



AGENDA

Thursday, August 24, 2017

Gypsum Town Hall

50 Lundgren Boulevard Gypsum, CO 81637

CALL IN NUMBER: 970-406-3080

CONFERENCE ROOM: 5550

PIN NUMBER: 1122

NWCCOG COUNCIL & EDD BOARD MEETING

10:00 a.m.	1.	Call to Order & Introductions – Karn Stiegelmeier, NWCCOG Council Chair, and Thomas Clark, EDD Board Chair	
	2.	Roll Call and Determination of Quorum	
	*3.	ACTION COG: Minutes of May 25, 2017 Council & EDD Board Meeting	Pgs. 3-7
	*4.	ACTION COG: Financials <ul style="list-style-type: none"> - Northwest Loan Fund – Balance Sheet - Northwest Loan Fund – Budget vs Actual - Northwest Loan Fund – Open Contract Funds Portfolio - Northwest Loan Fund – Revolved Funds Portfolio - Northwest Loan Fund – State OEDIT Funds Portfolio - NWCCOG – Balance Sheet - NWCCOG – Statement of Revenues and Expenditures - NWCCOG – List of Payments 	Pgs. 8-19
	*5.	ACTION COG: Proposed 2018 NWCCOG Dues <i>Proposed 2018 NWCCOG Dues require approval from Council before notices can be sent out.</i> <ul style="list-style-type: none"> - 2018 NWCCOG Dues Calculation Spreadsheet and Memo, Jon Stavney - Approved 2018 QQ Dues spreadsheet (3% increase for reference) 	Pgs. 20-23
	6.	UPDATE COG: RTCC Funding <ul style="list-style-type: none"> - Memo from Susan Juergensmeier, Mobility Manager 	Pgs. 24
10:15 a.m.	7.	PRESENTATION COG: Overview of the Alpine Area Agency on Aging (AAAA), State Health Insurance Assistance Program (SHIP), and Retired & Senior Volunteer Program (RSVP) by Erin Fisher, AAAA Director <ul style="list-style-type: none"> - Powerpoint Presentation and handouts will be provided at meeting 	
10:45 a.m.	8.	PRESENTATION COG: Preparing Local Elected Officials for Their Role in Pre-Disaster Planning, Stavney CU Denver Certified Public Manager (CPM) Capstone Project by Jon Stavney, NWCCOG Executive Director <ul style="list-style-type: none"> - PowerPoint Presentation in packet - 5 Questions Document in packet - Full Report on NWCCOG website (30 pages): http://nwccog.org/about/meetings/ 	Pgs. 25-42
10:55		INTRODUCTION OF GUEST COG: Randy Harrison, Senior Fellow at Buecher Institute for Governance, School of Public Affairs at UC Denver	
11:00 a.m.		PRESENTATION: Michael Penny, Vice President of Client Service at Brown and Caldwell, and Debbie Brinkman, Mayor Pro-Tem of Littleton and Director at CPS HR Consulting's Institute for Excellence in Governance who have training programs for local elected officials (<i>flier in packet</i>)	Pgs. 43-44
11:15 a.m.	*9.	ACTION COG: Discussion—Strategic Plans for 2018 <ul style="list-style-type: none"> - Draft Organization Goals in packet - Department Goals – mainly for reference, input for objectives in packet - 2017 Member Survey is on website: http://nwccog.org/about/meetings/ 	Pgs. 45-67
	*10.	DISCUSSION COG: Input, Ideas for October DOLA Round for COGs <ul style="list-style-type: none"> - Announcement Memo from DOLA - Memo from Jon with some ideas 	Pgs. 68-71

12:15	11.	Lunch from <i>Heidi's Brooklyn Deli</i> for those who RSVP to office@nwccog.org by Monday, August 21st	
12:30 p.m.	12.	UPDATE EDD: Direction for 2018 by <i>Rachel Lunney, EDD Director</i> also presenting <i>Mid Year CEDS update</i> - <i>Powerpoint on Website</i>	
1:00 p.m.	13.	PRESENTATION EDD: Town of Gypsum Economic Development Update by <i>Jeremy Rietmann, Economic Development Director, Town of Gypsum</i>	
1:30 p.m.	14.	Program Updates: - <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. 72-79
2:00 p.m.	15.	Member Updates: (3 min or less each, please—3 min x 27 members =1.5 hrs) - <i>News: Share something recent or upcoming that you are most excited about</i> - <i>Share something different in your budget for 2018, perhaps of regional interest</i>	
	16.	New Business	
2:30 p.m.	*17.	Adjourn NWCCOG Meeting	
NEXT NWCCOG MEETING: Thursday, October 26 th Conference Call 10am			
Thursday December 7 th , 10 am. NWCCOG Council, EDD, and Foundation Board meeting will be at the South Branch Library Hopeful Room in Breckenridge, CO.			

* requires a vote



Northwest Colorado Council of Governments

NWCCOG Council Meeting

Summit County North Branch Library

Blue River Room, Silverthorne, CO

May 25, 2017

Council & EDD Board Members Present:

Alyssa Shenk, Town of Snowmass Village (phone)
Brian Waldes, Town of Breckenridge
Carolyn Skowrya, Town of Dillon
Corry Mihm, Summit Independent Business Alliance (SIBA)
Jeanne McQueeney, Eagle County (phone)
Jeremy Rietmann, Town of Gypsum EDD
John Bristol, City of Steamboat Springs EDD
Karn Stiegelmeier, Summit County
Kelli McDonald, Town of Vail EDD
Mark Campbell, Town of Kremmling
Patti Clapper, Pitkin County
Thomas Clark, Town of Kremmling

Others Present:

Abbie Cobb, NW Regional Preparedness and Response Coordinator
Amy Kemp, Elevate coSpace
Dustin Kelley, Vail Entrepreneurial Ecosystem Plan
Eric Miller, CliftonLarsonAllen, LLC
James Lee, Elevate coSpace
Miriam Gillow-Wiles, Southwest Colorado Council of Governments
Paul Niedermuller, CliftonLarsonAllen LLC

NWCCOG Staff:

Elaina Wiegand
Jon Stavney
Mike Kurth
Molly Tompkins
Nate Walowitz
Rachel Lunney

Call to Order:

Karn Stiegelmeier, NWCCOG Council Chair, and *Thomas Clark*, EDD Board Chair, called the joint NWCCOG Council & EDD Board Meeting to order at 10:06 a.m. Roundtable introductions were completed, and a quorum was present for the NWCCOG Council. A quorum for the EDD Board was not present until 12:45 p.m.

Approval of January 26, 2017 NWCCOG Council & EDD Board Meeting Minutes:

M/S/P Patti Clapper/Thomas Clark to approve the January 26, 2017 meeting minutes with typo correction on page 2.

Approval of April 2017 Financials:

M/S/P Thomas Clark/Patti Clapper to approve the April 2017 financials as presented.

Update: NWCCOG is hiring a full-time, in-house Fiscal Assistant:

The previous Fiscal Assistant position was part-time and under Summit Bookkeeping. With capacity in our Elevator Program and the Alpine Area Agency on Aging, the NWCCOG is posting for a full-time, in-house Fiscal Assistant position with benefits. The job description is being posted in Summit Daily for two weeks. Jon had received five resumes as of current, with one week posting in Summit Daily remaining.

2016 Independent Audit Presentation:

Eric Miller and Paul Niedermuller of CliftonLarsonAllen LLC., highlighted their opinion of the financial statements and any significant items within the audit. The Office of the State Auditor did comment on how late our audit was last year. Jon is working to make sure that does not happen again; we are in a 3 year contract with CliftonLarsonAllen. According to the state and CliftonLarsonAllen, we are on track for this year's submission. The Council expressed appreciation for the auditors work and commitment to future audits.

M/S/P Patti Clapper/Thomas Clark to accept the 2016 Independent Audit as presented.

2016 Annual Report Presentation:

Jon Stavney and Judi LaPointe worked to modernize the Annual Report this year. It is the best tool NWCCOG has to explain what we do and how our programs operate. The Council favored the modernized Annual Report and how Jon included pictures of each Program Director.

Available on the website: <http://nwccog.org/resources/studies-and-reports/>

2017 Member Handbook Presentation:

The Member Handbook contains the structure of NWCCOG, our bylaws, the budget, and each council and staff member. NWCCOG will be moving to electronic versions of the Member Handbook in the future. However, we will provide physical copies to those who request. The council agreed with providing these resources electronically.

Available on the website: <http://nwccog.org/about/nwccog-council/>

2017 Member Survey Results Presentation:

There was a 50/50 return rate of member staff and council members. Overall, the results were affirming with productive criticisms. Each NWCCOG program was shown to be a value overall. 90% or more were very familiar with the Elevator (EIP), Water Quality & Quantity (QQ), and Broadband programs. EIP received the highest no value rating, while QQ received the highest value rating.

Economic Development District (EDD): 21% of jurisdictions said they conduct economic development themselves; only 18% said others do it. Rachel Lunney, Economic Development Director, is available to assist with any of our member inquiries. You may call the NWCCOG Office (970-468-0295 ext. 106) to reach Rachel or email her at rlunney@nwccog.org.

Broadband: 69% of our region is active or planning to be active in broadband efforts. 56% have already been assisted by NWCCOG's Broadband Program.

Weatherization (WX): 82% of jurisdictions expressed no issue with WX moving towards fee for service work, especially if federal funding is reduced. Most of the comments received regarding the WX Program were about collaborating with local partners, which WX currently does and is planning to increase efforts.

Elected Officials Training: 70% of respondents said they received an organized on-boarding process. 35% of those have served less than 2 years. 60% of those have served for less than 5 years. Most elected officials responded that they received their training from staff; CCI, CML, CIRSA, or DOLA; or both. There is room in this area for NWCCOG support.

Professional Development Preparedness: A majority of the jurisdictions responded that they are well trained in: running meetings, relationships with manager/board, ethics in public office, and transparency/executive sessions. All other categories fell under 50% feeling well prepared. 38% felt well prepared for community development and planning matters. This is a key content area for most members and could be a potential area for NWCCOG support. These least prepared areas do not need NWCCOG to facilitate, but NWCCOG could pull organizations and resources together for the membership.

Take Away: Results from the survey concluded that NWCCOG programs and services are very valuable to our region. 91% responded that the member services are worth and proportional to the cost of membership. 81% of respondents said they valued regional studies, but no responses included any suggestions for studies. If you have any ideas for potential studies, please email Jon Stavney: jstavney@nwccog.org. NWCCOG's next steps are to create a strategic strengths matrix, develop department specific strategies, update the website, and brainstorm additional tools/activities for NWCCOG to provide to members.

Request for NWCCOG to act as Fiscal Agent to Northwest Region Healthcare Coalition (NWRHCC):

About five years ago the State of Colorado said you need to be a part of a healthcare coalition in your region, but did not define region. Therefore, most of the counties in Colorado formed coalitions as counties (about 34-25). Then the state mandated true regions not just county healthcare coalitions. The Hospital Preparedness Program is being re-formed as a Healthcare Preparedness Program to function as regional coalitions throughout the state. There are now nine

healthcare coalitions in the state of Colorado. The purpose of the re-structuring is to collaborate, coordinate, and communicate between all healthcare agencies within the regions to improve capabilities and stay up and running in case of a major crisis. A group of regional representatives are currently working on a governance document. The effort, which was just proposed in January to be established in regions parallel to the 9 All Hazards Emergency Management Regions, was supposed to have a fiscal agent identified May 1, prior to the fiscal year which starts July 1. Therefore, it is being requested that the NWCCOG act as Fiscal Agent for the newly formed NW Regional Healthcare Coalition (NWRHCC) to manage the HPG grant program. The contract would be with the State of Colorado, because NWRHCC has no legal authority. Abbie Cobb was on hand to explain.

M/S/P Patti Clapper/Thomas Clark to approve entering into a contract and moving to the next level of the process to being Fiscal Agent for the Northwest Region Healthcare Coalition (NWRHCC).

OEDIT Regional Profile:

The Colorado Office of Economic Development and International Trade (OEDIT) is updating regional profiles on their website. These are replacing the Blueprint profiles from the past. OEDIT has put together a very simple template that is focused with a business audience in mind. OEDIT has listed attributes that business owners identified as important to their decision to locate in Colorado, so that these profiles can act as a business attraction tool for our region. The deadline to return to OEDIT is July 1st. OEDIT will then have their graphic design team format and launch in conjunction with a newly formatted portion of their website dedicated to promoting its regional partners.

Rachel Lunney reviewed the draft regional profile template in the 05/25/17 board packet with the group and received thorough input. She will update the template to include recommendations and send a revised copy to the NWCCOG Council and EDD Board for approval.

Entrepreneurial Ecosystem Report:

Over the last several years we have been engaging in a regional effort with a small core team to focus on what entrepreneurs need. Particularly in rural communities, entrepreneurs are the engines for job growth and, with support, can become anchors for community economic development. NWCCOG EDD has been working on an effort to bring stakeholders together to create this ecosystem that supports entrepreneurs in our region. NWCCOG's role will be to bring all these pieces together to collaborate, and to be that regional "hub" to support efforts so that our mountain region can create an economy that is diversified, sustainable, and resilient. A way to help build this ecosystem is to apply for the EDA's Regional Innovations Strategies grant. The application period will close June 23, 2017. We want to send the application out next week in order to be eligible to the technical assistance review prior to final submission. The funds are meant to be used to help spur innovation and capacity-building activities in regions across the nation. Under this competition, the EDA is seeking applications for two separate funding opportunities: the i6 Challenge and the Seed Fund Support (SFS) Grant competition.

1 - i6 Challenge (\$13M): The i6 Challenge helps drive the efforts to build new companies and create jobs through the efforts of universities, National Labs, state and local governments, incubators, and various other organizations.

2 - Seed Fund Support (SFS) Grant Competition (\$4M): SFS grants provide funding for technical assistance and operational costs that support the planning, formation, launch, or scale of cluster-based seed funds that will invest their capital in innovation-based startups with a potential for high growth.

Detailed information on the RIS grant program can be found here: <https://www.eda.gov/oie/ris/>

M/S/P Patti Clapper/Thomas Clark to approve Rachel Lunney moving forward and preparing the grant application to be sent to the board members for approval.

Program Updates:

Regional Transportation Coordinating Council (RTCC), Susan Juergensmeier: Susan and Molly met with Health and Human Services Directors in Glenwood Springs where they received push back on the proposal to fund the program with a per county fee. In response, Susan is working on providing the HHS Directors with more information in order to gain their support and encourage them towards a lump model rather than per ride.

Broadband Program, Nate Walowitz: The Forest Service asked Nate to change the path of fiber on Ski Coper ski hill, allowing us to now run along previously disturbed areas. Fiber could be going into Ski Coper in late July or early August along with a mitigation plan that is going to be in progress. Nate is working with Summit County and the Town of

Breckenridge. Jackson County Commissioners created a revolving economic fund for the county, dedicating a majority of those funds to the County's wireless provider. They recently identified one microwave path into the County which opens up a lot of possibilities. Pitkin County is starting their microwave project, obtaining fiber from Glenwood Springs once the snow melts. Grand County's new IT Director is active in the Broadband Steering Committee and has been immersing himself in the County's IT infrastructure and broadband.

Member Updates:

Town of Vail EDD, Kelli McDonald: Vail town hopes to have a new Town Manager in by August. 32 families are moving into the West Vail Chamonix homes. The town has projects in the works that could bring in more affordable housing. The new Marriott Inn will double as a hotel and affordable housing for 100+ units. This project was approved with hopes to break ground this fall. There are two more affordable housing projects that are still on the drawing board. In order to alleviate parking issues the town is working on a few plans. One involves a task force deciding to provide unpaid parking in Vail this summer. Tickets will still be collected, but only to track population and duration of visits. Vail also plans to expand their bus services to include more frequent routes. They are talking with the forest service about controlling overflow parking at trailheads.

Town of Dillon, Carolyn Skowrya: Dillon has multiple opportunities for housing. Farmers Markets will start on June 9th. The Tiki Bar and Marina opens Friday, May 26th. REI opened their Dillon location. The town is finalizing plans for the amphitheater before shutting down in July. They are still searching for a new Town Manager. Jon Stavney recently facilitated a retreat for the Town of Dillon, which was greatly enjoyed and appreciated by their members.

City of Steamboat Springs, John Bristol: Aspen purchased the mountain operation. Peabody Coalmine came out of bankruptcy. The city applied with OEDIT for a creative arts district.

Pitkin County, Patti Clapper: The Basalt river park (no name, yet) is now open. This past April the County Commission passed a resolution affirming that Pitkin County is welcome to immigrants (a copy was distributed to the council with other immigrant resources following the 05/25/17 Council & EDD Board Meeting). They received a lot of publicity for putting this in writing and are now being targeted for restriction of funding. NWCCOG Council members requested that staff post and distribute a copy of this.

Summit County, Karn Stiegelmeier: Summit County recently sent out their annual survey asking citizens to relay what their biggest citizen issue is. Last year's verdict was housing. The county expects housing and parking to be the biggest issues this year. Summit County also passed a resolution supporting immigrants in the community (a copy was distributed to the council with other immigrant resources following the 05/25/17 Council & EDD Board Meeting).

Town of Kremmling, Thomas Clark: Kremmling applied for a Blue Print 2.0 Grant to grow the town's outdoor recreation. Kremmling is becoming more known for outdoor activities, especially rafting.

New Business:

1. Business Loan Fund at the state level – finalize contracting for NWCCOG collaboration with the start on the Northwest Loan Fund Jon reported that the contract for participation of this fund is in the works. Jon sought approval for council to enter into this contract.

M/S/P Patti Clapper/Karn Stiegelmeier to approve referring contract with Jon Stavney's signature.

