for marijuana is in violation of NWCCOG's drug policy, even if the employee is exempt from criminal prosecution under Colorado law. Colorado's marijuana laws – medical and otherwise – provide employers with the right to have and enforce their drug policies with respect to marijuana.
- ◆ Be advised that a positive drug test for marijuana constitutes a violation of NWCCOG drug and alcohol policy and will lead to Disciplinary action as defined in **the Discipline Policies and Procedures** up to and including termination.

Drug and Alcohol Testing

Policy related to Drug and Alcohol testing following an accident in a NWCCOG vehicle is covered in the Driving section of this document.

Inspection Policy

NWCCOG may conduct searches after notice is given and with the employee's consent of employees' personal effects. This may include, but is not limited to, lunch bags, boxes, purses, personal computers, packages, or vehicles. NWCCOG may conduct searches of the above items without employee consent if upon a reasonable suspicion that illegal activity is taking place and after obtaining a warrant to do so. Any illegal and unauthorized articles discovered may be taken into custody and will be turned over to law enforcement representatives. Employees do not have a reasonable

expectation of privacy in lockers, desks, cabinets, or file drawers, all of which are keyed by NWCCOG and/or copies of those keys are kept by NWCCOG.

- ◆ A Company-initiated search does not necessarily imply an accusation of theft or that an employee has broken a rule.

Weapons Policy

NWCCOG prohibits the possession or use of unconcealed weapons and the open carry of guns on NWCCOG property, regardless of whether or not the person is licensed to carry the weapon. This prohibition applies to all NWCCOG employees, contract and temporary employees, and visitors (exception: municipal, county, state or federal law enforcement officials) and regardless of whether or not the person is licensed to carry a weapon.

- ◆ **“NWCCOG property”** covered by this policy includes all NWCCOG-owned or leased buildings and surrounding areas such as sidewalks, walkways, driveways, and parking lots under NWCCOGs’ ownership or control. This policy also applies to all NWCCOG-owned or leased vehicles and all vehicles that come onto NWCCOG property.
- ◆ **“Dangerous weapons”** include, but are not limited to explosives, knives and similar weapons. If employees have a question regarding whether an item is covered by this policy, they should call the Executive Director. Employees have the responsibility to make sure that any item not specifically listed above that is possessed by the employee is not prohibited by this policy.

WORKPLACE POLICIES -Ethics, use of Assets

Confidentiality Policy

NWCCOG retains confidential information and records related to personnel.

Additionally, many NWCCOG programs retain confidential information and records of clients (for instance information protected by HIPPA (Health Insurance Portability and Accountability Act of 1996) and confidential client financial information (for instance in the Northwest Loan Fund). This information, as well as records relating to positive

drug tests, drug and alcohol dependencies, and payroll garnishments, shall be kept confidential to the extent required by law and maintained in secure files separate from personnel files. Confidential records and information may be disclosed on a need to know basis where relevant to charge, claim or other legal proceeding initiated by or on behalf of an employee, client or applicant. It is the responsibility of Program Directors and those with access to confidential information to handle and store that information in as secure a manner as possible. It is the responsibility of NWCCOG to stay current with best practices for cyber security of that information. Negligent mishandling of confidential information is terms for disciplinary action.

Conflict of Interest Policy

Unless approved by Executive Committee, no employee shall engage in any activity or enterprise that is incompatible with the duties and responsibilities of the NWCCOG employment. The following are examples of activities that are a conflict of interest with NWCCOG employment:

- ◆ Any employment, activity or enterprise which involves the use of NWCCOG time, facilities, equipment, work products, supplies, prestige or influence for private gain.
- ◆ Receipt or acceptance by an employee of any money or other consideration from anyone other than NWCCOG for performance of an act or function which the employee is required or expected to render as a regular course of employment.
- ◆ If employees have any questions about this policy or possible conflicts of interest, discuss the situation with the Executive Director.

Information Systems and E Mail

Information systems are the property of NWCCOG and are intended for business use. Therefore NWCCOG maintains the ability to access files, software, e-mail and voicemail. Because NWCCOG provides the e-mail system to employees to help them with the performance of their job, it should be used for official NWCCOG business. Incidental and occasional personal use of e-mail is permitted. However, employees should be aware that these messages will be treated the same as business messages, and subject to review at any time without notice. Also, employees cannot control where

their messages will ultimately go. For example, a message meant for one person can be mistakenly sent to the wrong individual(s), or the message can be forwarded to unintended recipients. In addition, e-mails that were deleted are stored elsewhere on the system.

- ◆ Public sector employers in Colorado are subject to the Colorado Open Records Act. Employees' correspondence on E-mail may be a public record under the public records law and may be subject to public inspection. (C.R.S. 24-72-204.5)
- ◆ Users are responsible for safeguarding passwords as well as the transactions made under the context of their login identification.

Social Media

Employees should use good judgement when using social media. Employees shall not use social media as a part of any complaint process or to disclose sensitive information about other employees or NWCCOG. Posting on behalf of NWCCOG must be done with professionalism and should not reflect an employees personal opinion.

Employees should contact their Program Director or Executive Director for program specific policies for posting on social media.

Voice Mail

NWCCOG utilizes systems where employees receive and send messages through voice mail. The communication systems are intended solely for business use. Although employees are able to use personal access codes, the employer maintains the ability to access any messages left on or transmitted over the systems. Employees should not assume that messages are confidential or that access by the employer or its designated representative will not occur.

NWCCOG Issued Credit Cards

The NWCCOG issued credit cards are for job related use only. Use for personal purchases will not be tolerated. Under no circumstances will the purchase of alcoholic beverages be allowed on NWCCOG issued credit cards. Employees are responsible for saving receipts to be attached to the monthly credit card statement, and are responsible for notifying vendors of NWCCOG's exemption from Sales Taxes, particularly on purchases over \$50.

Business Expense Reimbursements, Per Diem

In order to be reimbursed for actual, reasonable business expenses, employees must turn in a detailed receipt (not just the total charge). **NWCCOG does not provide a per diem reimbursement for business expenses.*** Total meal charges including tips should not exceed \$70 per day for an individual. Lodging expenses will be reimbursed for mid-range accommodations in a specific location. Except in the case of emergency (weather related overnight for instance), reimbursements should be cleared with a supervisor or the Executive Director, unless ongoing arrangements have been made. Questions for what is acceptable for reimbursement should be discussed with your supervisor prior to incurring the cost. *The exception to the above per diem policy is for regularly scheduled overnight work in the Weatherization Program which has developed a travel reimbursement program with a standardized **Travel Per-Diem Reimbursement Voucher Form** outlining standardized per-diem (form attached).

Hours of Work and Place of Business

NWCCOGs' business hours are Monday through Friday, from 8:30 a.m. to 5:00 p.m. The starting and ending times of a shift may vary according to the needs of a program and may change from time to time according to the needs of the organization. Employees may be required to work overtime. The place of business is 249 Warren Avenue, Silverthorne, Colorado, (or the New Castle office for weatherization) although Program Directors or the Executive Director may allow employees to work remotely from home or various locations across the region for a variety of reasons including employee safety due to weather or other hazards, scheduled meetings nearby, more efficient or effective use of employee time or resources. For those working from these locations, those locations are considered temporary places of business.

Inclement Weather Policy

NWCCOG employees travel across a vast and remote region in Western Colorado in all times of year. It is expected that employees understand, respect and anticipate the changing natural conditions of the mountain region. NWCCOG recognizes that employee safety is of the utmost importance. Therefore, NWCCOG employees have discretion if because of a later hour or anticipation of hazardous conditions or

inclement weather to choose to stay in the town closer to where they are for the night as a travel expense. If a NWCCOG program director, for instance Weatherization or Elevator Program decides that weather or other conditions are too hazardous to travel safely to a clients' home or business for a scheduled appointment that director has discretion to "close the office" for the day and reschedule. Employees also can call in at their discretion for the same reason by notifying the Field Supervisor (Weatherization) or Elevator Program Director (Elevator) or their supervisor before the start of the shift.

Smoking

NWCCOG facilities are smoke free environments. Smoking is prohibited in all areas of the NWCCOG offices, within NWCCOG vehicles, on NWCCOG owned or leased property and at NWCCOG work sites. This policy applies to all employees and visitors at all times, including non-business hours.

Appearance and Courtesy Policy

At NWCCOG, personal appearance, attire and courtesy are very important. A professional image must be maintained to elicit confidence and reflect favorably on NWCCOG. Employees are allowed freedom in selecting their work attire and may dress in NWCCOG identifying gear for certain departments. When tasks require safety clothing or equipment, employees must use it. It is very important that employees choose appropriate attire for their jobs. Dress should be consistent with good hygiene, safety and public relations.

Political Activity Policy

An employee should not be asked about political beliefs or requested to participate or contribute to political parties or groups as a requirement of employment. Employees may not engage in political activities during work hours, but may engage in such activities outside of work. NWCCOG property cannot be utilized for campaigning, and such activities shall not interfere with an employees work.

References Policy

NWCCOG does not furnish open letters of recommendation addressed "To Whom It May Concern." If employees receive a call inquiring about a former employee, please refer it to the Executive Director.

WORKPLACE POLICIES - Safety and Driving

Safety

NWCCOG is committed to a safe work environment for employees. As an employer we are responsible for providing a safe workplace, continued training and annually review and update our safety program. Employee responsibilities include reporting any unsafe practices or conditions to their supervisor, reporting injuries and wearing personal protective equipment. If employees are injured on the job, no matter how minor, they must immediately report this fact to their supervisor. If medical treatment for an on-the-job injury is needed, it must be obtained from one of the NWCCOG's designated physicians. Employees are responsible for following the Pinnacle Assurance reporting guidelines. If not, the employee may be responsible for the cost of medical treatment. NWCCOG pays for liability coverage through CIRSA, and employees will be requested to participate in individual and group trainings from time to time as a part of our organizational compliance.

Driving

In order to drive a NWCCOG vehicle, employees must submit their Motor Vehicle Records (MVR) on an annual basis or when requested. This information will be placed in an employees' personnel file. Changes to drivers' record may affect eligibility to operate a NWCCOG vehicle and may affect an employees' ability to remain employed. Drivers are responsible for adhering to all safe-driving-related federal, state, and local laws and ordinances. Radar detectors are prohibited in all NWCCOG vehicles. Seatbelts are required for driver and passenger(s) at all times. Drivers shall submit copies of all roadside inspections and citations for moving violations that occur in a NWCCOG vehicle to management within 24 hours. Drivers exceeding the speed limit in NWCCOG vehicles will be disciplined, even if a federal or state citation is not issued

on the road. Drivers should note that use of cell phones except for through hands-free or blue-tooth systems while driving is not legal in Colorado. Drivers not complying with safe-driving-related regulations and policies shall be subjected to disciplinary in accordance with NWCCOG policies and this NWCCOG Employee Handbook.

NWCCOG Vehicles

NWCCOG vehicles (leased or owned by) may be assigned or checked out for use on NWCCOG business. They are not to be used for personal use, other than reasonably to stop for a meal or appointment in the course of their workday when it is along the route of scheduled business duties or appointments. Motor Pool vehicles are reserved via a shared Google Calendar. Mileage is recorded per a log in the vehicle. Employees are required to utilize the Seat Belt Checklist for each use. The weatherization program has specific vehicle checkout and recordkeeping requirements for vehicle use. In all cases, employees are expected to inspect the vehicle prior to each use to insure that it is in good working condition, and return it as such at the end of use. A NWCCOG credit card is in each vehicle to be used only for gas. Receipts are to be filed beside the employee boxes at the office.

It is preferred that employees use a NWCCOG vehicle for work use if possible. When a NWCCOG employee is using their personal vehicle for NWCCOG purposes, that employee is responsible for liability insurance on the vehicle and assumes liability if there is an accident. The employee would be covered for workers compensation for injuries sustained while in the scope of duties if being paid for services while driving a personal vehicle. Miles for NWCCOG use of a personal vehicle (not including commuter miles to work) when properly recorded and submitted, will be reimbursed at the IRS annual mileage rate for that year and charged to the program.

In emergency situations such as returning to NWCCOG offices after hours and an employee's personal vehicle will not start or has been plowed in, an employee may take the NWCCOG vehicle to their personal residence. Also, in early morning departures and/or late night returns from NWCCOG business, employees may take the NWCCOG vehicle to their personal residence and make departures or returns more convenience.

In either case, employees are responsible to be aware of the following days' reserved use. It is the employees' responsibility to park the NWCCOG vehicle in a safe place at their residence in such cases.

NWCCOG Vehicle Accident Reporting

All claims are filed through the Colorado Intergovernmental Risk Sharing Agency (CIRSA), our insurance provider. The claim must be filed within 24 hours.

If you are in an accident, you are required to completely fill out the "**Proof of Insurance/Driver's Report Card**" located in the glovebox of each NWCCOG vehicle and contact your supervisor immediately. Your supervisor will then complete the "**Supervisor's Accident/Incident Investigation Report**" and submit to Office Manager. The Office Manager will use the information provided by you and your supervisor to file the claim. Remember: claims must be submitted within 24 hours.

Attachments:

New Employee Checklist

Employee Action Form

Employee Discipline Action Form

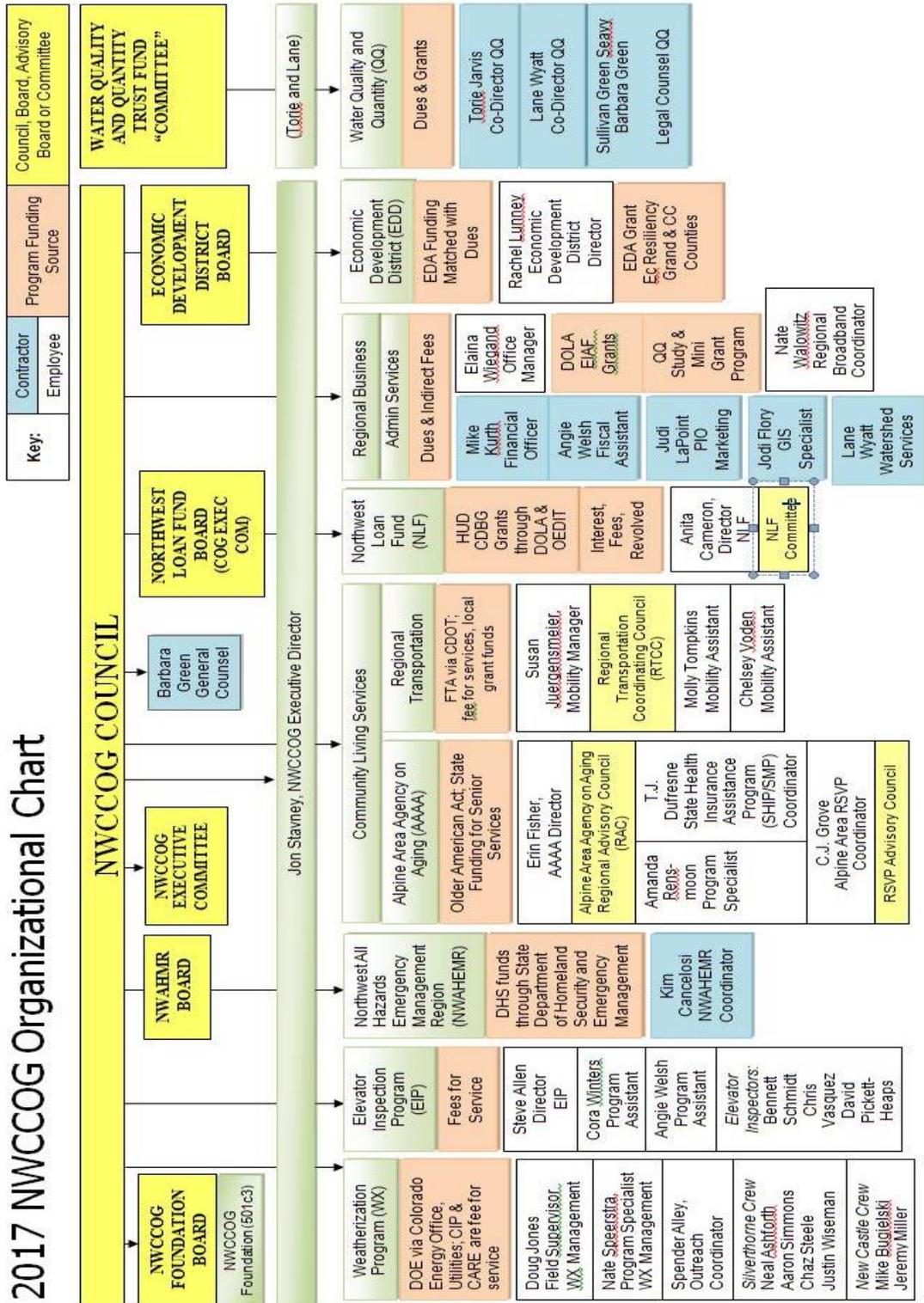
Agreement To Compensatory Time Form Non-Exempt Employee