2. ***Broadband MOU:*** Grant funding for 2018 starts this July. A majority of the Broadband Coordinator's (Nate Walowitz) focus will be on building a resilient regional network; not over building, but creating a network, so that if traffic is limited by one path there is an alternative path. Nate originally discussed it with the Broadband Steering Committee as NWCCOG being the owner of the network. However, they now realize that is not feasible for a variety of reasons. The not for profit entity, Northwest Colorado BP NCB Broadband, actually has a contract with network management and network services in order to work with them. Nate and Jon are drafting an agreement to utilize NCB. The idea is to contract with them and have NWCCOG participate as leadership and guidance. There is currently an MOU in draft form going back and forth between NCB and NWCCOG describing the relationship and roles for each party with regards to the network. More documents will be provided to the

council in the future, but Nate asked for authorization to continue the MOU process and allow Jon to sign the agreement.

M/S/P Patti Clapper/Karn Stiegelmeier to approve moving forward with the MOU.

Adjournment:

M/S/P Patti Clapper/Kellie McDonald to adjourn the NWCCOG Council Meeting at 2:30 p.m.

Karn Stiegelmeier, NWCCOG Council Chair

Date

Northwest Colorado Council of Governments
Balance Sheet by Class -8800- Northwest Loan Fund
As of July 31, 2017

4:37 PM
08/10/2017
Accrual Basis

8800- Northwest Loan Fund

ASSETS

Current Assets

Checking/Savings

1010 - 1st Bank Operating 178.19

1015 - NLF 1st Bank Checking 789,939.73

Total Checking/Savings 790,117.92

Accounts Receivable

1115 - NLF Loan Receivable 1,149,703.50

Total Accounts Receivable 1,149,703.50

Other Current Assets

1090 - Undeposited Funds 1,014.19

1315 - NLF - Allowance for Loan Loss -69,220.23

Total Other Current Assets -68,206.04

Total Current Assets 1,871,615.38

TOTAL ASSETS 1,871,615.38

LIABILITIES & EQUITY

Liabilities

Current Liabilities

Accounts Payable

2000 - Accounts Payable 178.19

2015 - NLF Accounts Payable 903.00

Total Accounts Payable 1,081.19

Total Current Liabilities 1,081.19

Total Liabilities 1,081.19

Equity

3000 - Fund Balance

3100 - NLF Net Assets 1,079,568.22

Total 3000 - Fund Balance 1,079,568.22

3900 - Retained Earnings 395,126.90

Net Income 395,839.07

Total Equity 1,870,534.19

TOTAL LIABILITIES & EQUITY 1,871,615.38

Northwest Colorado Council of Governments
Budget vs Actual - 8800 - Northwest Loan Fund
 July 2017

4:21 PM
 08/10/2017
 Accrual Basis

	Jan - Jul 17	% of Budget	Annual Budget
Ordinary Income/Expense			
Income			
4000 - Grant Income			
4200 - State Grant Income	364,000.00	72.8%	500,000.00
4250 - Administration	58,240.00	72.8%	80,000.00
Total 4000 - Grant Income	422,240.00	72.8%	580,000.00
4620 - Reimbursed Expenses	13.75		
4720 - Revolved Interest			
4722 - Loans made after 1/1/14	28,292.87		
4720 - Revolved Interest - Other	565.52	1.95%	29,000.00
Total 4720 - Revolved Interest	28,858.39	99.51%	29,000.00
4730 - Origination Fee	10,128.00	101.28%	10,000.00
Total Income	461,240.14	74.51%	619,000.00
Gross Profit	461,240.14	74.51%	619,000.00
Expense			
6100 - Payroll Expenses			
6112 - Program Director	41,941.47	58.33%	71,900.00
6131 - Office Wages	0.00		
6210 - Taxes & Benefits	8,987.12	58.17%	15,450.00
Total 6100 - Payroll Expenses	50,928.59	58.3%	87,350.00
6410 - Contract Staff	1,258.00		
6520 - Outside Contract			
6420 - Fiscal Officer Expense	1,129.00	50.99%	2,214.00
6510 - Contractor	0.00	0.0%	3,300.00
6520 - Outside Contract - Other	577.00		
Total 6520 - Outside Contract	1,706.00	30.94%	5,514.00
6610 - Office Supplies	495.37	49.54%	1,000.00
6620 - Bank Charges	50.00		
6640 - Postage	83.41	27.8%	300.00
6660 - Advertising Expense	0.00	0.0%	500.00
6680 - Dues & Subscriptions	470.77	58.85%	800.00
6720 - Rent & Utilities	1,367.52	58.34%	2,344.00
6730 - Telephone Expense	440.66	62.95%	700.00
7110 - Program Supplies	0.00	0.0%	1,000.00
7120 - License & Permits	54.00	180.0%	30.00
7130 - Travel & Meeting	3,127.91	34.76%	9,000.00
7320 - Pass-Through Funds	0.00	0.0%	500,000.00
7910 - Indirect Cost Allocation	5,418.84	61.77%	8,772.00
Total Expense	65,401.07	10.6%	617,310.00
Net Ordinary Income	395,839.07	23,422.43%	1,690.00
Net Income	395,839.07	23,422.43%	1,690.00

Northwest Loan Fund OPEN CONTRACT FUNDS Portfolio 6-30-17														
	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	Jobs Created YTD
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%	\$ -	4
2	5/14/2014	40,000.00	\$ 29,393.64		Ten/Five	\$430	7/5/2017	\$ 286.40	5/14/2019	5.25%	Satisfactory	1%	\$ 293.94	2
3	6/5/2014	20,000.00	\$ 15,000.20		Ten/Three	\$215	7/21/2017	\$ 139.51	6/5/2017	5.25%	Satisfactory	1%	\$ 150.00	1
4	10/16/2014	95,000.00	PAID IN FULL		Ten/five	\$1,022.85			10/17/2019	5.25%	Satisfactory	1%	\$ -	12
5	10/16/2014	51,500.00	\$ 39,735.16		Five/skip May Jun	\$967.67	10/9/2017	\$ 616.28	10/17/2019	4.75%	Satisfactory	1%	\$ 397.35	
6	12/5/2014	96,000.00	\$ 51,251.90		Five/Five	\$1,828.00	7/19/2017	\$ 1,545.74	12/5/2019	5.25%	Satisfactory	1%	\$ 512.52	3
7	12/31/2014	52,000.00	PAID IN FULL		Seven/Three	\$744.00	3/28/2017	39,601.39		5.25%	Satisfactory	1%	\$ -	5
8	2/27/2015	60,000.00	PAID IN FULL		44 months	\$1,505.00	3/3/2017	\$ 8,747.50	10/19/2018	5.25%	Watch	1%	\$ -	5
9	4/22/2015	11,400.00	\$ 6,987.29		Five	\$217.00	7/20/2017	\$ 187.58	4/22/2020	5.25%	Satisfactory	1%	\$ 69.87	MICRO
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%	Doubtful	40%	\$ 32,815.15	1
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	\$ 50,848.94		Five/Three	\$1,522.00	7/21/2017	\$ 1,294.01	6/18/2018	5.25%	Satisfactory	1%	\$ 508.49	4
13	7/29/2015	35,000.00	\$ 18,115.89		42 months	\$915.00	7/5/2017	\$ 763.48	2/3/2019	5.25%	Satisfactory	1%	\$ 181.16	
14	8/25/2015	20,000.00	PAID IN FULL		36 months	\$606	3/28/2017	\$ 10,382.22	10/25/2018	5.25%	Satisfactory	1%	\$ -	see first loan
15	9/23/2015	80,000.00	\$ 57,726.79		Five/Three	\$1,522.00	7/10/2017	\$ 1,016.56	9/23/2018	5.25%	Satisfactory	1%	\$ 577.27	0
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%	\$ -	MICRO
17	2/2/2016	20,000.00	\$ 13,771.12		48 months	\$466.00	6/12/2017	\$ 435.61	2/2/2020	5.50%	Satisfactory	1%	\$ 137.71	0
18	5/2/2016	50,000.00	\$ 23,790.48		48 months	\$1,165.00	7/17/2017	\$ 3,500.00	5/2/2020	5.50%	Satisfactory	1%	\$ 237.90	
19	5/10/2016	280,000.00	\$ 272,019.37		60 months	\$5,359.00	1/26/2017	\$ 1,267.29	5/10/2021	5.50%	Watch	10%	\$ 27,201.94	
20	9/22/2016	40,000.00	\$ 31,863.45		60 months	\$767.00	7/5/2017	\$ 687.43	11/22/2021	5.50%	Satisfactory	1%	\$ 400.00	2
21	12/7/2016	99,000.00	\$ 93,043.46		60 months	varies	7/31/2017	\$ 1,014.19	12/7/2021	5.50%	Satisfactory	1%	\$ 930.43	0
22	12/14/2016	80,000.00	\$ 71,893.92		60 months	\$1,533.00	7/26/2017	\$ 1,231.36	12/14/2021	5.50%	Satisfactory	1%	\$ 718.94	4
23	2/24/2017	90,000.00	\$ 86,563.01		36 months	varies	7/5/2017	\$ 913.18	4/20/2020	5.50%	Satisfactory	1%	\$ 865.63	0
											Satisfactory	1%	\$ 950.00	
24	4/14/2017	95,000.00	\$ 95,000.00		Four/Ten	\$1,035	begin 7-14		6/14/2021	5.50%				
25	7/10/2017	\$71,000			60 months	\$1,360	begin 8-25		8/25/2022	5.50%	Satisfactory	1%		
		1,645,900.00	\$ 1,039,042.50										\$ 66,948.31	

Northwest Loan Fund REVOLVED FUNDS Portfolio - 7-31-17													
	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	\$ 400.00			\$300.00	6/21/17	\$300	3/15/2010	0.00%	Substandard	20.00%	80.00
20141223	12/30/2014	\$ 95,000.00	\$ 75,220.06		10/5 year	\$1,022.85	7/28/17	\$691	12/30/2019	5.25%	Satisfactory	1.00%	752.20
20160414	9/15/2016	\$ 25,000.00	Paid in full		2 year	\$1,300	6/6/17	\$20,665	9/15/2018	5.50%	Satisfactory	1.00%	
20160804	8/4/2016	\$16,070.00	\$15,202.94		1 year	\$1,380.00	1/26/17	\$867	1/11/2018	5.50%	Watch	10.00%	1,520.29
			\$ 90,823.00										\$2,352.49

Northwest Loan Fund State OEDIT FUNDS Portfolio 7-31-17															
	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	Jobs Created YTD	
1	7/24/2017	\$37,337	\$ 19,838.00		60 Months	\$715			8/15/2022	5.50%	Satisfactor	1%		N/A	
			\$ 19,838.00												

Northwest Colorado Council of Governments
Summary Balance Sheet
As of July 31, 2017

3:46 PM
08/10/2017
Accrual Basis
Jul 31, 17

ASSETS

Current Assets

Checking/Savings	1,822,275.83
Accounts Receivable	1,541,373.87
Other Current Assets	302,045.62

Total Current Assets	3,665,695.32
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Fixed Assets	846,412.00
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TOTAL ASSETS	4,512,107.32
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LIABILITIES & EQUITY

Liabilities

Current Liabilities

Accounts Payable	32,505.14
Credit Cards	-4,117.18
Other Current Liabilities	625,315.59

Total Current Liabilities	653,703.55
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Long Term Liabilities	619,071.00
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Total Liabilities	1,272,774.55
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Equity	3,239,332.77
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TOTAL LIABILITIES & EQUITY	4,512,107.32
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NWCCOG

STATEMENT OF REVENUES AND EXPENDITURES

7-31-17

58.3% 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	430,774	80%	568,620	297,688	52%	(28,173)	133,086		
ELEVATOR INSPECTION	724,000	494,110	68%	661,559	325,473	49%	62,441	168,637	22,500	22,500
ADRC- CO HLTH FOUND	0	52,181		0	2,464			49,717		
RSVP-VOLUNTEERS	78,515	33,132	42%	78,515	34,445	44%	0	(1,313)		
SHIP- Insurance Consulting	15,000	16,455	110%	15,000	3,492	23%	0	12,963		
SMP		6,612			2,391			4,221		
AGE/NUTRITION (non-Grant)	0	11,659		0	0		0	11,659	6,337	17,996
AGE/NUTRITION (State FY 16/17)	544,271	491,370	90%	544,271	491,022	90%	0	348		
AGE/NUTRITION (State FY 17/18)	544,271	2,469	0%	544,271	32,428	6%	0	(29,959)		
AGE/NUTRITION TOTAL	1,182,057	613,877	45%	1,182,057	566,242	48%	0	47,636	6,337	17,996
WATERSHED SERVICES	19,942	16,567	83%	19,942	11,916	60%	0	4,651		
ECONOMIC DEVELOPMENT DIST	348,760	182,457	52%	348,760	115,834	33%	0	66,623		
WEATHER (Machebeuf)	0	26,637		0	8,064		0	18,574		
WEATHER CARE	78,820	72,345	92%	78,820	72,926	93%	0	(582)		
WEATHER CIP	78,819	30,232	38%	78,819	30,382	39%	0	(150)		
WEATHER (State FY16/17)	479,680	409,543	85%	479,680	410,682	86%	0	(1,139)		
WEATHER (State FY17/18)	479,680	0	0%	479,680	61,603	13%	0	(61,603)		
ENERGY MANAGEMENT TOTAL	1,116,999	538,757	43%	1,116,999	583,657	52%	0	(44,900)	0	0
Other COG Programs										
HOMELAND SECURITY	243,331	36,886	15%	243,331	44,047	18%	0	(7,160)		
CO BARK BEETLE COOPERATIVE	1,200	1,390	116%	1,200	0	0%	0	1,390		
NWCCoG FOUNDATION	0	0		0	932		0	(932)		
SBDC	0	0		0	0		0	0		
REGIONAL TRANSPORTATION CC	209,499	389,980	186%	209,499	335,861	160%	0	54,119		
Total COG Program Funds	4,386,235	2,704,799	62%	4,351,967	2,281,650	52%	34,268	423,149	28,837	40,496
EXTERNAL PROGRAM FUNDS										
WATER QUALITY/QUANTITY	157,530	151,610	96%	157,530	95,903	61%	0	55,707	121,416	177,123
SWQC	32,654	43,236	132%	32,654	19,932	61%	0	23,304	0	0
Total External Program Funds	190,184	194,845	102%	190,184	115,834	61%	0	79,011	121,416	177,123
Total Program Funds	4,576,419	2,899,644	63%	4,542,151	2,397,484	53%	34,268	502,160	150,253	217,619
REGIONAL LOAN FUND	619,000	461,240	75%	617,310	65,401	11%	1,690	395,839	1,109,087	1,504,926
INTERNAL SERVICE FUNDS										
INDIRECT	208,858	121,969	58%	206,383	145,539	70%	2,475	(23,570)	(157)	(23,727)
COG BUILDING FUND	75,648	44,128	58%	71,260	37,425	49%	4,388	6,703	24,823	31,526
MOTOR POOL	40,000	21,066	53%	44,268	7,438	19%	(4,268)	13,629	49,979	63,608
Total Service Funds	324,506	187,163	58%	321,911	190,401	59%	2,595	(3,238)	74,646	71,408
COG FUNDS Subtotal	5,519,925	3,548,048	64%	5,481,372	2,653,286	48%	38,553	894,761	1,333,986	1,793,953

Northwest Colorado Council of Governments

List of Payments

July 2017

Date	Name	Memo	Credit
07/05/2017	Employee Benefits Corporation	INDIRECT - FSA	306.66
07/05/2017	Enterprise Commercial Center Condo Assoc	INDIRECT - OFFICE CONDO	1,390.57
07/05/2017	1st Bank Direct Deposit	SPLIT	47,211.94
07/05/2017	BHW Associates	SPLIT - BUILDING CONDO	2,575.00
07/06/2017	Colorado Nonprofit Dev. Center	AAAA	1,390.00
07/06/2017	AAAA Client	AAAA	1,500.00
07/06/2017	Eagle County Public Health	AAAA	7,500.00
07/06/2017	AAAA Client	AAAA	27.82
07/06/2017	Southern Belle Vacation Rental	AAAA	1,295.34
07/06/2017	Colorado Mtn News Media{vendor}	EDD	10.54
07/06/2017	A Smart Elevator Solution	EIP	3,775.00
07/06/2017	Dell Marketing LP	EIP	1,048.57
07/06/2017	Schmidt, Bennett	EIP	16.25
07/06/2017	Vasquez, Chris {v}	EIP	13.50
07/06/2017	Cancelosi Consulting, LLC	HOMELAND SECURITY	4,018.57
07/06/2017	Pitney Bowes	INDIRECT	144.07
07/06/2017	Quill Corporation	INDIRECT	19.81
07/06/2017	Summit Bookkeeping & Payroll, Inc	INDIRECT	101.76
07/06/2017	The Summit Recycler, Inc	INDIRECT - OFFICE CONDO	50.00
07/06/2017	Heczko, Richard	NLF	51.00
07/06/2017	Smith, Whitney	NLF	102.00
07/06/2017	Lane Wyatt, Inc	QQ	5,497.55
07/06/2017	Cornerstone Geospatial Consulting	REGIONAL BUSINESS	3,440.00
07/06/2017	Laurie Patterson	REGIONAL BUSINESS	305.00
07/06/2017	Stavney, Jon {vendor}	REGIONAL BUSINESS	357.39
07/06/2017	Town of Dillon {vendor}	REGIONAL BUSINESS	3,250.00
07/06/2017	Town of Grand Lake {vendor}	REGIONAL BUSINESS	600.00
07/06/2017	Clarke, Rose	RSVP	112.00
07/06/2017	Gamble, Nancy	RSVP	48.00
07/06/2017	Heicher, Kathleen	RSVP	24.80
07/06/2017	Johnston, Laura	RSVP	66.00
07/06/2017	Miera, Margaret	RSVP	28.00
07/06/2017	Onderdonk, Carole	RSVP	13.60
07/06/2017	Phillips, Johnnette	RSVP	80.00
07/06/2017	Roney, Beatrice	RSVP	14.40
07/06/2017	Russo, Thomas	RSVP	70.40
07/06/2017	Sneath, Linda	RSVP	59.60
07/06/2017	Susan Juergensmeier (vendor)	RTCC	108.18
07/06/2017	NEMT Recipient	RTCC - NEMT	145.00
07/06/2017	US Treasury	SPLIT	9,531.36
07/06/2017	Colorado Department of Revenue	SPLIT - PAYROLL	2,246.00
07/06/2017	Budget Plumbing & Heating	WX	3,968.49
07/06/2017	Mr T Hardware & Building Supply	WX	8.97
07/06/2017	Westland Distributing Group	WX	143.75
07/07/2017	Alpine PC	EIP	1,350.00
07/07/2017	Clark, Thomas	RSVP	91.20