Agreement To Compensatory Time Form Exempt Employee

Reporting Workers Compensation Claims

Employee Separation Checklist 2017

2017 NWCCOG Organizational Chart



ACKNOWLEDGEMENT OF RECEIPT

I HAVE RECEIVED A COPY OF THE EMPLOYEE HANDBOOK DATED APRIL 2017. I UNDERSTAND THAT I AM TO BECOME FAMILIAR WITH ITS CONTENTS.

FURTHER, I UNDERSTAND:

- ◆ EMPLOYMENT WITH NWCCOG IS AT-WILL. I HAVE THE RIGHT TO END MY WORK RELATIONSHIP WITH THE ORGANIZATION, WITH OR WITHOUT ADVANCE NOTICE FOR ANY REASON. THE ORGANIZATION HAS THE SAME RIGHT.
- ◆ THE LANGUAGE USED IN THIS HANDBOOK AND ANY VERBAL STATEMENTS OF MANAGEMENT ARE NOT INTENDED TO CONSTITUTE A CONTRACT OF EMPLOYMENT, EITHER EXPRESS OR IMPLIED, NOR ARE THEY A GUARANTEE OF EMPLOYMENT FOR A SPECIFIC DURATION.
- ◆ THE HANDBOOK IS NOT ALL INCLUSIVE, BUT IS INTENDED TO PROVIDE ME WITH A SUMMARY OF SOME OF THE ORGANIZATION'S GUIDELINES.
- ◆ THIS EDITION REPLACES ALL PREVIOUSLY ISSUED HANDBOOKS. THE NEED MAY ARISE TO CHANGE THE GUIDELINES DESCRIBED IN THE HANDBOOK, EXCEPT FOR THE AT-WILL NATURE OF EMPLOYMENT. THE ORGANIZATION THEREFORE RESERVES THE RIGHT TO INTERPRET THEM OR TO CHANGE THEM WITHOUT PRIOR NOTICE.

NO REPRESENTATIVE OF NWCCOG, OTHER THAN THE EXECUTIVE DIRECTOR, HAS THE AUTHORITY TO ENTER INTO AN AGREEMENT OF EMPLOYMENT FOR ANY SPECIFIED PERIOD AND SUCH AGREEMENT MUST BE IN WRITING, SIGNED BY THE EXECUTIVE DIRECTOR.

Employee Signature

Date

Employee Printed Name



MEMORANDUM

To: NWCCOG Council
 From: Jon Stavney
 Date: March 20, 2017
 Re: Technical Assistance Grant Requests for 2017

Council,

With the deadline extended through Friday, March 17, three additional grant applications were received. Walden, Grand Lake and Steamboat all met the first deadline, while Eagle County and both of Dillons' requests were received prior to the second deadline. Following some clarification from Dillon and Walden, I adjusted their requested amounts to reflect the 50% match amounts. The total amount available through the DOLA allocation that could be disbursed to qualifying applications is \$30,000.

Each entity has committed to a 50% match (or more from the Counties) on these amounts.

I propose the following motion:

I move to approve funding all six of the 2017 Technical Assistance mini-grant requests for 2017 including:

Town of Walden	\$7,500	Training for new accounting system software
Town of Grand Lake	\$600	COE 404 Permit assistance for dock project
Steamboat Springs	\$5,000	Employee training – Building relationships/trust
Eagle County	\$7,500	InGEAR—community wellness dashboard
Town of Dillon	\$875	Employee training at Dillon Marina
Town of Dillon	\$3,250	Dillon Marina Customer Service Survey
Grand County	\$5,000	GC Master Trails Planning and Map project

Total	\$29,725	

If you want to know more about the requests, the second page of this memo has thumbnail summaries for each. I also have copies of each proposal which are available upon request.

2017 NWCCOG Mini Grant Request Summaries:

The Town of Walden, with a staff of 5, has faced challenges with utility billing for its 900 customers which its current accounting system is unable to address. They are converting to Caselle accounting software (\$42,000) in July, which will interface better with their meter reader technology; and, with only one accountant on staff, they confront \$15,000 in training costs in order to cross train other staffers in use of the new system. They request \$7,500 in order to cross train staff.

The Town of Grand Lake has budgeted \$50,000 this year to renovate docks at the Headwaters Marina, and lacks the staff expertise for the technical work required for the Corp of Engineers 404 permit and coordination with other federal agencies. They request \$600, or half of the cost of the technical assistance in order to keep the project on track for a summer opening of the docks.

The City of Steamboat Springs in their application acknowledge challenges in recent years with regards to communication and trust, with a recent Community Survey revealing that only 46% of respondents had trust in City staff, and fewer than that felt they were treated fairly. Only 56% surveyed felt the City had open communication. The City Council has prioritized addressing this. The HR department has coached managers and staff through a number of "tough conversations" recently and as a result has proposed 2-3 training sessions with a professional trainer for all 49 of its employees titled "How to Say Anything to Anyone." Total cost is \$10,000; requesting \$5,000.

Eagle County launched InteGreat! Community Coalition in 2014 with 30 organizations and agencies in response to the need for collective action with regard to struggling families and children. The group has one paid staffer and converts over \$200,000 in donations towards programs for feeding kids who qualify for school lunches through the summer, cultivating bilingual leaders, and developing comprehensive health and wellness across the school system. In the fourth phase of the project, they are developing a community dashboard "in GEAR" to share information, align resources and provide metrics across the more than 100 local organizations now involved in the project. The County has requested a \$7,500 match to the \$15,000 dashboard project.

The Town of Dillon with a population of 961 operates the Dillon Marina with a budget of \$125,000 per year. The marina has undergone "a change in upper management and restructure with the goal of improving customer service" according to the application, and is planning its first customer (and tenant) satisfaction survey this summer. They request \$3,250 or half the cost of the \$6,500 survey. In a second request, they are providing a series of training opportunities for seasonal and permanent marina staff and request \$875, or half the \$1,750 cost of those various trainings.

Grand County in collaboration with the Headwaters Trails Alliance and multiple local partners (including most of the towns) is in a multi-year trails master planning effort, with \$60,390 budgeted for various objectives, including an update of a trails map (\$9,140) and creation of an Outdoor Recreation Guide (\$18,000) each of which require outside expertise. They are requesting \$5,000 towards the map and guide projects, with the remainder coming from Grand County and its' various partners. Minor disclosure: Jodi Flory, a NWCCOG contract employee is providing GIS services on behalf of Winter Park as part of the overall project.

--end--



MEMORANDUM

To: NWCCOG Council
From: Jon Stavney
Date: 20 March 2017
Re: Mobility Program Planning – Fee for Service Concept

Council,

Susan and I have been working on funding models to continue the Mountain Ride Call Center in 2018 once two one-time grants are expended (VTCLI and CDOT continuation). We are also modelling the possibility that the annual funding for the remaining annual grant from CDOT (FTA 5310) may end at some point, though we have no sign that this is imminent. The RTCC group is aware of this need to transition the program to another funding model, and Susan has spoken with both that group and with her colleagues at each of the counties about how to transition funding for the program to a fee for service model.

This is complicated billing work that each county would be obligated to do if NWCCOG was not providing the service, and as you will note, proposed billing for each of the counties would not quite warrant a full trained FTE given 2016 ride numbers for each county. In other words, it is a complex service that still makes sense at a regional level at some fee model.

The attached spreadsheet utilizes actual 2016 ride numbers across member counties and in Park County where we already have a fee for service contract.

Right now the cost of operating the Mobility program, including paying for three staff, indirect and rent to NWCCOG is approximately \$210,000, so we have targeted revenue towards that goal.

The purpose of bringing this to your attention now is to get input about some of the options before we get too far in what may be difficult conversations with the counties.

RTCC -- Mountain Ride Sustainability for 2018 Worksheet

DRAFT

		Target \$99,000+10%	Target \$99,000+10%	Target \$99,000 + 10%	Target \$210,000	Target (\$210,000)	
		w/o VTCLI	w/o VTCLI, with FTA	w/o VTCLI, with FTA	No Grants	No Grants	
		with FTA 5310	Plus Moffat & RB	Plus Moffat & RB	All Fee for Service	All Fee for Service	
		Same Rates in/out	With In/Out rates	Flat annual rate	With In/Out rates	Same Rates in/out	
NWCCOG Member Counties	2016 Ride #s	Current Model					
	Actual one way Trips	with 2016 #					
	From master report	\$0.00 per trip	\$19.50 per trip	\$15.75 per trip	Flat annual rate	\$24 per trip	\$30 per trip
Grand*	1608	\$0.00	\$31,356.00	\$25,326.00	\$21,000.00	\$38,592.00	\$48,240.00
Eagle	770	\$0.00	\$15,015.00	\$12,127.50	\$21,000.00	\$18,480.00	\$23,100.00
Pitkin	224	\$0.00	\$4,368.00	\$3,528.00	\$21,000.00	\$5,376.00	\$6,720.00
Summit	444	\$0.00	\$8,658.00	\$6,993.00	\$21,000.00	\$10,656.00	\$13,320.00
Jackson	68	\$0.00	\$1,326.00	\$1,071.00	with Grand	\$1,632.00	\$2,040.00
Out of Region Partner Counties		\$10 per trip	\$19.50 per trip	\$22.25 per trip	Flat annual rate	\$36 per trip	\$30 per trip
Park	2283	\$22,830.00	\$44,518.50	\$50,796.75	\$21,000.00	\$82,188.00	\$68,490.00
Routt	1047	\$0.00	\$20,416.50	\$23,295.75	\$21,000.00	\$37,692.00	\$31,410.00
Garfield	4	\$0.00	\$78.00	\$89.00		\$144.00	\$120.00
CDOT Funded Study Out for Region	Estimated Trips						
Moffat	100	\$0.00		\$2,225.00		\$3,600.00	\$3,000.00
Rio Blanco	30	\$0.00		\$667.50		\$1,080.00	\$900.00
Total Fee For Service Revenues		\$22,830.00	\$125,736.00	\$126,119.50	\$126,000.00	\$199,440.00	\$197,340.00

**Local Revenue Match	\$16,000.00	\$16,000.00	\$16,000.00	\$16,000.00	\$16,000.00	\$16,000.00
FTA 5310 Mobility Management Grant (annual)	\$72,000.00	\$72,000.00	\$72,000.00	\$72,000.00	\$0.00	\$0.00
Veterans FTA VTCLI grant (one time)	\$82,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
CDOT Continuation Funds (study M & RB)	\$22,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Total Revenues	\$214,830.00	\$213,736.00	\$214,119.50	\$214,000.00	\$215,440.00	\$213,340.00

* trip number adjusted for GCCOA non-NEMT trips

**(\$4,000 each from Summit Stage, RFTA, ECO and Steamboat Transit)



PROGRAM UPDATES

To: NWCCOG Council
From: NWCCOG Staff
Date: March 15, 2017
Re: Program Updates

The following are the events of note that have occurred since the January 26, 2017 NWCCOG meeting.

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

Breckenridge – Please welcome Breckenridge back to NWCCOG! Karn, Nate and I met with Brian Waldes, Finance and IT director, and were delighted when Breck “popped-the-question” of membership. I will be scheduling an “introduction” to their senior staff in the near future.

Employee Handbook – Thank you to Eagle County H.R., and to both Frisco and Dillon managers for each generously sharing their recently updated Employee Handbooks. I personally reviewed, and edited NWCCOG’s Handbook through a side-by-side, line-by-line exercise with each of the 4 documents, which took over 30 hours. In the end, including building standardized forms, the result was a complete overhaul of the NWCCOG Employee Handbook which had not seen a major review in close to a decade (other than some marijuana language being added in 2012). Each of our program director commented on the new document, as well as our Attorney’s office and CIRSA. This was one of those intimidating, and extremely important tasks which I never got around to as a town manager, which is partially why I committed to updating the NWCCOG handbook in my first quarter as ED. If you don’t have an up-to-date employee handbook that accurately reflects your current practices, you are blowing Cheerios into the wind! Feel free to request a copy of ours in WORD format.

NWHAEMR – Since January, I’ve had a baptism in the importance of Emergency Management, starting with the final two-day class in a Certified Public Manager certificate program at CU Denver, which included taking 4 FEMA on-line courses, and extending to attending 3 different meetings with Chuck Vale, Regional Field Manager for the Colorado Department of Public Safety, Division of Homeland Security and Emergency Management (love that title!) and Kim Cancelosi our NWAHEMR coordinator. Also, thank you to Valerie MacDonald, Pitkin County Emergency manager for allowing me to observe her seminar for local elected officials in Aspen, and to Barry Smith who allowed me to interview him in Eagle County’s Emergency Operations Center. I’m always impressed with professionals who are not afraid to share the bad with the good for the sake of team improvement. **Heads up:** *I will likely be completing my Capstone requirement for the CPM course in this subject area and will be sending surveys to elected officials to gather some baseline data. Expect to see some useful information emerging from NWCCOG on the subject of preparedness later this year.*

Metro Vision 2035 Awards – Our big brother, DRCOG, adopted a regional plan some time ago called the Metro Vision 2035 Plan (PDF on DRCOG website) and annually awards communities within their region that leverage the vision for locally innovative programs or projects. I was honored to be one of three judges for this year’s awards, reading through 30 nominations covering 80 pages. I will reserve discussing specific nominations until after the awards ceremony in April, but needless to say, it was a tremendous opportunity

(and a little intimidating!) to get an inside look at what many front range communities consider their very best work going on right now. Much of what I read knocked my socks off. I hope to share some those ideas with communities that are ripe for such innovations in our region as well!

Granby – I was honored also to be asked by Granby Mayor Paul Chavoustie and DOLA representative, Greg Winkler to screen Town Manager candidates with them to narrow the field to the 3 finalists (the Board is scheduled to make an offer after the March 14 meeting). It was a great way to get to know Paul, understand the dynamic community visioning going on in Granby, and be of service to a member community.

Broadband – Nate and I have continued our circuit, visiting Jackson County, Frasier, Pitkin County, Breckenridge (and will be visiting with Summit and Eagle county commissioners before the end of March). With help from NWCCOG, Jackson County is on the verge of a major break-through, and it appears that Grand County may be near a breakthrough as well. Frasier received technical help with their Broadband RFP. Pitkin County which started it's Countywide broadband effort prior to NWCCOG's regional plan being written, has received ongoing assistance from Nate. Breckenridge has become acutely aware that to deploy and utilize a new pay for parking app, that it needs better broadband service. I'm proud to visit all these places with Nate and hear of what benefit our focus on Broadband has been. We made a push to support Senator Donovan's bill to repeal SB-152 that limit's local government activity in broadband. It failed in committee. Thank you to Council members who responded on short notice to that letter of support request. So we will be redoubling our push for the remaining jurisdictions in our region to put an opt-out of 152 to their voters at the next election. (Photo: Jon and Nate at Jackson County Courthouse)



Alpine Area Agency on Aging (AAAA) – Erin Fisher, Director

Strategic Action Planning Group on Aging Presentation

Jim Riesberg, Chairperson of the Colorado Strategic Action Planning Group on Aging, is presenting the state plan to the Pitkin County Commissioners on April 11th at 2pm. This is a wonderful opportunity to hear about the plan in person from the experts. Read the report here: <http://alpineaaa.org/wp-content/uploads/2016/12/SAPGA-Nov-2016-Strategic-Plan.pdf>



Leadership Institute Class of 2017

n4a Leadership Institute: Amanda Rens-Moon, Program Specialist for the AlpineAAA, had the privilege of joining an elite group of Area Agency on Aging Leaders, as a graduate of the 2017 Leadership Institute. The Leadership Institute held the last week in February on the Georgetown University Campus in Washington, D.C., provides select aging professionals with a wealth of leadership tools and intensive self-discovery designed to grow leaders and aging advocates. Amanda feels honored to be groomed to be a leader in the field, and she states “It was amazing to be in a room full of other passionate people dedicated to

making the world of aging better! The conversations were incredible! As my fellow attendees were from across the nation, I thought our experiences at our home AAAs would be immeasurably different, but we have way more in common than I would have ever expected.” Amanda returned to AlpineAAA with an inspired confidence ready to take on aging opportunities in Region 12.