07/07/2017 NEMT Recipient	RTCC - NEMT	167.10
07/07/2017 NEMT Recipient	RTCC - NEMT	207.48
07/07/2017 NEMT Recipient	RTCC - NEMT	9,799.50
07/07/2017 NEMT Recipient	RTCC - NEMT	194.88
07/07/2017 NEMT Recipient	RTCC - NEMT	138.28
07/07/2017 NEMT Recipient	RTCC - NEMT	180.88
07/07/2017 NEMT Recipient	RTCC - NEMT	68.40
07/07/2017 NEMT Recipient	RTCC - NEMT	117.04
07/07/2017 NEMT Recipient	RTCC - NEMT	369.57
07/07/2017 NEMT Recipient	RTCC - NEMT	167.31
07/07/2017 NEMT Recipient	RTCC - NEMT	200.49
07/07/2017 NEMT Recipient	RTCC - NEMT	165.32
07/07/2017 NEMT Recipient	RTCC - NEMT	61.56
07/07/2017 NEMT Recipient	RTCC - NEMT	731.79
07/07/2017 NEMT Recipient	RTCC - NEMT	13.68
07/07/2017 NEMT Recipient	RTCC - NEMT	36.86
07/07/2017 NEMT Recipient	RTCC - NEMT	149.72
07/07/2017 County Health Pool	SPLIT - BENEFITS	28,723.45
07/10/2017 Chocolate Software, LLC	AAAA	693.75
07/10/2017 Laurie Patterson	AAAA	315.66
07/10/2017 Quill Corporation	INDIRECT	109.24
07/10/2017 Walowitz, Nate {vendor}	REGIONAL BUSINESS	478.61
07/10/2017 Archibeque, Oralia	RSVP	80.00
07/10/2017 Beals, Janet	RSVP	34.80
07/10/2017 Buchannan, Peggy	RSVP	160.00
07/10/2017 Carr, Linda	RSVP	39.20
07/10/2017 Cassidy, Roseanne	RSVP	56.00
07/10/2017 Converse, Tamra	RSVP	144.00
07/10/2017 Cooper, Madalyn	RSVP	80.00
07/10/2017 Einspahr, Sandra	RSVP	94.00
07/10/2017 Heck, Susan	RSVP	60.00
07/10/2017 Hess, MaryJane	RSVP	314.92
07/10/2017 McCafferty, Marlene	RSVP	80.00
07/10/2017 Palmateer, Paula	RSVP	120.80
07/10/2017 Laurie Patterson Web Design	RTCC	304.00
07/10/2017 NEMT Recipient	RTCC - NEMT	80.00
07/10/2017 FluentStream Technologies	SPLIT - PHONES	1,512.11
07/11/2017 2-Singletrack Trails, Inc.	NLF	1,291.00
07/11/2017 Alpine Environmental Consultants LLC	QQ	1,637.50
07/13/2017 KYSL-FM	EDD	510.00
07/13/2017 A Smart Elevator Solution	EIP	3,760.00
07/13/2017 US Bancorp Equipment Finance, Inc.	INDIRECT	1,160.05
07/13/2017 Tim Fraccola	INDIRECT - MOTOR POOL	300.00
07/13/2017 Wex Bank	INDIRECT - MOTOR POOL	2,131.72
07/13/2017 Team Clean	INDIRECT - OFFICE CONDO	204.53
07/13/2017 The Summit Recycler, Inc	INDIRECT - OFFICE CONDO	50.00
07/13/2017 Sullivan Green Seavy, LLC	QQ	4,200.00
07/13/2017 Christiansan, Elmer	RSVP	61.20
07/13/2017 Cleghorn, Jill	RSVP	20.00
07/13/2017 Loper, Anne	RSVP	80.00
07/13/2017 Mott, Susan	RSVP	160.00

07/13/2017 Policastri, Anna	RSVP	48.00
07/13/2017 Smooke, Diane	RSVP	25.60
07/13/2017 Vasquez, Lorraine	RSVP	22.00
07/13/2017 Von Ohlsen, Herta	RSVP	80.00
07/13/2017 Susan Juergensmeier (vendor)	RTCC	56.45
07/13/2017 NEMT Recipient	RTCC - NEMT	106.78
07/13/2017 NEMT Recipient	RTCC - NEMT	3,555.50
07/13/2017 NEMT Recipient	RTCC - NEMT	681.59
07/13/2017 NEMT Recipient	RTCC - NEMT	716.64
07/13/2017 NEMT Recipient	RTCC - NEMT	61.72
07/13/2017 NEMT Recipient	RTCC - NEMT	137.82
07/13/2017 NEMT Recipient	RTCC - NEMT	178.98
07/13/2017 NEMT Recipient	RTCC - NEMT	668.16
07/13/2017 NEMT Recipient	RTCC - NEMT	251.29
07/13/2017 NEMT Recipient	RTCC - NEMT	120.46
07/13/2017 NEMT Recipient	RTCC - NEMT	41.42
07/13/2017 NEMT Recipient	RTCC - NEMT	820.42
07/13/2017 NEMT Recipient	RTCC - NEMT	44.08
07/13/2017 NEMT Recipient	RTCC - NEMT	333.26
07/13/2017 NEMT Recipient	RTCC - NEMT	90.02
07/13/2017 NEMT Recipient	RTCC - NEMT	85.12
07/13/2017 NEMT Recipient	RTCC - NEMT	59.88
07/13/2017 1st Bank Credit Card - COG	SPLIT	11,997.84
07/13/2017 1st Bank Credit Card - WX GEO	SPLIT	4,117.18
07/13/2017 X-cel Energy	SPLIT	350.27
07/13/2017 Four Sprys Investments	WX	2,668.20
07/13/2017 Mr T Hardware & Building Supply	WX	5.98
07/13/2017 Sundance Plumbing & Heating, LLC	WX	230.00
07/18/2017 Adair Dental	AAAA	244.00
07/18/2017 Castle Peak Dental LLC	AAAA	186.00
07/18/2017 AAAA Client	AAAA	175.00
07/18/2017 AAAA Client	AAAA	225.00
07/18/2017 Eschenbach	AAAA	1,060.55
07/18/2017 Granby Dental, PC	AAAA	216.70
07/18/2017 Grand County Home Care	AAAA	142.50
07/18/2017 Grand County Library	AAAA	3,500.00
07/18/2017 Grand Valley Denture and Implant Center	AAAA	500.00
07/18/2017 Gypsum Dental	AAAA	420.00
07/18/2017 Kremmling Family Dental	AAAA	175.00
07/18/2017 AAAA Client	AAAA	839.50
07/18/2017 NW Colorado Center for Independence	AAAA	300.00
07/18/2017 AAAA Client	AAAA	150.00
07/18/2017 AAAA Client	AAAA	225.00
07/18/2017 To The Rescue	AAAA	420.00
07/18/2017 Trilogy Intergrated Resources, LLC	AAAA	3,600.00
07/18/2017 Copy Copy	HOMELAND SECURITY	547.20
07/18/2017 Johnston, Laura	RSVP	80.00
07/18/2017 NEMT Recipient	RTCC - NEMT	80.00
07/19/2017 Colorado Legal Services (v)	AAAA	182.50
07/19/2017 Consortium for Older Adult Wellness	AAAA	1,253.57
07/19/2017 Eagle County Public Health	AAAA	11,020.57

07/19/2017	Grand County Council on Aging	AAAA	1,066.00
07/19/2017	Grand County Rural Health Network	AAAA	1,641.00
07/19/2017	Hendershott, Melaine	AAAA	2,216.98
07/19/2017	Jackson County Council on Aging	AAAA	8,018.71
07/19/2017	Summit County Senior Services	AAAA	2,222.00
07/19/2017	US Treasury	SPLIT	9,029.98
07/20/2017	A Smart Elevator Solution	EIP	700.00
07/20/2017	Summit Bookkeeping & Payroll, Inc	HOMELAND SECURITY	325.00
07/20/2017	Quill Corporation	INDIRECT	99.98
07/20/2017	Employee Benefits Corporation	INDIRECT - FSA	306.66
07/20/2017	Colorado Energy Systems	NLF	17,500.00
07/20/2017	Grand County {vendor}	NLF	36.00
07/20/2017	Sullivan Green Seavy, LLC	QQ	862.00
07/20/2017	Mountain Connect	REGIONAL BUSINESS	598.00
07/20/2017	North Star Consulting Group	REGIONAL BUSINESS	561.00
07/20/2017	NEMT Recipient	RTCC - NEMT	315.02
07/20/2017	NEMT Recipient	RTCC - NEMT	532.24
07/20/2017	NEMT Recipient	RTCC - NEMT	2,615.00
07/20/2017	NEMT Recipient	RTCC - NEMT	70.41
07/20/2017	NEMT Recipient	RTCC - NEMT	59.28
07/20/2017	NEMT Recipient	RTCC - NEMT	59.28
07/20/2017	NEMT Recipient	RTCC - NEMT	788.09
07/20/2017	NEMT Recipient	RTCC - NEMT	138.22
07/20/2017	NEMT Recipient	RTCC - NEMT	16.80
07/20/2017	NEMT Recipient	RTCC - NEMT	182.26
07/20/2017	NEMT Recipient	RTCC - NEMT	62.70
07/20/2017	NEMT Recipient	RTCC - NEMT	61.56
07/20/2017	NEMT Recipient	RTCC - NEMT	111.45
07/20/2017	NEMT Recipient	RTCC - NEMT	161.85
07/20/2017	TJ Dufresne- Vendor	SHIP	206.95
07/20/2017	1st Bank Direct Deposit	SPLIT	45,245.09
07/20/2017	Colorado Department of Revenue	SPLIT - PAYROLL	2,115.00
07/21/2017	2-Coulter Lake Guest Ranch Incorporated	NLF	2,338.00
07/21/2017	Victoria Jarvis	QQ	5,269.74
07/25/2017	AAAA Client	AAAA	80.00
07/25/2017	AAAA Client	AAAA	450.00
07/25/2017	AAAA Client	AAAA	402.00
07/25/2017	National Association AAA	AAAA	860.00
07/25/2017	AAAA Client	AAAA	337.50
07/25/2017	AAAA Client	AAAA	450.00
07/25/2017	AAAA Client	AAAA	43.34
07/25/2017	A Smart Elevator Solution	EIP	1,500.00
07/25/2017	Quill Corporation	INDIRECT	33.99
07/25/2017	Quill Corporation	INDIRECT	20.98
07/25/2017	CIRSA	INDIRECT - INSURANCE	3,201.00
07/25/2017	Summit Bookkeeping & Payroll, Inc	NLF	184.50
07/25/2017	Faber-Carlin, Ottalie	RSVP	80.00
07/25/2017	Latkiewicz, Christopher	RSVP	15.20
07/25/2017	Miera, Margaret	RSVP	28.00
07/25/2017	Laurie Patterson Web Design	RTCC	240.00
07/25/2017	UNUM Life Insurance CO of America	SPLIT - BENEFITS	1,127.04

07/25/2017 Verizon Wireless Services	SPLIT - CELL PHONES	667.80
07/25/2017 Pinnacol Assurance	SPLIT - WORKERS' COMP	3,409.00
07/25/2017 Century Link	WX	88.99
07/25/2017 Eagle Rock Supply Co	WX	1,428.00
07/25/2017 Westland Distributing Group	WX	1,585.27
07/28/2017 NEMT Recipient	RTCC - NEMT	91.08
07/28/2017 NEMT Recipient	RTCC - NEMT	386.16
07/28/2017 NEMT Recipient	RTCC - NEMT	123.12
07/28/2017 NEMT Recipient	RTCC - NEMT	40.23
07/28/2017 NEMT Recipient	RTCC - NEMT	116.98
07/28/2017 NEMT Recipient	RTCC - NEMT	129.10
07/28/2017 NEMT Recipient	RTCC - NEMT	33.95
07/28/2017 NEMT Recipient	RTCC - NEMT	83.68
07/28/2017 NEMT Recipient	RTCC - NEMT	8.36
07/28/2017 NEMT Recipient	RTCC - NEMT	38.76
07/28/2017 NEMT Recipient	RTCC - NEMT	250.44
07/28/2017 NEMT Recipient	RTCC - NEMT	353.20
07/28/2017 NEMT Recipient	RTCC - NEMT	50.00
07/28/2017 Colorado State Treasurer	SPLIT	1,067.79



MEMORANDUM

To: NWCCOG Council
From: Jon Stavney, Executive Director
Date: 15 August 2017
Re: 2018 Dues Calculations

Members,

We humbly request the membership vote to approve the dues calculations for 2018 so that we can send out notices to each member jurisdiction in the next week so these can be built into the 2018 municipal and county budgets currently under construction.

Reading the Spreadsheet: Look at your jurisdiction's amount in the spreadsheet which is the next document before reading on. This spreadsheet columns from left to right show population, valuation and multiplying factors, the 2018 Dues calculated from those, the 2017 dues paid, the amount difference and the percentage difference. Note that some of the largest percentage increases are from smaller places, while the larger amount increases are from counties.

Dues Increase and Why: In aggregate, the increased AVERAGE increase of dues percentage of 9.7% is a result of a few factors. This increase would be nearly 14% if Breckenridge had not come on board in 2017! Though Mike and I have not begun constructing the 2018 budget yet, that is our next major task. I do anticipate increased cost factors vs past years. Specifically:

1. Denver Boulder CPI year-over-year for the first half of 2017 was 3.1%. I point this out just to make clear that the cost of doing business overall is rising. We have responded recently with employee wage increases to stay competitive.
2. Capitol Reserve/Planning: NWCCOG does not have a vehicle replacement plan. With over 20 vehicles, including \$100,000 trucks, we need a plan. Also, the building reserve of \$33,000 is inadequate given the age and condition of the building. I would like to build a reserve to a level that at a time in the future decisions could be made to perform a major renovation or to relocate.
3. As Executive Director, I am travelling more than my predecessor, which I believe is the desire of Council and staff to provide more visibility for the organization.

This has pushed the travel budget which also covers NWCCOG meeting costs, and Nate's travel to be at 108% at 60% of the year. I anticipate this budget being double for 2018 for a total of \$25,000 (an increase of \$12,000). Roughly half of this is Nates travel time also reflected in #4. Percentages to date are: 15% Food for Meetings, 38% Jon Travel, 47% Nate Travel.

4. **The Broadband program** grant costs are up \$9,000 as of the new cycle in July. Detail: our match to DOLA for this program is very reasonable but has increased from the 24-month grant that started July of 2015 for \$361,000 (which included a match from NWCCOG of \$62,000 with contributions from Routt and Rio Blanco as part of our match). Annualized this recently completed cycle grant was \$180,500 with \$31,000 local match less \$7,000 from R &RB **for a NWCCOG outlay of \$24,000**. The one-year Broadband DOLA grant that started 7/1/2017 is for \$187,000 (with a 25% local match of \$47,000 expected. This includes \$14,500 from R, RB and Moffat) which increases the **NWCCOG outlay to \$32,500 for half this year** and half the next.
5. **Actual cash required to match DOLA grant varies by the type of request and is a “known unknown” right now.** DOLA expects a 50% match on COG Grants. Though this can include in-kind vs cash, if we request between \$75,000 and \$100,000 from DOLA, depending on whether what is requested can be matched without NWCCOG cash (mini-grants, for instance, are matched by sub-recipient). In this years DOLA grant, NWCCOG added no cash match. That could change if we choose to utilize consultants, or have direct costs with some of what I've suggested (which NWCCOG cannot easily match with personnel time) this also would come out of bottom line, creating an increase.