Senior Awards Ceremony

This year's Senior Awards Ceremony at the Summit County Community & Senior Center is on May 3rd. Contact Amanda at 970-468-0295 x117 or noc12@nwccog.org to nominate a Senior of the Year or Friend of the Senior.

9th Annual Caregiver Conference

Registration is now open for the 9th annual Caregiver Conference. See the Save the Date flyer on our website: <http://alpineaaa.org/index.php/2017/03/01/9th-annual-caregiver-conference/>

Annual Evaluations

The Alpine AAA has begun to conduct annual provider onsite evaluations. These evaluations are required by the State Unit on Aging and will assist in the Alpine AAA annual evaluation with the State in April.

Wish of a Lifetime

In February, the Alpine Area Agency on Aging was invited by [Wish of a Lifetime](#) to experience a wish granting adventure. Wish of a Lifetime, based out of Denver, and founded by local legend, Jeremy Bloom, operates much like the Make-A-Wish Foundation, but wishes are granted to senior citizens instead of children. Wish of a Lifetime granted a 90 year old Mississippi woman's dreams of going dog sledding. They flew Henriette and her daughter up to Breckenridge to dog sled with Good Times Adventures and the AlpineAAA was able to join in the festivities. It was a doggone good time!

Alpine Area Retired and Senior Volunteer Program (RSVP) – C.J. Grove, Alpine RSVP & NWCCOG Volunteer Program Coordinator

We are currently awaiting the proposed Presidential Budget due on March 16th to see if there are going to be any cuts to our program. There has been speculation that the Senior Corps program will be cut, but the D.C. office is not confirming that statement. We have been approved for funding to complete our third year of the three-year grant we were awarded which will carry the program through the next 18 months even if it gets the axe at a national level.

Our service numbers for the period of December 1 – January 31 are as follows:

We have a total of 137 active volunteers who volunteers a total of 1642.92 hours
Capacity building_– 92 hours (the majority of these hours were worked at the Eagle Valley Community Fund Rummage Sale)
Economic opportunity – 39 hours (working with Habitat for Humanity either in construction or in their ReStore locations)
Education –154.75 hours (after school meal program & school nurse)
Environmental stewardship – 2.25 hours (working with organizations such as Betty Ford Alpine Gardens)
Healthy Futures – 928.50 hours (coaching/training classes, distributing information, preventing elder abuse, companionship, food delivery, transportation, food collection and congregate meals sites)
Other Community Priorities – 255.50 hours

The Alpine Area Agency on Aging Volunteer Program

We now have a total of 18 volunteers.
There are a total of 10 Caregiver Respite volunteers in Grand, Eagle and Summit counties. They will begin their R.E.S.T. (Respite Education & Support Tools) training this month.

R.E.S.T. Trainings

1. March 16th & 23rd in Summit County
2. March 20th in Eagle County
3. Grand is TBD

There is 1 Homemaker Chore volunteer in Summit County who hasn't had a request for service to date. Long-Term Care Ombudsman program has 2 volunteers covering both Eagle and Pitkin counties. The volunteer in Pitkin County is still completing training.

The State Health Insurance Program (SHIP) has 4 volunteers in Summit County.

1 volunteer has not identified a program yet.

State Health Insurance Assistance Program (SHIP)/Senior Medicare Patrol (SMP) –T.J. Dufresne, Health Insurance Assistance Coordinator

The Medicare Assistance Program has been busy since the end of the Annual Open Enrollment Period (AEP) working to increase and improve our outreach and education efforts, streamline data collection and data entry methods, and tracing and expanding our partnership relationships throughout our five county region.

Wrap Up of the April 2016 – March 2017 Contract Year

Our first full contract year was a success. Our target number on Medicare individual contacts was 590 and, as of March 8, 2017, we have 750 individual contacts. Our contacts have steadily increased over the year due to our outreach efforts. The 2017 Annual Open Enrollment Period (AOP) demand was much higher than our 2016 AOP. We consistently received daily requests for assistance. Below is a summary of our assistance contacts for the period of April 1, 2016 through March 8, 2017.

Medicare Beneficiary Contacts April 2016 – March 7 2017 Our Contract Year is April 2016 – March 2017

	Contract 2016- 2017	Eagle	Grand	Jackson	Pitkin	Summit
Number of Total Contacts	750	220	172	21	143	135
Face-to-Face Contacts	272	84	29	10	71	60
Contacts by Phone	461	131	140	11	69	70
Contacts by E-mail	16	4	3		3	5
Other	1	1				

SHIP Medicare Assistance Program Volunteers

The SHIP Medicare Assistance Program is a volunteer-based program. In our region, it has been a challenge to recruit volunteers to conduct individualized Medicare counseling and education. We currently have two active volunteers in Eagle County, one in Pitkin on a limited basis, and two active volunteers in Summit County meeting with individuals.

We have a new volunteer who is dedicated to helping with our monthly Medicare Newsletter that is still in production and soon to be launched. Our newsletter volunteer has a background in graphic design and newsletter publications. She was so grateful for the assistance our program provides, that she offered to help us because, as she said, without our assistance she doesn't know what she would have done when she needed to make her enrollment decisions.

We also have a few volunteers in queue to begin helping with data entry, community awareness of our program, and hosts for education and outreach events. We have also made community connections with professionals and partnering organizations to help us with outreach to our Spanish speaking populations and they have also offered assistance with language translation and interpretation.

There had been a delay in the training of new volunteers for over a year. We are excited to announce that we will soon be able to begin to train interested volunteers when they first express interest. The Administration for Community Living is about to release online Medicare Counseling Certification training. We will supplement the online training with in-person and webinar support learning opportunities as well as networking our volunteers with one another.

In order to remove a volunteer recruiting barrier, we will focus on a volunteer support structure and volunteer networking opportunities. We are confident that as soon as they begin to meet with people, they will realize they know more than they thought. They will also have access to our program coordinator and State staff for support as needed. We have a saying that every day we learn something new in the Medicare world; we will all teach and support one another.

Outreach and Education

Over the last contract year, we have held or participated in 42 organized events to educate and promote the SHIP Medicare Assistance Program. Attendees included individuals who are “aging-in” to Medicare, existing Medicare beneficiaries, partnering organizations’ staff, family and caretakers of beneficiaries, and businesses’ human resource representatives.

Events: 42

Estimated Event Contacts: 1,300 to 1,400 people

Our outreach efforts have expanded to target major employers in the region. We aim to support their employees who approach 65 as well as their employees who are already 65 and older and need to weigh their health insurance coverage options. We presented our Medicare Basics sessions which were well attended, prompted lots of discussion, and stimulated requests for follow ups to help attendees decide what health insurance coverage will best meet their individual needs. Two large employers, Pitkin County Government and the Town of Aspen, provided us with positive feedback and they intend to host recurring sessions in the future. We look forward to working with more large employers throughout our region.

Our outreach efforts included the use of connections with partnering agencies as well as with radio advertising, newspaper spots, the distribution of brochures and other educational materials, posting flyers, the use of some social media, and partner newsletter presence.