NWCCOG 2018 REGIONAL BUSINESS DUES ANALYSIS

FORMULA :

POPULATION 0.520000

2016 population estimates, Colorado Department of Local Affairs, Demography Section

ASSESSED VALUATION 0.00001070

Certification of Levies & Revenues as of 1/1/2017, Year 2016 Annual Report, Division of Property Taxation, State of Colorado

		POPULATION			ASSESSED VALUATION			2018 DUES CALCULATED	2017 DUES PAID	2017-2018 Delta (W/O 3%)	2017-2018 % CHANGE
COUNTY	EAGLE COUNTY	53,928	45.52%	\$28,043	\$3,033,426,740	35.99%	\$32,458	\$60,500	\$55,047	\$5,453	9.0%
	GRAND COUNTY	15,039	12.70%	\$7,820	\$661,036,540	7.84%	\$7,073	\$14,893	\$13,729	\$1,164	7.8%
	JACKSON COUNTY	1,351	1.14%	\$703	\$45,978,060	0.55%	\$492	\$1,194	\$1,194	\$0	0.0%
	PITKIN COUNTY	17,773	15.00%	\$9,242	\$2,942,709,910	34.91%	\$31,487	\$40,729	\$35,773	\$4,956	12.2%
	SUMMIT COUNTY	30,367	25.64%	\$15,791	\$1,745,981,510	20.71%	\$18,682	\$34,473	\$31,361	\$3,112	9.0%
	TOTAL COUNTY	118,458	100.00%	\$61,598	\$8,429,132,760	100.00%	\$90,192	\$151,789	\$137,104	\$14,685	9.7%
MUNICIPAL											
EAGLE	BASALT (EAGLE & PITKIN)	3,907	7.54%	\$2,032	\$157,616,580	3.48%	\$1,686	\$3,718	\$3,432	\$286	7.7%
	EAGLE	6,748	13.02%	\$3,509	\$116,593,660	2.58%	\$1,248	\$4,757	\$4,516	\$241	5.1%
	GYPSUM	6,983	13.48%	\$3,631	\$116,581,100	2.58%	\$1,247	\$4,879	\$4,654	\$225	4.6%
	MINTURN	1,047	2.02%	\$544	\$26,593,110	0.59%	\$285	\$829	\$792	\$37	4.5%
	RED CLIFF	280	0.54%	\$146	\$3,742,230	0.08%	\$40	\$186	\$178	\$8	4.3%
	VAIL	5,486	10.59%	\$2,853	\$1,073,311,330	23.71%	\$11,484	\$14,337	\$12,456	\$1,881	13.1%
GRAND	FRASER	1,243	2.40%	\$646	\$35,573,910	0.79%	\$381	\$1,027	\$915	\$112	10.9%
	GRANBY	1,986	3.83%	\$1,033	\$46,803,010	1.03%	\$501	\$1,534	\$1,410	\$124	8.1%
	GRAND LAKE	491	0.95%	\$255	\$39,463,980	0.87%	\$422	\$678	\$596	\$82	12.1%
	HOT SULPHUR SPRINGS	694	1.34%	\$361	\$7,943,040	0.18%	\$85	\$446	\$414	\$32	7.2%
	KREMMLING	1,517	2.93%	\$789	\$14,012,470	0.31%	\$150	\$939	\$834	\$105	11.2%
	WINTER PARK	1,036	2.00%	\$539	\$97,251,690	2.15%	\$1,041	\$1,579	\$1,358	\$221	14.0%
JACKSON	WALDEN	583	1.13%	\$303	\$4,812,740	0.11%	\$51	\$355	\$348	\$7	2.0%
PITKIN	ASPEN	7,114	13.73%	\$3,699	\$1,482,998,410	32.76%	\$15,868	\$19,567	\$17,121	\$2,446	12.5%
	SNOWMASS VILLAGE	2,835	5.47%	\$1,474	\$489,869,420	10.82%	\$5,242	\$6,716	\$5,899	\$817	12.2%
SUMMIT	DILLON	952	1.84%	\$495	\$65,246,890	1.44%	\$698	\$1,193	\$1,085	\$108	9.1%
	BRECKENRIDGE	5,010		\$2,605	\$522,641,190		\$5,592	\$8,197	\$7,269.00	\$928	11.3%
	FRISCO	2,916	5.63%	\$1,516	\$182,171,890	4.02%	\$1,949	\$3,466	\$3,141	\$325	9.4%
	MONTEZUMA	70	0.14%	\$36	\$2,070,040	0.05%	\$22	\$59	\$56	\$3	5.1%
	BLUE RIVER	922	1.78%	\$479	\$41,283,680	0.91%	\$442	\$921	\$845	\$76	8.3%
	TOTAL MUNICIPAL	51,820	90.33%	\$26,946	4,526,580,370	88.45%	\$48,434	\$75,383	\$67,319	\$8,064	10.7%
REGION XII SUBTOTAL		170,278		\$88,544	\$12,955,713,130		\$138,626	\$227,172	\$204,423	\$22,749	10.0%
OUTSIDE	CARBONDALE	6,646		\$3,456	\$130,387,100		\$1,395	\$4,851	4,609	\$242	5.0%
	GLENWOOD SPRINGS	9,909		\$5,153	\$215,148,020		\$2,302	\$7,455	7,078	\$377	5.1%
	STEAMBOAT SPRINGS	12,399		\$6,447	\$645,973,640		\$6,912	\$13,359	12,229	\$1,130	8.5%
	Region XII SUBTOTAL	28,954		\$15,056				\$25,665	\$23,916	\$1,749	6.8%
TOTAL DUES								\$252,837	\$228,339	\$24,498	9.7%
	AVON/AVON METRO	6,570		\$3,416	\$211,204,450		\$2,260	\$5,676	0		
	SILVERTHORNE	4,379		\$2,277	\$168,688,520		\$1,805	\$4,082	0		

County	2016 Q/Q DUES	2017 QQ DUES (3% increase)	2018 PROPOSED QQ Dues increase (3% increase)
Eagle County	21,500	22,145	22,809
Grand County	21,500	22,145	22,809
Gunnison County	5,000	5,150	5,305
Jackson County	0	0	0
Park County	4,500	4,635	4,774
Pitkin County	21,500	22,145	22,809
Summit County	21,500	22,145	22,809
Municipality		0	0
Aspen	6,800	7,004	7,214
Avon	0	0	0
Basalt (Eagle & Pitkin)	1,250	1,288	1,326
Blue River	0	0	0
Breckenridge	5,250	5,408	5,570
Carbondale	3,250	3,348	3,448
Crested Butte	1,500	1,545	1,591
Dillon	750	773	796
Eagle	1,750	1,803	1,857
Fraser	700	721	743
Frisco	1,750	1,803	1,857
Glenwood Springs	0	0	0
Granby	700	721	743
Grand Lake	700	721	743
Gypsum	2,000	2,060	2,122
Hot Sulphur Springs	200	206	212
Kremmling	1,000	1,030	1,061
Minturn	650	670	690
Montezuma	0	0	0
Red Cliff	250	258	265
Silverthorne	1,700	1,751	1,804
Snowmass Village	0	0	0
Steamboat Springs	2,500	2,575	2,652
Vail	6,250	6,438	6,631
Walden	0	0	0
Winter Park	1,250	1,288	1,326
Yampa	200	206	212
Associations		0	0
Colorado River Water Conservation District	3,500	3,605	3,713
Upper Gunnison River Water Conservation District	500	515	530
Water & San Districts		0	0
Basalt Sanitation District	100.00	103	106
Bellyache Ridge Metro District	100.00	103	106
Copper Mountain Consolidated	900.00	927	955
Dillon Valley Dstrict	500.00	515	530
Eagle River Water & Sanitation	2,000.00	2,060	2,122
East Dillon Water District	500.00	515	530
Granby Sanitation Dist	500.00	515	530
Grand County Water&San Dist	500.00	515	530
Hamilton Creek Metro District	100.00	103	106
Kremmling Sanitation District	100.00	103	106
Mid Valley Metro District	100.00	103	106
Silver Creek Water & San Dist	100.00	103	106
Snake River Water District	500.00	515	530
Snowmass Water & Sanitation	2,000.00	2,060	2,122
Three Lakes Water & San Dist	0.00	0	0
Town of Silverthorne - SDJSA	2,000.00	2,060	2,122
White Horse Springs Water Dis	100.00	103	106
Winter Park Ranch Water & Sa	500.00	515	530
Winter Park Water&San Dist	500.00	515	530
Total Dues	151.000	155.530	160.196

Northwest Colorado Council of Governments – Dues calculated using a formula applying a \$.52 multiplier on population and .009 mils multiplier on assessed valuation.

Water Quality & Quantity – Region 12 Counties up to \$21,500 and Municipalities based on a % of total produced water. Associate Members based on a contribution.

Source of Data:

Population: July 2012 Estimates, Colorado Department of Local Affairs, Demography Section

Assessed Valuation: State of Colorado, Year 2012 Annual Report, Division of Property Taxation



MEMORANDUM

To: NWCCOG Council
From: Susan Juergensmeier, Mobility Manager
Date: August 15, 2017
Re: August 2017 Council Update

On August 4 the NWCCOG was notified that we were awarded \$97,600 by the Colorado Department of Transportation (CDOT) Division of Transit & Rail (DTR) for FTA Section 5310 Capital Operating funding for Mobility Management and Call Center operation for 2018. This is an increase of \$25,600 from the previous year.

Susan Juergensmeier, Mobility Manager, is continuing discussions with the Directors of the County Departments of Human Services about the NEMT Medicaid billing service we provide their Counties and the sustainability of the project when CDOT funding ends in December 2017. In the past month she has had individual meetings with the HHS Directors in Routt, Grand, Summit, Eagle and Pitkin Counties. To date Eagle, Pitkin and Summit Counties have made a commitment to place NEMT funding in their budgets in 2018 based on the agreed formula.

The Mountain Ride Transportation Resource Call Center (One-Call/One-Click) is continuing to be in great demand. As of July 31 6,528 trips and associated services have been booked through the Call Center in 2017. Following are the number of one way trips by county January – July 2017:

- Eagle – 750 trips
- Grand – 2,833 trips
- Jackson – 24 trips
- Park – 1,649 trips
- Pitkin – 299 trips
- Routt – 602 trips
- Summit – 371 trips

At the Regional Transportation Coordinating Council (RTCC) meeting on August 2 the focus was on security in transportation, specifically security cameras in vehicles. ECO Transit gave a presentation on their high tech in-bus real time camera monitoring system. The next Regional Transportation Coordinating Council (RTCC) meeting will be October 4 at 10:00 a.m. at ECO Transit in Gypsum.

2017 Ten County Survey of Elected Officials Emergency Awareness

Tuesday, August 08, 2017

25 of 79

58

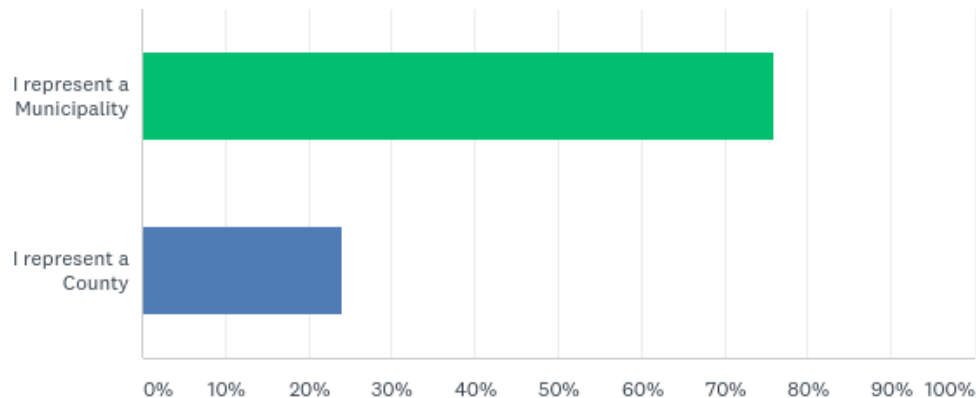
Total Responses

Date Created: Tuesday, April 11, 2017

Complete Responses: 58

Q1: As an elected official, do you represent a municipality or a county?

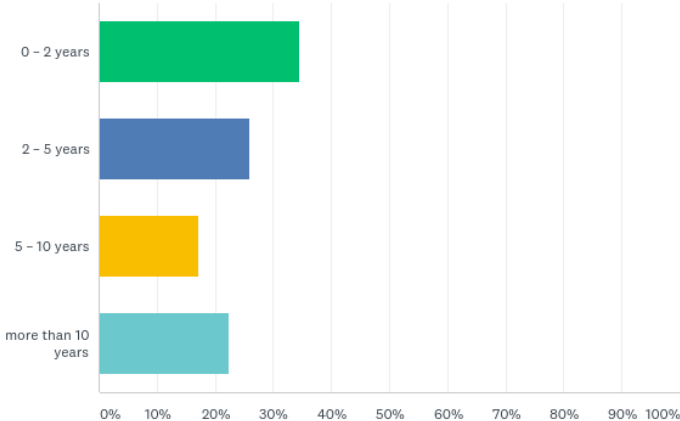
Answered: 58 Skipped: 0



Answer Choices	Responses	
I represent a Municipality	75.86%	44
I represent a County	24.14%	14
TOTAL		58

Q2: How long have you served in elected office including previous positions?

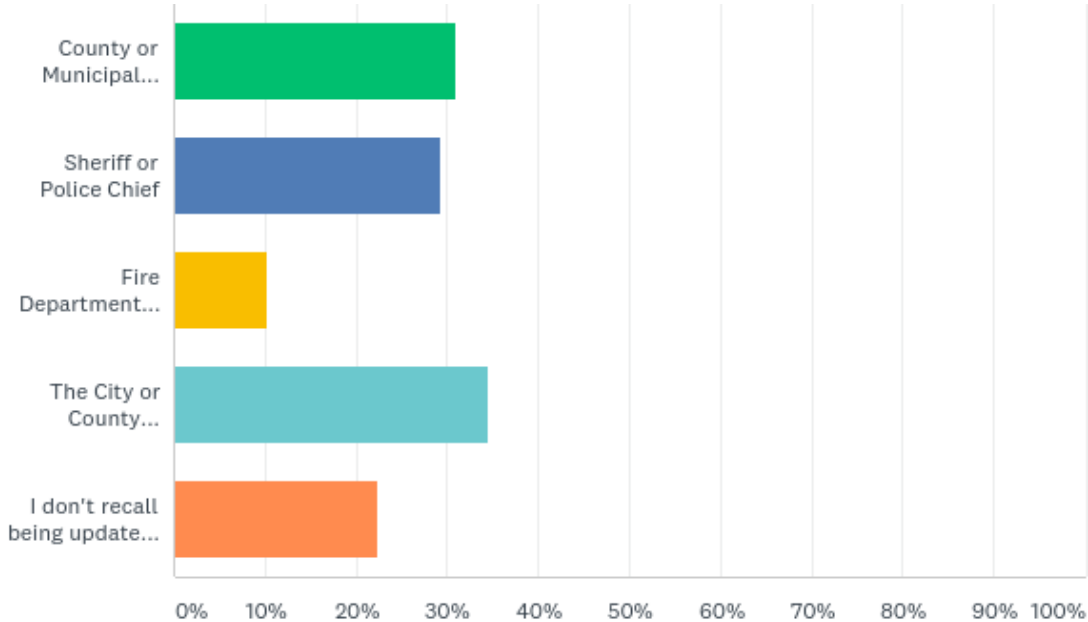
Answered: 58 Skipped: 0



Answer Choices	Responses	
0 - 2 years	34.48%	20
2 - 5 years	25.86%	15
5 - 10 years	17.24%	10
more than 10 years	22.41%	13
TOTAL		58

Q3: If your council or board receives periodic updates about Emergency Management planning, who provides those updates?

Answered: 58 Skipped: 0



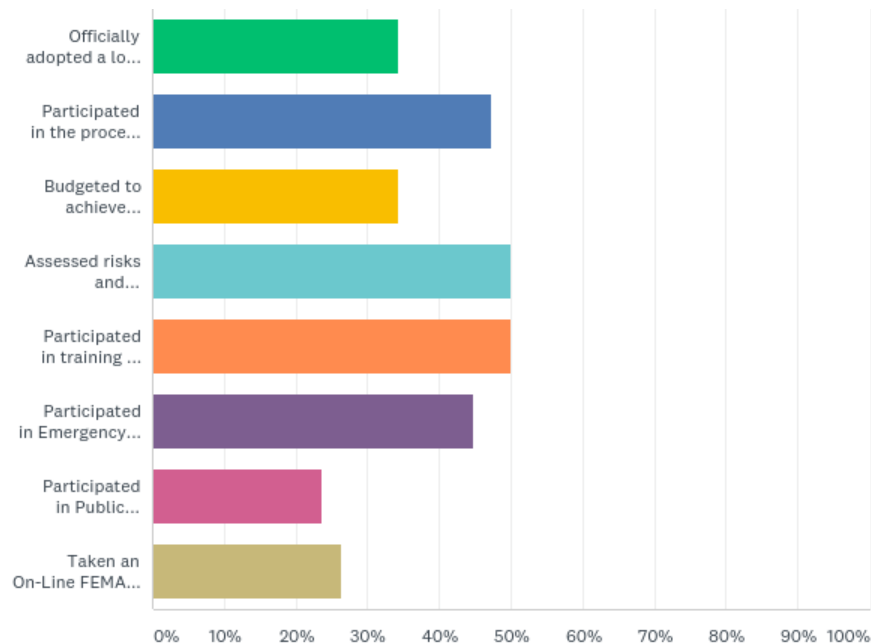
Q3: If your council or board receives periodic updates about Emergency Management planning, who provides those updates?

Answered: 58 Skipped: 0

Answer Choices	Responses	
County or Municipal manager	31.03%	18
Sheriff or Police Chief	29.31%	17
Fire Department representative	10.34%	6
The City or County Emergency Manager	34.48%	20
I don't recall being updated on such matters	22.41%	13
Total Respondents: 58		

Q4: Have you participated in any of the following Pre-Disaster Hazard Mitigation Plan process elements? (check all that apply)

Answered: 38 Skipped: 20



Q4: Have you participated in any of the following Pre-Disaster Hazard Mitigation Plan process elements? (check all that apply)

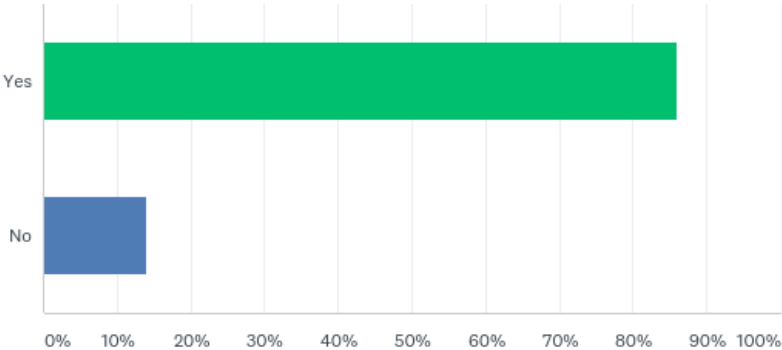
Answered: 38 Skipped: 20

Answer Choices	Responses
Officially adopted a local Pre-Disaster Mitigation plan in past 5 years	34.21% 13
Participated in the process of creating or updating the plan	47.37% 18
Budgeted to achieve strategies to reduce losses due to hazards (equipment, projects or reserves for emergencies)	34.21% 13
Assessed risks and vulnerabilities to natural hazards	50.00% 19
Participated in training on all-hazards or disaster preparedness	50.00% 19
Participated in Emergency exercises	44.74% 17
Participated in Public Outreach with regard to hazard planning	23.68% 9
Taken an On-Line FEMA training course	26.32% 10
Total Respondents: 38	

32 of 79

Q5: Do you know where your local Emergency Operations Center is located?

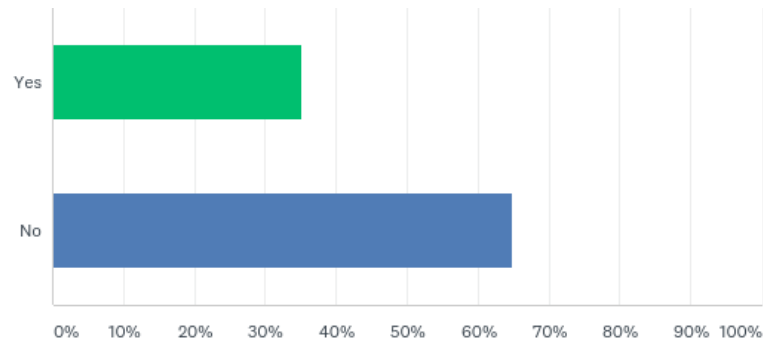
Answered: 57 Skipped: 1



Answer Choices	Responses	
Yes	85.96%	49
No	14.04%	8
TOTAL		57

Q6: Do you have an identified functional role in case of an emergency?

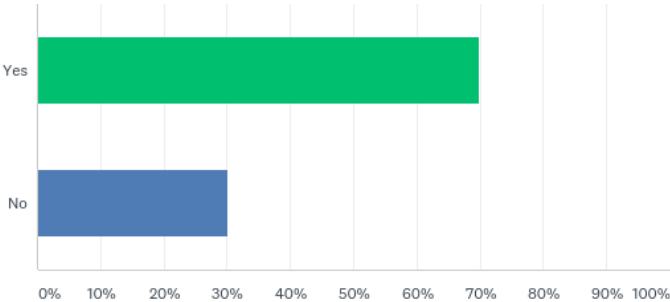
Answered: 57 Skipped: 1



Answer Choices	Responses	
Yes	35.09%	20
No	64.91%	37
TOTAL		57

Answered: 53 Skipped: 5

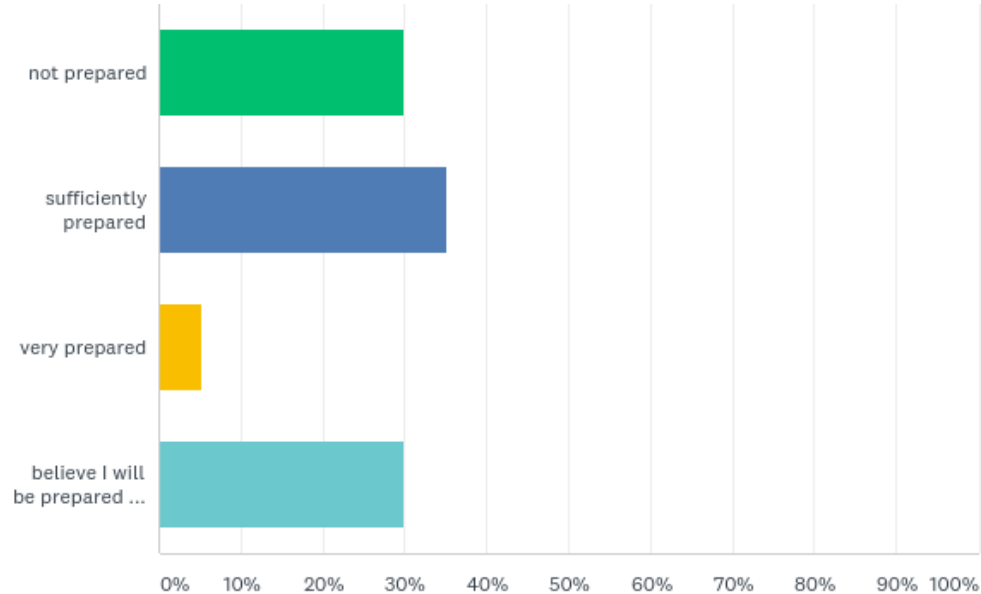
Q7: Does your jurisdiction have a Continuity of Operations (COOP) plan delegating specific emergency authority and outlining the emergency functions for the organization and assignment of responsibilities for all departments during an emergency?



Answer Choices	Responses	
Yes	69.81%	37
No	30.19%	16
TOTAL		53

Q8: Rate your understanding of your own role as an elected official when it comes to Pre-Disaster preparedness?

Answered: 57 Skipped: 1



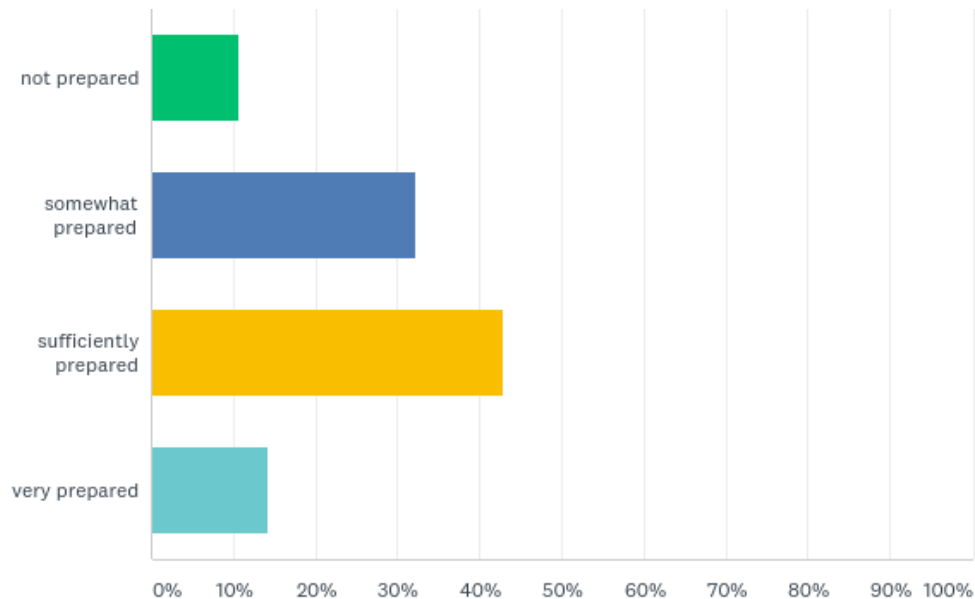
Answered: 57 Skipped: 1

Q8: Rate your understanding of your own role as an elected official when it comes to Pre-Disaster preparedness?

Answer Choices	Responses	
not prepared	29.82%	17
sufficiently prepared	35.09%	20
very prepared	5.26%	3
believe I will be prepared and informed of my role as necessary	29.82%	17
TOTAL		57

Q9: Rank your community's overall preparedness

Answered: 56 Skipped: 2



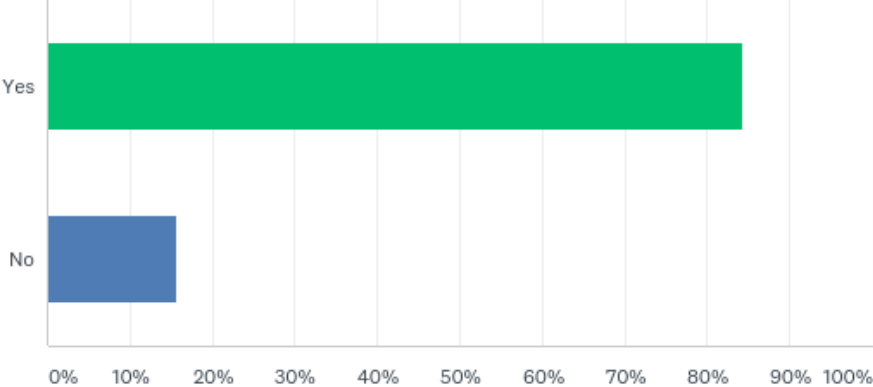
Q9: Rank your community's overall preparedness

Answered: 56 Skipped: 2

Answer Choices	Responses	
not prepared	10.71%	6
somewhat prepared	32.14%	18
sufficiently prepared	42.86%	24
very prepared	14.29%	8
TOTAL		56

Answered: 57 Skipped: 1

Q11: Would you like to know more about your roles and responsibilities as an elected official with regard to natural hazard and disaster preparedness?



Answer Choices	Responses	
Yes	84.21%	48
No	15.79%	9
TOTAL		57

5 QUESTIONS

For Colorado Local Elected Officials to Ask about Emergency Preparedness

1. Does the jurisdiction I represent have a written, adopted pre-disaster mitigation plan?



Do I know the plan, is it posted on our website, or the county's website

Is that plan current and aligned with the State of Colorado and FEMA guidelines

Is it incorporated into other planning processes (land use, capitol plan, etc.), and are funds being allocated for mitigation projects identified in the plan?

Do I know

2.

Who is the local County Emergency Manager?

Where is the Emergency Operations Center (EOP)?

What is the Emergency Operations Plan (EOP) for my jurisdiction?

How does the role of Incident Command Structure work?



3. Does my jurisdiction have an adopted Emergency Operations Plan and a Continuity of Operations Plan (COOP) that modifies our jurisdictions governing code to:



Delegate key decision making authorities to the manager in case of emergency?

Allow the Council or board to make decisions in case of emergency with alternate posting, notification, at a different location and manner of gathering.

Identify how departments operate in case of events which may destroy, disable or block access to critical infrastructure including town facilities?

5 QUESTIONS

For Colorado Local Elected Officials to Ask about Emergency Preparedness

4. How active is our local jurisdiction at a council, manager and department director level in working with the county, other agencies and neighboring municipalities and counties in Emergency Management?



Do we have current Memorandums of Understanding (MOU), Mutual Aid Agreements (MAA), and key procurement contracts that are current, adopted and in alignment with our jurisdictions plan?

Does our town code allow for compliance with FEMA standards for procurement to access the resources which may be needed?

Do I know my own role in the Emergency Management process?

5.

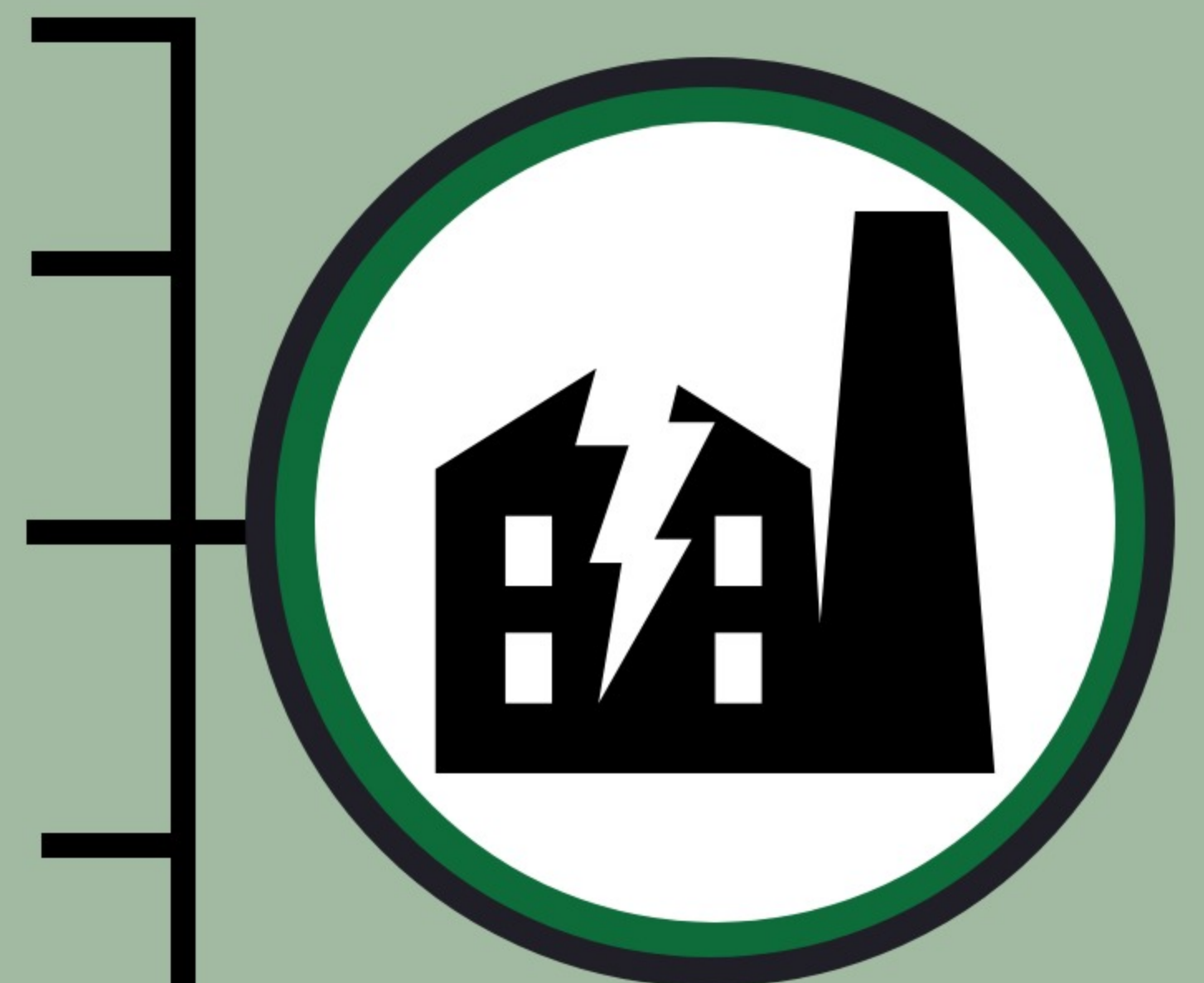
In developing various plans and engaging citizens

In case of an event, do I know what questions would be asked of me?

In case of an event, what I should tell citizens, where to go for information?

Do I have an understanding of the importance elected officials play in a communities' recovery, especially, have I sought teachable stories from my peers?

Is there a point person at my jurisdiction for these questions for staff, other officials, for citizens?



Our Approach to Excellence in Governance

We believe elected officials want to do their best in governance and setting policy for their community. Most have been living their lives as a constituent and now find themselves, as a newly elected, with a great responsibility of which they know little. It is this seismic shift coupled with the substantial learning curve that IEG desires to influence. By talking and sharing real life experiences and situations, individuals are brought into the world of being part of the governing body without having the pressure of a live board meeting. IEG brings current and past elected officials and appointed staff to discuss what really happens behind the doors of government. The format is small group and intimate conversation where experiences and answers are shared. IEG is not about policy discussion or debate. IEG is about the understanding and awareness of what it means to be leaders in discussions and debates that will influence, affect and change their communities forever. The real reward for participants in IEG is identifying and taking steps to improve awareness and engagement. While there is no one-size-fits-all solution to improving an individual's role in governing, this program leverages decades of research, experience and insights to guide elected officials on a well-established path to excel as statesmen in their actions of governance.

Support for Action and Implementation

IEG believes what happens after the class is as important as what happened during the class. We provide ongoing support to help councilor's as they begin to navigate through the gauntlet of challenges faced by elected's. The class structure has been intentionally designed to provide a level of support and connection which will allow the participants to continually interact and support each other. It's important this is not lost, IEG is committed to maintaining a level of communication and support that will provide all graduates a seamless flow into their new adventure as an elected official.



A Knowledge Continuum for Elected Officials

BY CPS HR CONSULTING

Debbie Brinkman, Director
dbrinkman@cps hr.us

720-224-1314



A Knowledge Continuum for Elected Officials

BY CPS HR CONSULTING

***Supporting the Success
of our Newly Elected
Leaders Through Active
Learning, Immersion
Training and Real Life
Instruction.***



IEG has designed a two-day workshop. The eight sessions will all be taught by current and immediate past mayors and council members, city managers and city attorneys. The class size will be limited in order to provide the greatest experience for each participant. Classes begin in January 2018.

Details will follow on dates, times, locations and cost.

The Sessions...

Communications and Relationships

These sessions will focus on the relationships within the municipal organization/system. Specifically what is expected of council members in each of these relationships and what they should expect from these relationships, and their responsibility to these relationships. A panel of elected and appointed officials will share their successes and failures with the attendees.

Things that Matter and Things that Don't

This will cover the laundry list of distractions that take council members off task, drive them into the weeds, clog staff's desks, etc. It will also cover what can't be ignored and why. Special attention will be paid to teaching attendees how to develop a system for critical thinking and prioritizing. A lively exchange of ideas and solutions will enable attendees to develop their own set of skills to keep them on track when temptation knocks.

Making Decisions

One day you're mowing the lawn and the next day you're making decisions that will impact thousands of lives. This session will focus on providing analytical tools and tips for handling the variety of decisions that council members need to make, how to analyze information from multiple sources. Attendees will be more confident as they approach the tough decisions knowing that they can apply the lessons from this session to both the big decisions and the small ones.

Doing Your Homework

One of the most common remarks from newly elected's is that they had no idea how much "homework" there would be. Turns out the job is a lot more than showing up to a meeting and voting! This session will focus on learning how to read a packet, what's important, what needs more attention, what you can ignore, etc. The session will also delve into how to gather additional information, when you need it, how to share it, how to use it. Attendees will gain confidence in their ability to manage their workload with the demands and expectations of the job.

Council Meetings

Doesn't it all come down to this? The council meeting. Some newly elected's have never been to a council meeting; others have been actively engaged as citizens, and their perspective has been drawn from viewing as the public. Attendees will actively participate by engaging in different roles within a council meeting, this will be the basis for a lively conversation of "what just happened?" Local and experienced community leaders will share constructive comments and guidance with the attendees creating a dynamic opportunity for experiential learning.

Oh, Know You Don't

Much of the content for this session is drawn from senior municipal elected officials based on their years of experience with newly elected councils. This will be a tough love session. The focus will be on mistakes made and lessons learned. Speakers will speak from experience on avoiding the pitfalls, surviving failure, learning from everything, experiences at a student/teacher level, falling and getting up, etc. Attendees will gain a level of confidence from this session that will serve as a tool they can use as they navigate through their first years on council.

Time Management

This may be the most important session of all. Time is finite and the ability to manage the new demands of being a council member can challenge even the most organized amongst us. Learning how to add the demands of council into an already busy schedule is important. On the other hand, it's just as important to learn how to handle the demands of council if you have a light schedule (retired) so you don't make it a full-time job. Attendees will walk away with a number of tools they can use to manage their time and maintain their life.

How to Sell What They're Buying

On the heels of having just won an election most newly elected's are eager to build a strong outreach and communication effort with their constituents. This session will provide a multitude of ideas for council members to use to keep the lines of communication open with their constituents, plus short and long term benefits of creating this type of outreach. Social media now plays a key role in how we communicate and using this medium to its greatest effectiveness will be explored. Attendees will walk away with a strong game plan for an ongoing outreach effort for their constituents.