Populations Served by Age and County

Our target number of contacts with people 65 and older was 590 throughout our five county region. We had individual contacts with a total of 750 people throughout Eagle, Grand, Jackson, Pitkin, and Summit Counties.

482 Contact who are 65 and older

182 Contact who are Aging-In and under 65

82 Contact who are under 65 with Medicare already via a disability

As you can see below, we served a higher percentage of people 65 and older in Grand and Jackson Counties than the other more highly populated counties, yet the numbers of individual contacts are higher for the more populated counties. Further, we surmise that there are more people we can reach that are about to age-in to Medicare eligibility. We will work to target more of our aging-in population over the next year.

	Region Total 2016- 2017	Eagle	Grand	Jackson	Pitkin	Summit
2016 Population 65 and older	3,779	1,149	683	122	904	921
65-74 olds served	337	75	91	10	70	58
75-84 olds served	123	63	17	4	13	22
85 and Older	22	7	1		5	5
Total Served	482					
Percentage of 65 and older served		12.6 %	16%	11.5%	9.7%	9.2%
<u>Aging-In</u>						
64 and Younger (less) SSDI eligible	268	75	63	7	55	50
	86	13	31	6	20	12
Total Aging-In	182	62	32	1	35	38

Economic Development District (EDD) – Rachel Lunney, Director

EDA – Economic Adjustment Assistance grant for Grand/Clear Creek Counties: Mass Economics made their first in-person visit the week of February 27 – March 1. The week kicked off with a breakfast with Clear Creek County stakeholders on Feb. 27 followed by a tour of the County. This was followed by a presentation to the Grand County BOCC on Feb. 28 by the State Demographer on demographic and economic trends in Grand County and a tour of the County. The consultants were very impressed with the beauty of this region and the friendliness of people. Mass Economics will return in April to begin their in-depth interviews with businesses, our community, and the government. In addition, they will be working with the counties on a process to identify key leadership teams to drive the implementation projects in each county.

Creating an entrepreneurial ecosystem in the Region –we have taken steps in exploring strategies in this area including:

- Participation in Mountain Ventures Summit – NWCCOG sent a team of regional stakeholders to attend the summit held in Telluride Feb. 2 – 4 including Amy Kemp (Elevate CoSpace), James Lee (HUB – local entrepreneur), DiAnn Butler (Grand County Economic Development), and Dustin Kelley (The Vail Centre). We have organized a follow-up meeting on March 16 from 11 am – 1 pm at Elevate CoSpace in Frisco. This will be a de-briefing session where we will hear from those stakeholders who attended the summit to determine what next steps we will take as a region.
- On March 7, the EDD Director participated in a meeting with the Rockies Venture Club representative and the two co-working spaces in the region to discuss opportunities to partner with RVC to bring the concept of Angel Investing, including educational workshops and possibly establishing an Angel Investment Network, to our region.

Information and Communications – the March 2017 quarterly economic update was sent out March 10. This report is based on the most recent jobs and wages data available (Q3 2016 figures from the Quarterly Census of Employment & Wages (QCEW) provided by the Colorado Department of Labor). Some highlights: Jobs increased by 2.8%; wages increased by 6.5%; most significant job growth was seen in the Manufacturing,

Agriculture, and Professional, Technical and Scientific industries. This data was also updated on the website – northwestcoloradoregion.org. The March resources bulletin was send out on March 13.

Economic Development Council of Colorado (EDCC) – Rachel Lunney, EDD Director was asked to serve on the EDCC Board of Directors. The EDCC is a professional organization dedicated to strengthening Colorado’s economy. By unifying organizations involved in economic development and the private sector in a balanced partnership, EDCC provides statewide opportunities and benefits unique to the industry. Rachel participated in the EDCC Board meeting on March 10.

Elevator Inspection Program (EIP) – *Steve Allen, Director*

The Elevator Inspection Program has kept current with the Annual Inspections while increasing the number of 5 Year witnessing tests. We are also current on new construction and modernizations.

EIP is on a record setting pace to complete 5 year witnessing tests for 2017. The Building Officials for our jurisdiction are working with us to meet our goals. 2017 has maintained at a greater pace than any previous year. Bennett Schmidt the new E.I.P. Elevator Inspector is in the process of completing the NAESA requirements that will allow him to sit for the QEI test in July. The E.I.P. program has contracted with a Q.E.I. certified and State licensed inspector to increase productivity. This relationship has been very advantageous. The Elevator Inspection Program is getting accustomed to being caught up and current for the first time in years thanks to added capacity through contracting out some of our inspection work.

Energy Management (Weatherization)- *Nate Speerstra, Weatherization Program Specialist*

The Weatherization Department has successfully submitted its budget and all the required paperwork for Program Year 17/18 to the Colorado Energy Office (CEO). Contract negotiations will begin in March. We have completed roughly two thirds of the contracted units through February for this program year, and are positioned to complete all the contracted units by the end of June.

We are currently engaged in a 2 year pilot program that examines levels of Radon found in homes pre and post weatherization. The study is orchestrated by the University of Illinois in conjunction with weatherization agencies in 3 states. In Colorado, 3 agencies are taking part. We have identified 4 homes that have become control homes and will have their Radon levels monitored continuously through the winter. 16 of our clients’ homes will be tested over a 2 week period before any weatherization work is done and then tested again after all weatherization work has been completed. That testing will also be for 2 weeks and the results will then be compared.

The Colorado Affordable Residential Energy Program (CARE) that we sub-contract is progressing nicely with 15 homes completed of the 25 we have been given so far. The Crisis Intervention Program (CIP) has successfully fixed or replaced 25 heating systems already this year.

Northwest All Hazards Emergency Management Region (NWAHEMR) – *Kim Cancelosi, Coordinator*

In January a new executive board was elected in as required under the Standards of Operation. Andrew Martsof from Mesa County Office of Emergency Management (OEM) is the Chairperson. Barry Smith, Eagle County OEM, is the First Vice Chairperson and Ty Gates, Rio Blanco OEM, is the Second Vice Chairperson. Christian Hornbaker is Grand County’s new Emergency Manager, hired after Nowell Curran moved to Denver to work for Colorado Division of Homeland Security and Emergency Management. Routt County also hired a new emergency manager after Bob Strubble retired; David ‘Mo’ DeMorat will serve as the Emergency Manager and Director of Communication.

The NW Board met on March 8 to rank the 2017 Homeland Security Grant project proposal packets. The Federal Government, including the Department of Homeland Security and Federal Emergency Management

Agency, is currently operating under a Continuing Resolution until April 28, 2017. DHSEM anticipates a full-year Fiscal Year (FY) 2017 appropriation to fund FEMA preparedness grant programs sometime after that date. This means the regions will not know exact funding for the 2017 grant budget until early May.

Under the 2016 SHGP four large animal corrals were purchased and placed in 4 separate counties throughout the region. This allows for quick response to animal evacuation in times of disaster. This project compliments the small animal CART project from 2015 SHGP. Additionally, under the 2016 SHGP track application licensing were purchased as part of the incident command and responder accountability.

There is a scheduled workshop June 21, 2017 in Glenwood Spring for the function and discipline groups throughout the region to discuss areas of training and exercises that will enhance their capabilities when responding to disasters, either natural or manmade.

Northwest Loan Fund (NLF) – Anita Cameron, Director

A new loan was approved at the February Loan Committee meeting. This loan has funded. A loan approved in 2016 will fund in early April. In addition to this Anita was able to take some much needed vacation in January while a number of other loans are simmering in the background.

Whitney Smith has been contracted to work part-time for the NLF. She is doing follow-up on quarterly financials due by clients, job creation forms as well as insurance as administrative duties. In addition to this she will also begin to learn some analysis and other functions as back-up to Anita.

The following historical stats (since 2013 re-establishment) will appear in the Annual Report:

	LOANS	\$ DOLLARS	JOBS
2014	8	\$500,500.00	21
2015	9	\$487,400.00	21
2016	9	\$685000.00	29
TOTAL	26	\$1,673,000.00	71

Regional Transportation Coordinating Council (RTCC) – Susan Juergensmeier, Mobility Manager

The Mountain Ride Transportation Resource Call Center is continuing to be in demand. In 2015, RTCC booked 4,864 one-way trips. 2016 experienced substantial growth with 8,516 rides booked through the Call Center.

Following are the number of one-way trips by county:

- Eagle – 763 trips;
- Garfield – 4 trips;
- Grand – 3,689 trips;
- Jackson – 68 trips;
- Park – 2,277 trips;
- Pitkin – 224 trips;
- Routt – 1,047 trips;
- Summit – 444 trips.

Colorado Health Care Policy and Financing are switching their Non Emergent Medical Transportation (NEMT) Medicaid claims processing and billing system from Xerox to Hewlett Packard. Through this two week transition period there has been a hold on processing claims. The new system went live on March 1 with reimbursements to clients to follow in the next couple of weeks. The clients and transportation providers were informed of this delay prior to change over.

In January, Susan Juergensmeier, Mobility Manager, attended the monthly meeting of the Directors of the County Departments of Human Services in Northwest Colorado to discuss the NEMT Medicaid billing we are doing for their Counties. We discussed at the future sustainability of the project when CDOT funding ends in December 2017.

The next Regional Transportation Coordinating Council (RTCC) meeting will be held on April 5, 2017.

The RTCC program has a very significant upcoming “cliff” to navigate with regard to the end of one-time grants which fund nearly half the program, and concerns about the annual funding of the other grant which funds the remainder of the program. Please anticipate some analysis and proposals for a different funding model coming your way very soon.

Water Quality and Quantity Committee (QQ) – Lane Wyatt and Torie Jarvis, Co-Directors

QQ held its most recent board meeting in Frisco on March 2nd. It was a great meeting with lots of education and member discussion. The board packet is available at www.nwccog-qq.org for those who are interested.

QQ is participating in the upcoming Gunnison Basin Water Quality Standards Rulemaking on behalf of Crested Butte, Gunnison County, and the Upper Gunnison Water Conservancy District. QQ is participating in this rule making to track the way the Division and Commission handle temperature issues, specifically changes to the shoulder season standards, as we focused heavily on these issues during this year’s Basic Standards rule making.

Funding for boat inspections that prevent the introduction of aquatic nuisance species like quagga and zebra mussels has been steadily declining in the past couple of years. To make matters significantly worse, a recent Colorado Supreme Court case significantly reduced available severance tax spending, meaning that funding for the boat inspection program for 2017 and onwards is completely gone. Due to the successful boat inspection program to date, Colorado is one of few Western states without an infestation in any of its lakes and reservoirs. QQ has been a leader in advocating for increased funding from state and federal agencies and will continue to work on this importation issue.

Update: All reservoirs in the QQ region now have funding except for the Three Lakes System (Grand Lake, Shadow Mountain, and Granby), Green Mountain Reservoir, and Taylor Reservoir (Gunnison County is a member of QQ). Progress is being made on funding on all fronts, and we are cautiously optimistic that funding will be identified for the 2017 boating season. Legislation is still in the works for long term funding at the State level, but has not been introduced yet.

QQ continues to work on cooperative adaptive management on the Upper Colorado River system, including the Learning By Doing Cooperative Effort, implementing the CRCA, the Grand Lake Clarity Adaptive Management efforts, and the Upper Colorado Wild and Scenic Stakeholder Group.

QQ is looking forward to working with NWCCOG to commission an update of its [2011 study, Water & Its Relationship to the Economies of the Headwaters Counties](#), along with an update of QQ’s [Model Water Quality Standards & Definitions](#) from the 1990s during 2017. Thank you to NWCCOG for your support!

Broadband Program – Nate Walowitz, Regional Broadband Coordinator

Regional Impact Projects

1. NWCCOG Regional Broadband Network

Timeframe: CY 2017-2018

Priority: A

- Nate is conducting meetings throughout NWCCOG to share the objectives of the Regional Broadband Network project to local governments and partners.
- Evan Biagi is working with the information received to create a draft plan for the regional network including meet me locations and pricing.
- New NWCCOG Executive Director, Jon Stavney and Nate Walowitz continue on the regional listening tour. We will be meeting with counties and towns across NW Colorado to educate public officials on the 2017-2020 regional plan.
- DOLA Grant application for 2017-2018 has been submitted for 1 year beginning July 2017.

2. Broadband Legislation and State Broadband Policy

Timeframe: CY 2017

Priority: A

- Both Senate Bill SB 17-042 and Senate Bill SB 17-187 introduced by Senator Donovan were defeated in committee on party line votes.
- House Bill 17-1193 is currently awaiting a full House vote. The bill designates small cell applications as having the same 90 day expedited zoning and approval process as other cell sites.
- NWCCOG with the assistance of the Broadband Steering Committee submitted questions on both bills for clarification to the Senator.

3. NWCCOG Service Provider Relationships

Timeframe: CY 2017

Priority: A

- CenturyLink continues to not release county and statewide maps for CAF II funding locations.
- CenturyLink continues to propose partnerships to leverage state funding for their projects. The company is pursuing a new strategy on projects; get the community to pay for a community study before they invest in network infrastructure. They are only interested in serving the easy to serve high density areas. The community would pay for the infrastructure build and the study. They have submitted RFP responses to Summit County and Grand Junction so far.
- ForeThought was awarded a grant by the Colorado Broadband Deployment Board for the radio and site infrastructure for middle and last mile for Red Cliff at the Ski Cooper Site. Project awaits Ski Cooper Communications Site application approval by the USFS.
- Mammoth Networks is working with the NWCCOG Broadband Steering Committee on a proposal for a regional transport network.
- Comcast has been silent in the past quarter with no updates or responses to messages.

4. DOLA Broadband Grants

Timeframe: CY 2017

Priority: A

- Fraser and Winter Park broadband sub-plan for their towns continues. Vantage Point is working as their consultant and will be producing a final report in March 2017.
- CTC completed the strategic plan for Summit County and has received a DOLA matching administrative grant. Final report has been released. Nate Walowitz is working with Summit County to assist them in implementing the report recommendations.
- Pitkin County has been awarded a DOLA grant for buildout of three mountaintop microwave system and reconstruction/enhancement of existing county owned tower sites for broadband and DTRS radio sites.
- NWCCOG Regional Broadband Grant application has been submitted.

- Stephanie Copeland, Executive Director of OEDIT, is now an internal commenter on DOLA broadband grant applications.

5. State of Colorado OIT Broadband Mapping Project

Timeframe: CY 2017

Priority: A

- State OIT is working on a number of projects including e-Rate, mapping and broadband speed test/surveys. Brian Shepherd provides expertise and comments on DOLA grant applications.
- Nate has been working with Megan Chadwick to produce regional broadband statistics and statewide fiber maps.
- Fiber map and updated statistics requests have not been fulfilled.

6. Grant Funding – USDA, FCC Broadband, FCC CAF, DOLA, Broadband Deployment Board

Timeframe: CY 2017

Priority: A

- CenturyLink has accepted the CAF II statewide funding and in buildout mode. However, they have not disclosed details of where buildout in Routt and Grand counties has/is occurring.
- CenturyLink locations for CAF I and CAF II funding has been included in the CEDS data.
- Colorado Telehealth Network (CTN) program funds medical and mental health care provider broadband grant funding from USAC.
- Forethought has been approved by the Broadband Deployment Board for funding of the Ski Cooper broadband site in cooperation with Red Cliff, Ski Cooper, and Park County.

7. FirstNet Colorado

Timeframe: CY 2017

Priority: B

- Hearings for the lawsuits filed in federal court against FirstNet and ATT by Rivada Networks are scheduled for early March. To maintain fiscal due diligence, local governments need to start planning and budgeting for use of site infrastructure, costs, long-term public safety communications system investment, potential IT impacts, and long term changes in communication center policies, procedures, and first responder protocols and SOGs.
- FirstNet Colorado continues to evaluate options and network coverage needs to ensure that the FirstNet national proposal responses and FirstNet’s design meets the needs around the state.
- FirstNet Colorado is providing training and information seminars around the state.
- FirstNet Colorado has released an RFI to the state managed RAN network, should Colorado choose to manage their own RAN and/or Opt-Out and build a state funded, not federally funded public safety broadband network.