MEMORANDUM

To: NWCCOG Council
From: Jon Stavney, Executive Director
Date: 16 August 2017
Re: NWCCOG Strategic Planning Conversation

If you only read one of the attached “G & O” goals sheets in preparation for the council meeting, please read the first one entitled “Member Services, Regional Business G & O.” That is where “the pot was seeded” with input from all Program Directors, the 2017 Member Survey for a first pass at NWCCOG organization wide goals. Integrated are member-focused projects which would likely constitute much of my efforts beyond general management of the organization. If these first pages sound like general direction that we’ve already intuitively begun taking the organization, you would be correct. Instead of seeking your input starting with a blank white board, cup of coffee and doughnuts at 8 am of an all-day retreat, I thought this might set up council for a fruitful hour of strategic conversation.

Preface: I didn’t want to let a full year pass without having a strategic planning conversation with Council, though without having constructed a budget yet as Executive Director, I also didn’t feel comfortable having a full blown, open ended visioning exercise with Council guided by a consultant about the direction of NWCCOG. That said, through the process of my hiring last fall, and input from staff as well as from the membership including from the 2017 Member Survey results this spring, I believe the elements of a strategic direction from Council that can be converted into a work plan are all there, and just need your attention and input for an hour at this council meeting. We will know from the conversation if that is right.

Department Goals: Note that we have a standard format for department goals, and that these were written by each director working with staff. Nearly every department with state or federal funding has rather granular objectives and outcomes which they list for their grants. I’ve requested that these goals be from at a higher vantage point than grant reporting requires, both so Council can view department goals and so goals would relate to conversations we’ve been having internally about the general direction of departments. Input from Council on any department goals and objectives is welcome too.

DOLA GRANT: see other memo, but these possible items for funding through our 2018 DOLA request dovetail with this subject, and would provide most of the outside money to complete any of the goals and objectives.



DEPARTMENT GOALS & OBJECTIVES 2018

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DEPARTMENT: NWCCOG Member Services/Regional Business	SUBMITTAL DATE: August 2017
STATED MISSION STATEMENT *overall purpose of department*	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, providing quality services to our membership that are relevant, effective and efficient.

GOAL 1: Increase the visibility and presence of the organization within the region	
OBJECTIVES	1. Remodel NWCCOG Website and align Annual Report & other media: for relevant content and visual appeal 2. Continue reporting about membership issues of mutual interest in newsletter & elsewhere (not just COG) 3. Continue to increase in-person outreach when relevant & efficient, M&M meetings, with directors, etc
MEASUREABLE OUTCOMES *how will you know when you meet these goals?*	*Track YOY hits on website (increase), assess most used page content *Perform Member Survey -- annual or biannually, look for % increases for value programs *Increase requests for NWCCOG trainings, facilitation, participation and develop "canned" presentations *Branding across departments becomes more consistent, COG identifiable *Visit each member jurisdiction and meet with each board at least once *Bring non-member jurisdictions into membership *Increased value of membership for cost of dues index from Member Survey (was good)
WHY THESE GOALS? *audit review, team aspiration, client input, survey results, etc.*	The 2017 Member Survey confirmed many of our top values being "providing relevant regional information, cross jurisdictional idea sharing, bringing regional perspective to local issues." By focusing on telling their stories, we also tell ours: communicating our usefulness and reinforcing the value of our work so members become champions of our programs

GOAL 2: Strengthen the Organization through Excellence and Resilience from Identifiable Risks	
OBJECTIVES	1. Mitigate expertise in small departments with cross training, communication and cross org teams 2. Continue focus on best practices for information technology, HR and other risk areas 3. Where possible, diversify or strengthen program funding streams
MEASUREABLE OUTCOMES *how will you know when you meet these goals?*	*Manage to cross training matrix, current written job instructions per position *Continue review and update of all Policies & Procedures (those not updated in 2017) *No significant server or Internet "down time" due to in-house weaknesses *Excellence in compliance with State & Federal program guidelines and audits
WHY THESE GOALS? *audit review, team aspiration, client input, survey results, etc.*	With so many diverse and complex content areas, grants, federal & state programs and agencies each managed with expertise by a small department, the organization is at risk from this isolation of expertise. Similar situation exists with funding for services dependent on federal allocations.

GOAL 3: Increase Direct "Member Services" to Jurisdictions (beyond program services)	
OBJECTIVES	1. Develop content area professional development resources and trainings for elected officials
	2. Seek regional study/analysis/projects on topics pertinent to region --(ie Housing, VRBO, MJ or other)
	3. Promote use of council/ board facilitation services
MEASUREABLE OUTCOMES *how will you know when you meet these goals?*	The resources themselves, checklists, trainings, projects will be the outcomes. Work with Council to develop priorities.
WHY THESE GOALS? *audit review, team aspiration, client input, survey results, etc.*	Based on 2017 Member Survey, membership would value development of standardized, resources for elected officials in content areas not currently emphasized by CML, CIRSA or other basic elected official training. This kind of resource is lacking currently, and seems to be an area of opportunity to be a resource to our membership.



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DEPARTMENT: Indirect		SUBMITTAL DATE: 08/04/2017
STATED MISSION STATEMENT *overall purpose of department*	The primary function of an employee in this department is to manage the front office and perform a wide range of administrative duties for the Executive Director/Regional Business. This department spearheads the Safety and Health & Wellness Programs, and is responsible for general Motor Pool, Human Resources, office & program administration.	

GOAL 1: Increase NWCCOG Safety	
OBJECTIVES	1. Build Employee Awareness
	2. Increase IT Safety
	3. Decrease Building Safety Issues
MEASUREABLE OUTCOMES *how will you know when you meet these goals?*	Increase CIRSA audit score. Decrease network hacks. Decrease building related workers' comp claims.
WHY THESE GOALS? *audit review, team aspiration, client input, survey results, etc.*	Safety is important to employee happiness and productivity. I would also like to receive a 100% CIRSA audit score.

GOAL 2: Cultivate NWCCOG team atmosphere	
OBJECTIVES	1. Increase Team Building Activities - program sponsored lunch n' learns, volunteer day, quarterly game
	2. Appreciation Board
	3. Fun theme day each month - cultural (food & clothing), moral theme,
MEASUREABLE OUTCOMES *how will you know when you meet these goals?*	More employees will be participating in NWCCOG team activities
WHY THESE GOALS? *audit review, team aspiration, client input, survey results, etc.*	I think the team atmosphere at NWCCOG has the potential to be stronger.



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DEPARTMENT: General NWCCOG Admin "Indirect"		SUBMITTAL DATE: 08/04/2017
STATED MISSION STATEMENT *overall purpose of department*	The primary function of an employee in this department is to manage the front office and perform a wide range of administrative duties for the Executive Director/Regional Business. This department spearheads the Safety and Health & Wellness Programs, and is responsible for general Motor Pool, Human Resources, office & program administration.	

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Area Agency on Aging

SUBMITTAL DATE: 8/4/2017

STATED MISSION STATEMENT *overall purpose of department*	The Alpine Area Agency on Aging provides and connects our community with supports and services that promote aging with independence and dignity for individuals sixty and older and their caregivers in their community of choice.
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GOAL 1: Create thriving partnerships	
OBJECTIVES	1. Create thriving partnerships with government leadership
	2. Create thriving partnerships with our providers
	3.
MEASUREABLE OUTCOMES *how will you know when you meet these goals?*	We will attend at least one County Health and Human Services meeting in the next SFY to do a training with front line staff on our program. Attend at least one quarterly local and/or regional network event with peers and providers to discuss AAAA programming
WHY THESE GOALS? *audit review, team aspiration, client input, survey results, etc.*	Identified as our #1 goal at team strategic planning meeting on July 10, 2017

GOAL 2: Develop communication strategy around the AAAA value-added services	
OBJECTIVES	1. Identify a communications expert to assist with a strategy
	2. Increase media presence
	3.
MEASUREABLE OUTCOMES *how will you know when you meet these goals?*	Create and begin to implement the marketing and communication strategy within SFY 17-18 Create at least one quarterly press release
WHY THESE GOALS? *audit review, team aspiration, client input, survey results, etc.*	Identified as our #1 goal at team strategic planning meeting on July 10, 2017

GOAL 3: Recruit LGBTQ and other minority representation for the Regional Advisory Council (RAC) and Four Year Plan	
OBJECTIVES	1. Specifically invite minority representatives to public hearings for the 4 Yr Plan
	2. Ensure inclusive language and representation in marketing materials
	3.
MEASUREABLE OUTCOMES *how will you know when you meet these goals?*	Increased minority representation on RAC Marginal increase of minorities served by end of SFY 18
WHY THESE GOALS? *audit review, team aspiration, client input, survey results, etc.*	We need equitable representation on our planning committees

GOAL 4: SHIP will increase the number of contacts within two under-served populations and increase volunteers to help serve them	
OBJECTIVES	1. SHIP will increase the number of contacts of whom English is not their primary language
	2. SHIP will increase the number of contacts who are low income
	3. SHIP will increase the number of volunteers by four in SFY 18
MEASUREABLE OUTCOMES *how will you know when you meet these goals?*	The number of Low Income Subsidies (LIS) and Medicare Savings Program (MSP) applications increase by 15 with SFY 18 Medicare Basics presentations are targeted to the two under-served populations SHIP will increase the number of contacts for prescription financial assistance by 15 in SFY 18
WHY THESE GOALS? *audit review, team aspiration, client input, survey results, etc.*	These two populations have been identified as in need of assistance and face multiple barriers to access the Medicare system and education. Additional volunteers will allow the SHIP Medicare Program to provide more individualized assistance and allow for more education and outreach opportunities within our the five counties we serve.

GOAL 5: Receive RSVP grant for the next three year cycle beginning April 1, 2018	
OBJECTIVES	1. Submit RSVP proposal to CNCS by due date
	2. Update RSVP performance measures from current grant structure to new structure
	3.
MEASUREABLE OUTCOMES *how will you know when you meet these goals?*	By receiving the RSVP grant
WHY THESE GOALS? *audit review, team aspiration, client input, survey results, etc.*	It's vital to the financial stainability of the RSVP program



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DEPARTMENT: Economic Development District	SUBMITTAL DATE: 8/14/17
STATED MISSION STATEMENT *overall purpose of department*	NWCCOG Economic Development District exists to connect our communities with resources, build partnerships, and foster regional collaboration to enhance the economic prosperity of our region.

GOAL 1: Support member jurisdictions with their economic and community development needs	
OBJECTIVES	1. Provide relevant information on resources available to businesses through monthly resources bulletins 2. Provide information on grant and technical assistance opportunities 3. Provide a clearinghouse of data on website; through quarterly economic updates; and through direct contact with members looking for specific data
MEASUREABLE OUTCOMES *how will you know when you meet these goals?*	Obj. #5 - EDD Director to obtain CECD certification in 2018 Obj. #6 - Continue to seek grant funds for the region - # Resources Bulletins; open rates - # Quarterly Economic updates; open rates - Survey members on the value of tools provided: resources bulletins/quarterly economic updates/website; ask members to provide examples of successful projects they have accomplished as a result of these tools - Combine websites into one; enhance the current website to include a clearinghouse of business resources - Provide new data resources including business databases provided by the Denver Public Library - Develop and execute an "Economic Development for Elected Officials 101" workshop in 2018 - EDD Director take and pass CECD certification exam
WHY THESE GOALS? *audit review, team aspiration, client input, survey results, etc.*	- Providing assistance to new and existing businesses, and assisting our members to make their communities great places to work, live and play is a core function of the EDD program. - CECD Certification: will add more credibility to the EDD program - From 2017 member survey: 79% said professional development training for elected was officials was V/VV; 79% said providing relevant regional info to local leaders was V/VV; 75% Providing access to State and Federal grants was V/VV

GOAL 2: Work towards meeting the overall goals of the region as documented in the CEDS in the areas of (1) Workforce; (2) Business; (3) Community; (4) Resiliency	
OBJECTIVES	1. Workforce: Build capacity in our region to have community infrastructure to support workforce: affordable housing, broadband, transportation, childcare, healthcare, education; Foster an environment that supports the health and well-be 2. Business: Create and maintain communities attractive to entrepreneurs; Create an entrepreneurial ecosystem that encourages growth of new industries, new businesses, higher-paying jobs, and more diversity; support partners "on the 3. Community: Assist our communities in protecting our unique community character and natural environment, and to have thriving main street/downtown areas
MEASUREABLE OUTCOMES *how will you know when you meet these goals?*	Obj. #4: Resiliency: Build capacity of our towns and counties to be resilient in the face of natural disasters; Bolster the long-term economic durability of the region so as not to be dependent on one single employer or one dominate industry - Develop a more robust mechanism for tracking measurable items in the CEDS and GPRA - see attachment for (1) things to be measured wrt CEDS and (2) things to be measured wrt GPRA as required by the EDA - annual CEDS progress report to EDA - reports on progress on scope of work and regional action plan - Create an end of the year report on public and private investment in the region (sources: town/county planning departments; commercial real estate brokers; Alpine e-Line; newspapers in the region)
WHY THESE GOALS? *audit review, team aspiration, client input, survey results, etc.*	The CEDS is the cornerstone of the EDD program and a priority of the EDA, the main EDD funding partner

GOAL 3: Foster collaboration and cooperation/partnership building across the region	
OBJECTIVES	1. Foster regional collaboration via convening EDD Board of Directors
	2. Continue participating on Rural Resort Region Workforce Development Board
	3. Develop a more engaged ED partner in the Roaring Fork Valley
MEASUREABLE OUTCOMES *how will you know when you meet these goals?*	# of regional economic development projects started/completed (such as the Mountain Outdoor Recreation Innovation Alliance should we be awarded EDA funding) Share success stories via "Success Stories" newsletter; archive in website
WHY THESE GOALS? *audit review, team aspiration, client input, survey results, etc.*	Regional collaboration is a main priority of the EDD and EDA Idea generation Share best practices Share economic development efforts happening in the region so that others can learn from them Participation on WDB board: form a partnership with workforce system; share resources of the workforce centers with the region (workforce is our #1 regional asset); workforce system is key resource identified by our CEDS and regional action plan From 2017 member survey: 89% said Cross-Jurisdictional idea sharing was V/VV; 71% said providing best practices for Local elected officials was V/VV 71% said sharing information via the Newsletter was V/VV



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DEPARTMENT: Elevator Inspection Program	SUBMITTAL DATE: August 2017
STATED MISSION STATEMENT *overall purpose of department*	As the authority having jurisdiction under the Elevator and Escalator Certification Act for elevator safety inspections across the region through MOU with the Colorado Division of Oil and Public Safety, the program works cooperatively with local jurisdictions to streamline regulatory codes for vendors, and insure compliance with state law so that conveyances operate as safely as possible for property owners and the public.

GOAL 1: Public Safety: Insure that all conveyances within region are operating safely in compliance with state law, code and best practices	
OBJECTIVES	1. Stay current with inspection of new conveyances and modifications requested 2. Stay current with annual inspections of elevators 3. Become current with two standing Notices of Correction from the State
MEASUREABLE OUTCOMES *how will you know when you meet these goals?*	*No elevators operating without having a "5 year witnessing certification inspection," or in-operation with "void certificates." *Achieve compliance with State Office with regard to enforcement *Compliance achieved smoothly, rapidly, and well communicated to stakeholders
WHY THESE GOALS? *audit review, team aspiration, client input, survey results, etc.*	These goals are non-optional in order to for NWCCOG to continue as the authority having jurisdiction for the state and meet it's vision statement. The region would not be well served by a patchwork of inspection services.

GOAL 2: Review and Improve all Systems, policies and protocols within Program	
OBJECTIVES	1. Cross Train on ALL program scopes of work 2. Develop clear, written protocols and checklists 3. Update notification and enforcement practices, review software/database
MEASUREABLE OUTCOMES *how will you know when you meet these goals?*	*Positive annual audits from State without notices of corrective action or extensions *After some expected resistance to change, feedback from conveyance owners and elevator maintenance companies about how professional, effective and efficient the program experience was.
WHY THESE GOALS? *audit review, team aspiration, client input, survey results, etc.*	Becoming current with the backlog of inspections, and minor adjustments to compliance without also improving and standardizing the system itself does not meet internal expectations of professionalism, or external expectations from the state.

GOAL 3: Develop On-going Practices to Strengthen Program	
OBJECTIVES	1. Develop and adopt an employee training program
	2. Develop a standardized on-boarding process
	3. Develop system of internal and external communication with regard to policies and procedures
MEASUREABLE OUTCOMES *how will you know when you meet these goals?*	* adopted professional development program for inspectors * adopted on-boarding plan for new inspectors * adopted communications plan with stakeholders-- ongoing, even after transition to new protocols
WHY THESE GOALS? *audit review, team aspiration, client input, survey results, etc.*	The outcome, "answers" and general experience of an inspection should be neutral and performed at the same high level of professionalism no matter which inspector performs it. The same should be said for intake and administrative processing of files.



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DEPARTMENT:		SUBMITTIAL DATE:	
STATED MISSION STATEMENT *overall purpose of department*			

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

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

GOAL 3:

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

GOAL 4:

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

GOAL 5:

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



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DEPARTMENT: Northwest Loan Fund		SUBMITTAL DATE: 8-8-17
STATED MISSION STATEMENT *overall purpose of department*	<ol style="list-style-type: none"> 1. To improve the economic base of and/or bring new wealth into the Nine (9) Northwest Colorado counties by providing loans to businesses that may create or retain jobs. 2. To provide access to capital for business expansion, retention, or start-up with a significant portion being to low and moderate income persons. 	

GOAL 1: To improve the economic base of and/or bring new wealth into the nine Northwest Colorado Counties by providing loans to businesses that will create or retain jobs. CDBG funding criteria—at least 51% of the jobs have to be persons of low to moderate family income households (LMI).	
OBJECTIVES	1. Loans made with HUD funds will create these jobs
	2. Loans made with HUD funds made to Micro Enterprises do not have to create jobs
	3. Loans in general will create jobs
MEASUREABLE OUTCOMES *how will you know when you meet these goals?*	<ol style="list-style-type: none"> 1. New loans added to the portfolios 2. Jobs created or Micro Enterprises loans made 3. Jobs created forms signed
WHY THESE GOALS? *audit review, team aspiration, client input, survey results, etc.*	The criteria of HUD Grant funds and the natural consequence of loans to business.

GOAL 2: To provide access to capital for business expansion, retention, or start-up to low and moderate income persons.	
OBJECTIVES	1. New loans added
	2. Explore additional Funding Sources
	3.
MEASUREABLE OUTCOMES *how will you know when you meet these goals?*	New loans added to the portfolios
WHY THESE GOALS? *audit review, team aspiration, client input, survey results, etc.*	The mission of the NLF

GOAL 3: To bring a value added product or fill a niche in the local economy not currently being filled	
OBJECTIVES	1. Encourage applicants that fill a niche while mitigating loan risk
	2.
	3.
MEASUREABLE OUTCOMES *how will you know when you meet these goals?*	1. New loans added to the portfolios that add value or fill a niche
WHY THESE GOALS? *audit review, team aspiration, client input, survey results, etc.*	NLF mission to bring value to rural communities

GOAL 4: To bring revenue from outside the 9 Northwest Counties	
OBJECTIVES	1. Sales Tax Revenue
	2. New jobs create new spending in area
	3.
MEASUREABLE OUTCOMES *how will you know when you meet these goals?*	1. Loans to businesses that sell outside the 9 counties 2. Jobs created forms signed
WHY THESE GOALS? *audit review, team aspiration, client input, survey results, etc.*	Criteria of HUD Grant and NLF Mission

GOAL 5: To encourage financial and economic self-sufficiency of business clients toward eventual move to traditional lending sources	
OBJECTIVES	1. Loan terms generally 5 years or less
	2. Review of Financials to Projections for substantial improvement
	3.
MEASUREABLE OUTCOMES *how will you know when you meet these goals?*	Clients payoff NLF and move to Bank loan or line of credit
WHY THESE GOALS? *audit review, team aspiration, client input, survey results, etc.*	Builds Revolved fund to serve additional borrowers

GOAL 6: To build the Revolved Fund by both meeting the goals and mitigating risk in the loans	
OBJECTIVES	1. Loan terms generally 5 years or less
	2. Loan risk mitigated with collateral and co-signers
	3. Having Loan Committee (volunteers) with a mix of Lending and Business Ownership
MEASUREABLE OUTCOMES *how will you know when you meet these goals?*	<ol style="list-style-type: none"> 1. Clients payoff NLF and move to Bank loan or line of credit 2. Managing workout loans for minimal risk of write-down
WHY THESE GOALS? *audit review, team aspiration, client input, survey results, etc.*	Build Revolved fund to a sustaining foundation

GOAL 7: To train Loan Assistant	
OBJECTIVES	1. Cross train on NLF procedures and reporting
	2. Have Whitney responsible for past due reports, tracking of job creation forms and financial to projection comparison
	3. Teach Whitney the principals and art of Business Lending (40 years in 4 years)
MEASUREABLE OUTCOMES *how will you know when you meet these goals?*	<ol style="list-style-type: none"> 1. Whitney knows what is due when and: ---alerts Anita as appropriate ---requests information directly from clients 2. Whitney compares financials to projections and determines success of clients 3. Whitney begins to learn analysis, application of 5 C's of Credit, Loan Documents and participates in Loan Closings
WHY THESE GOALS? *audit review, team aspiration, client input, survey results, etc.*	<ol style="list-style-type: none"> 1. To assist with the administration of the portfolios 2. To build a succession plan

GOAL 8: Visibility of the NLF in the nine counties	
OBJECTIVES	1. Loan terms generally 5 years or less
	2.
	3.
MEASUREABLE OUTCOMES *how will you know when you meet these goals?*	Clients payoff NLF and move to Bank loan or line of credit
WHY THESE GOALS? *audit review, team aspiration, client input, survey results, etc.*	Build Revolved fund



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DEPARTMENT: RTCC Mountain Ride	SUBMITTAL DATE: August 11, 2017
STATED MISSION STATEMENT *overall purpose of department*	The mission of the RTCC- Mountain Ride Transportation Resource Center is to coordinate and facilitate access to transportation services for veterans, people with disabilities, older adults and low income individuals in our eight county region of rural Colorado.

GOAL 1: Increase self-drive clients	
OBJECTIVES	1. Increase self drivers by 10%
	2. Find 3 places to advertise our MtnRide services/place brochures (laundromat, library, community dinners etc)
	3. Schedule 2 Road Shows in each county
MEASUREABLE OUTCOMES *how will you know when you meet these goals?*	<ul style="list-style-type: none"> • Increase in number of client trips • Increase in number of enrolled clients
WHY THESE GOALS? *audit review, team aspiration, client input, survey results, etc.*	<ul style="list-style-type: none"> • Self-drive clients require less time to process allowing us to maximize the number of people we are able to assist with our current resources

GOAL 2: Increase marketing frequency and consistency	
OBJECTIVES	1. Make consistent, monthly visits to one of the 8 counties we serve
	2. Meet with HHS personnel and pass out flyers/ brochures
	3. Attend more community events
MEASUREABLE OUTCOMES *how will you know when you meet these goals?*	<ul style="list-style-type: none"> • Increase in number of clients • Increase in payment amounts from HCPF • Increase in county contact
WHY THESE GOALS? *audit review, team aspiration, client input, survey results, etc.*	<ul style="list-style-type: none"> • Our mountain communities have people come and go regularly; by consistently marketing we will be able to inform new residents in a more timely fashion.

GOAL 3: Become more paperless

OBJECTIVES	1. Find a secure, paperless location for shareable client folders
	2.
	3.
MEASUREABLE OUTCOMES *how will you know when you meet these goals?*	<ul style="list-style-type: none">• Decrease amount of ink and paper used• Increase productivity• Decrease expenses
WHY THESE GOALS? *audit review, team aspiration, client input, survey results, etc.*	<ul style="list-style-type: none">• As we increase our marketing and our call volume, we will need to increase productivity since we can't hire personnel.

GOAL 4: Increase Veterans served by MtnRide

OBJECTIVES	1. Identify and attend Veterans' Day Events in Counties served
	2. Create Mailing/e-mail list of Veterans Groups
	3. Ask County VSOs what veterans desire for transportation
MEASUREABLE OUTCOMES *how will you know when you meet these goals?*	<ul style="list-style-type: none">• Increase number of veterans served
WHY THESE GOALS? *audit review, team aspiration, client input, survey results, etc.*	<ul style="list-style-type: none">• Serving veterans is a Primary objective of the project.

GOAL 5: Maintain effective regional mobility management efforts

OBJECTIVES	1. Keep an updated website with transportation resources
	2. Identify gaps in transportation in the region and work to close them
	3. Identify new transportation providers
MEASUREABLE OUTCOMES *how will you know when you meet these goals?*	<ul style="list-style-type: none">• Increase in overall client numbers• Maintain a working relationship with NWCCI and GCCOA by quarterly meetings• Increase in webhits
WHY THESE GOALS? *audit review, team aspiration, client input, survey results, etc.*	We are trying to achieve mobility coordination for underserved populations in our eight county region.

GOAL 6: Become financially sustainable

OBJECTIVES	1. Maintain a positive, supportive relationship with CDOT
	2. Write for grants from Foundations
	3. Explore fee for service model
MEASUREABLE OUTCOMES *how will you know when you meet these goals?*	<ul style="list-style-type: none">• Increase in funding from CDOT• Increase number of community foundation grants awarded• Diverse funding stream
WHY THESE GOALS? *audit review, team aspiration, client input, survey results, etc.*	<ul style="list-style-type: none">• Diverse funding stream will allow continued service to our community.

GOAL 7: Increase participation on the Regional Transportation Coordinating Council

OBJECTIVES	1. Have members identify and recruit presenters for the RTCC meetings
	2. Use the RTCC members for promoting Mountain Ride Call Center
	3. Involve RTCC members on subcommittees specifically fund raising
MEASUREABLE OUTCOMES *how will you know when you meet these goals?*	<ul style="list-style-type: none">• Quorum attendance at every regular meeting• Member participation on subcommittees
WHY THESE GOALS? *audit review, team aspiration, client input, survey results, etc.*	<ul style="list-style-type: none">• Having an engaged participatory RTCC will help the staff achieve their goals by providing labor and expertise.

DEPARTMENT GOALS & OBJECTIVES 2018

PO Box 2308 • 249 Warren Ave • Silverthorne, CO 80498 • 970-468-0295 •

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DEPARTMENT: Watershed Services	SUBMITTAL DATE: August 3, 2017
STATED MISSION STATEMENT *overall purpose of department*	Implement the NWCCOG Regional Water Quality Management Plan, 208 Plan

GOAL 1: Work with watershed groups and local governments on 208 matters	
OBJECTIVES	<ol style="list-style-type: none"> 1. Continue activities related to improving Grand Lake clarity 2. Work with members to revise land use codes to provide greater water quality protection 3. Review referred development applications and provide comments on methods to improve water quality
MEASUREABLE OUTCOMES *how will you know when you meet these goals?*	<ol style="list-style-type: none"> 1. Satisfactory completion of Bureau's NEPA analysis of Grand Lake, compliance with WQCC Goal Qualifiers 2. Completion of revised NWCCOG water quality performance standards 3. Tally number of reviews.
WHY THESE GOALS? *audit review, team aspiration, client input, survey results, etc.*	Timely and reasonable initiatives to implement the 208 Plan. Also, 2&3 are identified work products in CDPHE purchase order with NWCCOG

GOAL 2: Continue Straight Creek TMDL monitoring	
OBJECTIVES	<ol style="list-style-type: none"> 1. Compile and summarize 2016 monitoring data for TMDL parameters 2. 3.
MEASUREABLE OUTCOMES *how will you know when you meet these goals?*	Straight Creek database updated with 2016 data. Work with CDOT and Straight Creek stakeholders to revise TMDL.
WHY THESE GOALS? *audit review, team aspiration, client input, survey results, etc.*	Improve measurable water quality goals for Straight Creek in order to persuade CDOT to continue with water quality improvements. Also, this is an identified work product in CDPHE purchase order with NWCCOG.

*Updated August 2017

GOAL 3: Review WWTP site applications for consistency with 208 Plan	
OBJECTIVES	1. Work with local communities to incorporate site specific treatment issues
	2. Review and comment, when appropriate, on site applications and discharge permits
	3.
MEASUREABLE OUTCOMES *how will you know when you meet these goals?*	Tally number of reviews
WHY THESE GOALS? *audit review, team aspiration, client input, survey results, etc.*	Basic function of 208 Plan, identified work product in CDPHE purchase order with NWCCOG

GOAL 4: Assist Summit County dischargers with nutrient monitoring	
OBJECTIVES	1. Work with municipal dischargers to implement coordinated watershed nutrient monitoring for Reg 85
	2. Oversee annual upload of data to CDPHE database
	3.
MEASUREABLE OUTCOMES *how will you know when you meet these goals?*	Successful compliance with Regulation 85 monitoring requirements for Summit County major municipal dischargers
WHY THESE GOALS? *audit review, team aspiration, client input, survey results, etc.*	Perfect project mesh with ongoing monitoring carried out by Summit Water Quality Committee. Also identified work product in CDPHE purchase order with NWCCOG.

GOAL 5:	
OBJECTIVES	1.
	2.
	3.
MEASUREABLE OUTCOMES *how will you know when you meet these goals?*	
WHY THESE GOALS? *audit review, team aspiration, client input, survey results, etc.*	



DEPARTMENT GOALS & OBJECTIVES 2018

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DEPARTMENT:		SUBMITTIAL DATE:	
STATED MISSION STATEMENT *overall purpose of department*			

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

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

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

GOAL 4:	
OBJECTIVES	1.
	2.
	3.
MEASUREABLE OUTCOMES *how will you know when you meet these goals?*	
WHY THESE GOALS? *audit review, team aspiration, client input, survey results, etc.*	

GOAL 5:	
OBJECTIVES	1.
	2.
	3.
MEASUREABLE OUTCOMES *how will you know when you meet these goals?*	
WHY THESE GOALS? *audit review, team aspiration, client input, survey results, etc.*	



MEMORANDUM

To: Councils of Governments Directors (COGs)
CC: Regional Manager, DOLA
From: Chantal Unfug, Division Director
Date: June 30, 2017
Re: Energy and Mineral Impact Assistance Funding-
Annual COG Competitive Grant Cycle

Annual COG Competitive Grant Cycle

To help facilitate regional efforts and increase the capacity of COGs state wide, DOLA provides annual grants to assist them with providing services to their members.

Eligible Applicants:

Regional Associations of Local Governments Recognized as Political Subdivisions, Representing State Planning and Management Regions (Councils of Governments.)

Funding Available: \$500,000

Cycles: Competitive review for the calendar year starting January 1, 2018

Application Due: Applications are due to DOLA by October 2, 2017.

The application is available online at <http://dola.colorado.gov/impact> . Please submit your application electronically to both your Regional Manager and to the address indicated on the final page of the application: dola_impactgrants@state.co.us

Schedule for Fiscal Year 17-18 Cycle:

October 2 -	Applications Due to DOLA
November 22 -	Funding Decisions & Award Letters
December -	Contracts Executed
Jan. - Dec. 2018 -	Contract Performance Period



Eligible Activities (not inclusive):

- Mini-grant programs, on a cost-sharing basis between local governments and COGs
- Technical Assistance Projects or Programs: activities such as GIS services, organizational facilitation and support, retreat facilitation and support, and project specific support (e.g. grant writing, project development, and documentation)
- Regional Studies and Plans: (such as Second Home Study, Regional Benchmark Report, Regional Salary Comparisons, Regional Housing Study, etc.)
- Funding is not available for general administration (the costs associated with the overhead operations and personnel costs of a COG).

Match:

- The most competitive applications are those that match dollar for dollar (match can include cash and to a very limited degree, in kind resources). Applications below a dollar for dollar match will be scrutinized for viability and applicant commitment to the project.
- Existing personnel and the direct cost of such personnel, on an in-house project associated with this request, can be used as in-kind match. The personnel hours associated with the project must be identified and tracked on an hourly basis in order to qualify as in-kind.

Criteria for Evaluation:

- Applications will be reviewed based on EIAF Program grant criteria.
- Grant Competitiveness. Applicants compete among themselves for earmarked funds.





MEMORANDUM

To: NWCCOG Council
From: Jon Stavney, Executive Director
Date: August 15, 2017
Re: Input on Annual DOLA funding request for COGs

Possible Ideas to Request for Funding in DOLA's COG grant round for 2018:

Terms of the 2018 round are a dollar for dollar match, in which in-house COG staff time tracked hourly can be dedicated to the project as a match. Mini-grant projects require a 50% match by the sub-recipient jurisdiction. Technical Assistance projects would be for specific jurisdictions. Regional Studies, Reports and Plans are eligible. Most ideas below take that form.

1. Regional Housing Study/ Project
 - a. Establish an annual housing report template
 - i. Table of data, total housing units, %rented, %owner occupied, etc
 - ii. Current policy tools in place by jurisdiction
 - iii. Number of units in program (occupied, in review, under construction)
 - iv. Number of public employee units owned by jurisdiction
 - v. Highlight successful projects, what was the vehicle and the story
 - b. Possibly add CASTs other communities, Durango, Jackson Hole, Moab
2. Northwest Colorado Conference – Emergency Preparedness for Rural Colorado
 - a. Kim Cancelosi is discussing with NWAHEMR group
 - b. One day or two-day conference aimed at preparedness for local elected officials and smaller entities
3. Regional Research Projects and Reports (choose 3 for 2017)
 - a. Could RFP for each or in total
 - b. Deliverables could include
 - i. Survey or contact key staff in each jurisdiction
 - ii. Build a spreadsheet of practices for each Member Jurisdictions
 - iii. White Paper, or report assessing practices, solutions
 - iv. Narratives, community profiles on topic

- v. Recommendations for Best Practices in the area
 - vi. List of Resources for Local Electeds on the topic
 - vii. Presentation to NWCCOG Council
- c. Topics Might Include
 - i. Short Term Rentals, leverage recent CAST projects, update
 - ii. Parking strategies, plans, solutions
 - iii. Pedestrian management
 - iv. Models for Intergovernmental collaboration, IGAs, MOUs, etc
 - v. Capitol Planning
 - 1. Water systems
 - 2. Wastewater systems
 - 3. Streets
 - 4. Equipment, etc
 - vi. Transparency, community engagement
 - vii. Marijuana
 - viii. Staff Development by public agencies
 - ix. Emergency Preparedness
 - x. On-Boarding of Elected Officials
 - xi. Police – what Elected officials should know about Police Departments
- 4. Technical Assistance to Co-host local cohort of University of Colorado Denver, Certified Public Manager certificate program
 - a. Have been working with CUD to bring this training for mid-level professionals from Denver to the Mountains, Vail, Glenwood Springs or Summit County
 - b. Could help with reducing cost of program to participants overall, or with member scholarships
 - c. National Certificate Program
- 5. Mini-Grant Program
 - a. Last Year's recommended focus was on staff training/development
 - b. Should it be strategically focused, or not?
 - c. How much of the total NWCCOG ask should be for this pass-through program?
- 6. RFP for scope of work to contact and convene Town and County managers, as well as staff and senior elected officials to develop a template and best practice for on-boarding elected officials including development of content.
- 7. Other



PROGRAM UPDATES

To: NWCCOG Council
From: NWCCOG Staff
Date: August 16, 2017
Re: Program Updates

The following are the events of note that have occurred since the July 27, 2017 NWCCOG Council meeting.

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

It has been a short month since our last Council meeting in Grand Lake which was dominated by the 208 hearing!