8. Work with Estes Park and Grand County on Adams Tunnel Fiber Project

Timeframe: CY 2017

Priority: C

- Adams Tunnel Fiber Project will be built in Fall/Winter 2017. Mountain Parks Electric is working with other power providers on this project.

9. Broadband pricing in CenturyTel of Eagle markets

Timeframe: CY 2017

Priority: D

- While this issue is still exists, Eagle County has workedwith Mammoth Networks to provide a 10 Gbps alternate path at very competitive pricing. This broadband network path is available at the Eagle County Government Center in Gypsum.
- Jackson and Routt Counties still have broadband pricing challenges.
- Walden is out of broadband capacity at their CO despite there being available fibers. CenturyLink is not adding any customers out of the Walden CO. CenturyLink will not invest funds improving network capacity to support the market. No CAF II funding is currently targeted for Walden or Jackson County.

10. Shared Data Repository for Cable Franchise Agreements

Timeframe: CY 2017

Priority: D

- NWCCOG solicited and posted Cable Franchise Agreements from local jurisdictions on the NWCCOG Google Drive. This was shared with Local/County government officials and the NWCCOG Broadband Steering Committee. This shared folder will be updated as new agreements are received.
- These files have started to be referenced by Pitkin County.
- If you have any updates, please forward them for posting to the repository.

11. Create a new Website with Economic Development that includes broadband data for CEDS.

Timeframe: CLOSED

Priority: B

- New NWCCOG economic development website is available. Broadband and ED information will be published to the site as the CEDs December deadline approaches.
- Site has been populated with data and will be updated as needed in the future.
- Cedar Networks, CenturyLink, ForThought, Mammoth Networks and Sundial Communications have provided information for the CEDS. Other service providers including Comcast, Slopeside Internet, and Zirkel Wireless have not provided information for this Region 12 document.

12. Statewide economic development GIS data project

Timeframe: CLOSED

Priority: D

- Providing COG perspective on data and mapping requirements for statewide GIS integration project. This project is attempting to create a single statewide program that can be leveraged by multiple agencies and COGs.
- Updated SIO scoring and Top 4 initiatives selected to begin project implementation.
- Data project with provide mapping of both geocoded and data and non-geocoded data.
- NWCCOG input is no longer needed.

13. Ensure Steamboat Springs and Craig fiber connections have carrier-based dynamic routing and redundancy

Timeframe: CLOSED

Priority: A

- This issue was reopened based on the July CenturyLink outage.
- CenturyLink updated Routt, County, Grand County and Kremmling on May 10th with the status of these network upgrades/updates.
- Path redundancy for voice and 911 voice operations are completed. No data circuits are included in this network update.

14. NWCCOG Internal Network and Hosted VoIP Phone System

Timeframe: CLOSED

Priority: A

- NWCCOG VoIP hosted phone service from Fluent Stream is fully operational.
- The only component remaining is the need for additional training on their reporting package.

County/Local Government Projects

1. Eagle County

Timeframe: CY 2017

Priority: A

- Town of Gypsum has obtained lower cost broadband from Mammoth Networks utilizing the 10G Wave terminating at the Eagle County Offices in Gypsum.

2. Grand County

Timeframe: CY 2017

Priority: A

- Grand County has selected a new IT Director. He has started, however Nate Walowitz has not met with him yet.
- CenturyLink is installing fiber along U.S. 40 in Fraser in support of CAF 2 deployment.
- CenturyLink had the county waiving all Right of Way fees for the CAF II construction project. CenturyLink says that they will roll the savings into additional resource deployments. County BOCC will need to evaluate and either approve or reject this CenturyLink proposal.
- Adams Tunnel project will directly benefit Grand County government, residents, businesses and ISPs. Mountain Parks Electric is also reaching out to Estes Park and WAPA about the project.
- CDOT has an interest in developing fiber along the U.S. 40 corridor from Empire through Kremmling. Investigating with Comcast to learn how this project could be of mutual benefit and potential cost sharing.
- Mountain Parks Electric has received a final report from their consultant on FTTH. Nate attended the briefing and their board is considering the business case presented. They will need to most heavily populated areas of the Grand County to participate to make the business case work across the entire multicounty service area. Decision by MPEI Board will occur in March or April.

3. Jackson County

Timeframe: CY 2017

Priority: A

- Mountain Parks Electric presented information to the Jackson County BOCC.
- Jackson County is working with VistaBeam to flesh out details of a wireless broadband deployment in Jackson County. Jackson County has proposed to contribute public funds in the form of a low-cost revolving loan to support infrastructure deployment.

4. Kremmling

Timeframe: CY 2017

Priority: A

- Comcast has gone silent about their plans to run fiber to Kremmling from Hot Sulphur Springs.
- Mountain Parks Electric deployment would address Kremmling's broadband needs in the future. Timing for deployment is still to be established by Mountain Parks Electric.

5. Pitkin County

Timeframe: CY 2017

Priority: A

- The County will create a multi-use fiber/wireless broadband loop connecting all their mountaintop sites, local government buildings, businesses and residents for public broadband deployment, public safety communications and County IT network redundancy.
- The DOLA broadband grant application has been approved for a Microwave and Tower project to support public safety and broadband throughout Pitkin, Southern Garfield, Western Eagle and Northern Gunnison Counties.
- Pitkin County is also working on two additional public safety projects; building out and moving their public safety radio communications from VHF to the State DTRS system.

8. Rio Blanco County

Timeframe: CY 2017

Priority: A

- Rio Blanco County ISPs continue to bring customers online.
- Rio Blanco County has submitted an application to DOLA for a grant to buildout extended network towers to deploy broadband to the most remote residences and businesses

9. Routt County

Timeframe: CY 2017

Priority: A

- DOLA awarded a grant for fiber extension to connect County Justice Center and Yampa Valley Electric Association to the NCB CNL.
- Routt County is working with fiber contractor to install network conduit and fiber.
- We are working with Tim Miles at SSSD to continue to develop the regional network architecture and potential participants in Routt County.

10. Summit County

Timeframe: CY 2017

Priority: A

- Welcome the Town of Breckenridge to NWCCOG and our broadband project.
- CTC finalized county broadband sub-plan that includes broadband and cellular planning for the county. This includes strategy in the Lower Blue, the Lower Blue cellular tower site, the Landfill tower site, communications in Summit Cove, the Town of Heeney and the Town of Montezuma.
- Responses to the two RFIs to improve broadband and cellular service throughout the county have been evaluated and conversations with 4 vendors will be advanced.
- Nate Walowitz has been engaged by Summit County to assist them with their projects.

11. Town of Frisco

Timeframe: CY 2017

Priority: B

- Interest by Frisco/Summit County business community in forming a LTTPC. Jack Taylor and Rachel Lunney are working on this with Elevate.

12. Town of Red Cliff

Timeframe: CY 2017

Priority: A

- Red Cliff has submitted an application to the USFS for a communications site at Ski Cooper.
- USFS Leadville Office reports that project is on their 2017 Work Plan.

13. Town of Fraser

Timeframe: CY 2017

Priority: A

- Fraser and Winter Park are working together on broadband sub-plan for both towns.
- Vantage Point Consulting is the consultant.
- Mountain Parks Electric anticipates scheduling meetings to discuss potential partnerships.
- Mountain Parks Electric stated that their broadband business plan only works if more populated areas participate.

14. Town of Winter Park

Timeframe: CY 2017

Priority: A

- Fraser and Winter Park are working together on broadband sub-plan for both towns.
- Mountain Parks Electric anticipates scheduling meetings to discuss potential partnerships.
- Mountain Parks Electric stated that their broadband business plan only works if more populated areas participate.

15. Town of Gypsum

Timeframe: CY 2017

Priority: A

- Gypsum has leveraged the 10 GB wave that Mammoth Networks installed earlier this year to support Eagle County. The fiber termination point is within the town limits.
- Forethought has purchased San Isabel Telecom. This may give the town more broadband options for residents and businesses.