Strategic Planning, Department Cross Training and Transition Plans: I have spent much of my time internally this past few weeks working with individual departments on their goals for 2018. These were shared at the staff meeting on August 8th, at which time I sought input on overall NWCCOG organizational goals from staff to bring to the Council meeting in August. We are continuing our effort to cross train and break down silos of individual knowledge (which are a risk in such a small organization). Utilizing Angie, our in-house fiscal administrator, across a number of departments has been very fruitful so far in this effort. Other notable efforts are Elaina, our office manager and Chelsea at the Call Center cross training. The elevator inspectors are cross training and job sharing in all elevator program director duties right now. All of this has interrelated well with some transition plans which are being built for some departments.

Project THOR: Nate and I will be embarking on a road show in August, the week of our next Council meeting with Tony Neil Graves, the new Broadband Czar for the State and other agency representatives from OEDIT and DOLA. This is both our chance to make a case for further funding for NWCCOG broadband efforts, including Project THOR, and to help our contacts at the state better understand broadband efforts/challenges across Northwestern Colorado.

Associated Governments of Northern Colorado (AGNC): At the invitation of Bonnie Peterson, my counterpart at AGNC, a number of program directors at NWCCOG, whose program service areas overlay AGNC territory went to the AGNC meeting in Rifle to let them know more about our services. Of special interest to the group was Anita's briefing on the Northwest Loan Fund, Susan's update on the Mountain Ride Call center and Nate's update on Broadband efforts across AGNC territory. Since they are in the process of becoming an Economic Development District, Rachel was there to offer her assistance and answer questions about becoming an EDD. I provided updates for NWAHERMR and Weatherization which also cover that territory.

Health Care Coalition: I've been working closely with Abbie Cobb and the working group as they develop governance documents, draft an RFP for a coordinator position and contracts for that position. The most recent meeting of the group was at the Emergency Operations Center at Eagle County. The plan is for those key documents to be finalized by the time of this council meeting and advertisements for the position to be out. This position will be similar to Kim's coordinator position with the All Hazards region.

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

2017 n4a Conference: The 2017 n4a Conference and Tradeshow took place July 30-August 1 at the Savannah International Trade and Convention Center in Savannah, Georgia. Erin Fisher, Alpine AAA Director and Amanda Rens-Moon, Alpine AAA program specialist attended the conference.

Erin was a presenter for the workshop *Improving Oral Health, Improving Lives: What You Can Do In Your Community*. This presentation, along with Jackie O'Connor, Executive Director of the Area Agency on Aging of Western Michigan, and Phantane Sprowls, Program Analyst for the U.S. Administration for Community Living, provided detailed information on the need for oral health programs for older adults and included a panel presentation to highlight programs that provide oral health services to older adults.

The other presentation was with Karen Buck, Vice President of Nonprofit Impact in Denver and was titled *Small but Mighty: Leadership and Business Development Strategies for Rural AAAs*. This presentation was attended by over 40 people and introduced key lessons learned and specific steps to apply crucial leadership and business development strategies within small, rural AAAs.

Key sessions that Amanda and Erin attended centered around recognizing the importance of the social determinants of health, caregiving, Medicare counseling, food waste at nutrition sites, and strengthening partnerships.



Upcoming AAAA Events:

Colorado Strategic Action Planning Group on Aging (SAPGA) Regional Convening Plan

September 13th / Time TBD

Summit County Community & Senior Center

Join the SAPGA Planning Group as they

Senior Law Day: September 27 / 9:30am-2:45pm

Summit County Community & Senior Center

Presentations from experts about Retirement and Financial Planning, Aging in Place, What to do When Somebody Dies, Estate Planning, and Advance Directives.

www.2017SeniorLawDay.eventbrite.com

Roaring Fork Valley Senior Law Day: October 9 / 9:00am-3:30pm

Eagle County Building, El Jebel

Presentations from experts about Estates, Taxes, Living Wills, Wills/Trusts, Guardianships, Power of Attorneys, Probate, Fraud, Ageism, Planning for Long Term Care, and more

www.roaringforkseniorlawday.eventbrite.com

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

Alpine Area RSVP (Eagle County only): Our service numbers for the period of July 1 – July 31 are as follows: We have a total of 145 active volunteers who volunteers a total of 1120 hours

Capacity building – 464.50 hours (the majority of these hours were worked at the Eagle Valley Community Fund Rummage Sale)

Economic opportunity – 7 hours (working with Habitat for Humanity either in construction or in their ReStore locations)

Education – 224.75 hours (after school meal program, school nurse, cultural events)

Healthy Futures – 327 hours (coaching/training classes, distributing information, preventing elder abuse, companionship, food delivery, transportation, food collection and congregate meals sites)

Other Community Priorities – 96.75 hours

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

SHIP Medicare Annual Conference

We are excited to attend the Annual SHIP Medicare Assistance Program conference in August. We will join all of the SHIP programs in the state of Colorado as well as a few programs from our surrounding states. We will have in-depth training sessions and have a chance to discuss procedures and obtain clarification on Medicare and Medicaid rules and processes.

Representatives from the national Center for Medicare and Medicaid Services (CMS) will provide information and receive feedback on the Medicare website's function and content, and discuss procedures in regards to complex Beneficiary issues and appeals and application withdrawal concerns. We look to provide concrete enrollment and system process examples and possible solutions to enhance our Beneficiaries' Medicare experience and efficiency within both Social Security Administration and Medicare/Medicaid.

Outreach and Education

We have begun our Medicare Basics community education sessions throughout the five county region. These events will be open to the public and well as to private groups only. Our sessions focus on the four parts of Medicare, enrollment period eligibility and deadlines, late enrollment penalties, comparison of supplement plan choices to cover the 20% Medicare does not cover, and the impact supplement plans have financial risk.

We have seen a steady increase in referrals to the SHIP Medicare Assistance Program from our partners and friends and family for new enrollees and existing Medicare beneficiaries. We have identified partners that have agreed to help us educate our Beneficiaries and their caregivers. We have asked many to put Medicare Assistance information on their websites, strategically posters, brochures, and/or distribute our referral cards.

We have asked our partners to help us to engage better with our underserved populations. Our underserved populations include people who are disabled, low income, LGBTQ, or non-native English speakers.

Medicare Annual Open Enrollment Period – October 15th – December 7th

We continue to prepare for the Annual Open Enrollment Period (AOP) where Medicare Beneficiaries will have an opportunity to compare their existing Part D prescription drug plans with the new plans and revised plans they have access to. Many beneficiaries are be tempted simply allow their current plan to roll over into the next year. We want to help and make sure their medications are still on their plan's formulary, and that they are getting the most cost-effective prescription plan based on their individual needs.

We will hold group Medicare Basics sessions, provide individualized assistance by appointment, and hold group training sessions to educate people how to use the Medicare.gov plan finder feature.

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

Information, Communications, Outreach – Three resources bulletins were sent out since the last program update: 7/21 (28% open rate); 8/1 (28% open rate); 8/9 (25% open rate). Several updates were made to the website (northwestcoloradoregion.org) including the following: created "Business Resources" page; Updated "Success Stories" page to include an inventory of archived success stories bulletins; created a "Resiliency" page to include resources for our communities on building resiliency. EDD staff incorporated all data from the old website (nwcoloradobusiness.org) into the new website (northwestcoloradoregion.org) and discontinued hosting the old website resulting in cutting down on duplication and reducing costs.

EDA – Economic Adjustment Assistance grant for Grand/Clear Creek Counties: Rachel participated in a conference call with Mass Economics (the contractor on this project) on July 20th when a project status update was given. Completed projects to date include:

1. *Completed detailed “State of the Economy” reports for Clear Creek (CCC) and Grand County (GC)*
 2. *26 person-days of fieldwork, including ~65 stakeholder interviews in Grand County and ~110 in Clear Creek County*
 3. *Conducted broader outreach/information sessions*
 4. *Established preliminary governance structures in each county: Core team and Steering Committee*
 5. *Developed a 5 year strategic framework*
 6. *County fiscal analyses: Developed a model to create scenarios of Henderson Mine impact on tax revenues in GC and CCC*
 7. *Drafted strategic assessments of Horizon 1 Opportunities*
- Mass Economics will be out for an in-person visit with both Grand and Clear Creek Counties the week of August 28th.

Elevator Inspection Program (EIP) – Report by Jon Stavney

The Elevator Inspection Program is in a period of transition prompted by a “Notice of Corrective Action Due” issued July 19th by Dave Harris, Chief Conveyance Inspector for the Colorado DOL&E Division of Oil and Public Safety. The three parts of the week-long audit during the first week of June that prompted the notice involved the following:

*First, an extension was granted for an additional 6 months to complete 5-year witness tests on the 200 remaining elevators which have never had that test performed. This was a compliance issue from 2014 which the program has made strides to fulfill while staying current on new construction, modifications and annual inspections. In 2014, not one of the 1,800 elevators in the region had this test since NWCCOG (as it learned then, in violation of state law) had not been performing the 5 year tests. This scope of work is being processed by NWCCOG admin, but the actual tests are now being performed by a company with whom we have contracted since January to help with this workload. The state noted that “significant strides” have given them confidence in achieving this scope with the extension through the end of this year.

*Second, the State spent a full day doing “field audits,” shadowing each of the 3 inspectors in the field while they performed annual inspections and discussing the program with them. I was complimented directly by Dave Harris about how well the relatively new inspectors were doing their work, though he expressed concerns that NWCCOG needed a more robust plan for their continued professional training. “OPS determined that all three field inspectors ... seemed knowledgeable in performance of their duties. All three expressed concerns...” These concerns had to do with repeat violations not being addressed, a lack of follow up on significant violations, and a lack of training on key focus areas.

*Third, the state noted that two key systems/practices of the program which included follow up on compliance, and the lack of plan for addressing certificates that became void through a lack of follow up-- were in violation of state law, and that the program had until January 31, 2018 to put systems in place to address these areas. Though the state did not request an estimate of how many elevators were out of compliance (they want a system for enforcement to be put in place, communicated to the region and then put into practice), the program office administrator estimated the number of elevators currently operating in violation of state law under these two key processes to be over 600 elevators, or roughly 1/3 of the 1,900 in the region.

I have personally been working with IEP personnel, and with the State, in developing an action plan for the department. We will be engaging a third party to help catch up with the volume of out of compliance elevators. When we have developed a plan of action, we realize how important a robust outreach plan will be, since the system changes will be a radical tightening of NWCCOG’s expectations for compliance.

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

The Colorado Energy Office (CEO) and Northwest COG’s Energy Management Program have signed contracts for PY 17/18 to weatherize 82 jobs in our territory. This contract was in place prior to the revelation that additional funding will be allocated from the severance tax. The additional funding will allow us to increase staff size from the current level of 7 and weatherize an additional 16 homes across the northwest portion of the state.

The Administrative staff attended CEO's annual summer planning meeting in early August and over the 2 day conference reviewed the past program year and discussed changes for the upcoming program year. Most of the policies and procedures for weatherization will remain unchanged. One exciting new possible energy saving measure that may be incorporated into the weatherization program is the installation of solar panels for a percentage of our clients that meet all the criteria (e.g. proper southern exposure, good electrical panel and roof). There is the potential for significant savings for our clients through this measure and starting calendar year 2018 NWCCOG will be ramping up for the implementation of this promising new measure.

Northwest Loan Fund (NLF) – Anita Cameron, Director

A new loan was approved and funded in July. Two loans are not making payments. Both have good collateral. These take more time to "watch" and work toward solutions with the client. July 26, Anita attended the AGNC Board meeting with several others from NWCCOG. The NLF serves the four AGNC Counties. Anita mentioned each loan that have been made in those four counties and reported that 40% of all loans made have been in those counties.

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

On August 4 the NWCCOG was notified that we were awarded \$97,600 by the Colorado Department of Transportation (CDOT) Division of Transit & Rail (DTR) for FTA Section 5310 Capital Operating funding for Mobility Management and Call Center operation for 2018. This is an increase of \$25,600 from the previous year.

The Mountain Ride Transportation Resource Call Center (One-Call/One-Click) is continuing to be in great demand. As of July 31 6,528 trips and associated services have been booked through the Call Center in 2017. Following are the number of one way trips by county January – July 2017:

- Eagle – 750 trips
- Grand – 2,833 trips
- Jackson – 24 trips
- Park – 1,649 trips
- Pitkin – 299 trips
- Routt – 602 trips
- Summit – 371 trips

At the Regional Transportation Coordinating Council (RTCC) meeting on August 2 the focus was on security in transportation, specifically security cameras in vehicles. ECO Transit gave a presentation on their high tech in-bus real time camera monitoring system.

The next Regional Transportation Coordinating Council (RTCC) meeting will be October 4 at 10:00 a.m. at ECO Transit in Gypsum.

Summit Water Quality Committee (SWQC) – Lane Wyatt, QQ Co-Director

NWCCOG held a hearing to consider revising the 208 Plan at their July meeting in Grand Lake. A group called the Outstanding Grand Lake Foundation proposed that NWCCOG amend the 208 Plan to recommend designation of Grand Lake as an "Outstanding Water", per Colorado Water Quality Control Commission regulations. After lengthy testimony and presentations the Council delayed action on the proposal until the NWCCOG meeting closest to November 2018. The Council's decision was based on a desire for more time to assess the Bureau of Reclamation's NEPA analysis of clarity improvement alternatives and the ongoing operational efforts to improve clarity. Watershed Services and QQ are participating in weekly communications with the Clarity MOU parties to evaluate improvements in Grand Lake this summer. NWCCOG is also a cooperating agency in the Reclamation's NEPA analysis, which will meet again in September.

Lane participates in the Colorado Basin Roundtable as the Summit County municipal representative. A new \$25M source of grant funding from the CWCB for Water Plan implementation was announced at the July Roundtable. This includes \$10M for Water Supply Reserve Funds that had been lost funds due to severance tax issues. In addition, CWCB has \$130M in low interest loan funds for water projects.

Broadband Program – Nate Walowitz, Regional Broadband Coordinator

Regional Impact Activities

1. Project THOR

Timeframe: CY 2017-2018

Priority: A

- Time for interested and engaged to step up as we have initial interest and need of pricing for deployment.
- Project Maps have been developed and are being used by Nate Walowitz and others for conversations.
- MOUs created for consideration by potential Network Manager/Operator, NCB, and potential network subscribers.
- NCB has been offered the opportunity to become the Network Aggregator for Project THOR. Conversations continue with Nate Walowitz, Jon Stavney and the NWCCOG Broadband Steering Committee.
- Conversations with CDOT have been teed up to utilize CDOT fiber with Project THOR.
- Web pages and 4 page document are being created to promote Project THOR.

2. NWCCOG Regional Activities

Timeframe: CY 2017-2018

Priority: A

- Nate Walowitz continues to conduct meetings throughout NWCCOG to share the objectives of Project THOR, our Regional Broadband Network project, to local governments and partners.
- Evan Biagi, Mammoth Networks and Eric Hager, ForeThought/Brainstorm and San Isabel Telecom continue to work with NWCCOG and local governments improving broadband connectivity and costs across the region and across Colorado.
- Conversations with Northwest Colorado Broadband have resulted in development of an MOU for consideration by their board. John Stavney and Nate Walowitz will be presenting to the NCB board on September 7.
- Nate Walowitz is supporting the Moffat County and City of Craig DOLA broadband grant application and EDA grant application.
- As the primary consultant to Summit County and the Town of Breckenridge, Nate Walowitz continues to work on evaluating RFP responses and attend community meetings on cellular and broadband network infrastructure projects.
- Grand County BOCC presentation by Nate Walowitz was well received. Nate confirmed that support will be provided to Grand County as needed for their Broadband and SB-152 exemption efforts.

3. Broadband Legislation and State Broadband Policy

Timeframe: CY 2017

Priority: A

- Mr. Tony Neal-Graves will be touring NW Colorado the week of August 21st. Nate Walowitz is leading this effort.

4. NWCCOG Service Provider Relationships

Timeframe: CY 2017

Priority: A

- CenturyLink continues to not release county and statewide maps for CAF II funding locations. Grand and Routt Counties specifically continue to press on this issue.
- Comcast continues to engage with local governments.
- San Isabel Telecom (owned by ForeThought) is also working on upgrading services in Eagle County and can provide cost competitive backhaul to organizations in their service area.

5. DOLA Broadband Grants and Funding

Timeframe: CY 2017/2018

Priority: A

- DOLA Broadband Grant funding will have \$2.4 M available for August 1, 2017 cycle.
- Moffat County and City of Craig have submitted a DOLA Grant application for fiber to the community anchors project in Craig. This is for the August 1, 2017 funding cycle.
- CenturyLink has accepted the CAF II statewide funding and in buildout mode. However, they have not disclosed details of where buildout has/is occurring.
- E-Rate has one more year (next year) in the current funding cycle. Education institutions should be urged to begin to consider applying for funding in the next cycle. Fiber builds, where needed, can be used to help support local broadband plans.
- Colorado Telehealth Network (CTN) program funds medical and mental health care provider broadband grant funding from USAC.
- Colorado Broadband Deployment Board will have \$9.4 M available for the next cycle (August 2017).

6. FirstNet Colorado

Timeframe: CY 2017

Priority: B

- ATT has released their FirstNet State Plan for Colorado. Nate Walowitz and other members of the FirstNet Colorado Board are evaluating the proposal and providing comments to State of Colorado OIT. There is a public site available to provide non-proprietary information about the FirstNet ATT Plan. <https://www.firstnet.com/>
- 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 received responses to the state managed RAN network RFI. They had two respondents. This information will assist Colorado in their decision to Opt-In/Opt-Out to ATT/FirstNet plan.
- Nate Walowitz was an active participant in the meetings, communicating with contacts in the NWCCOG region and providing insights based on his prior and current experience in Public Safety Communications standards and as a first responder.

County/Local Government Projects

1. Eagle County

Timeframe: CY 2017

Priority: A

- A new wireless provider is looking to enter the I-70 Eagle County and Summit County markets.
- ForeThought has purchased and is now operating San Isabel Telecom. They are examining deploying fiber to additional areas across the county.

2. Grand County

Timeframe: CY 2017

Priority: A

- Nate Walowitz presented to the Grand County BOCC on July 18th.
- 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. Potentially Project THOR could be of assistance to address these needs.
- Mountain Parks Electric is evaluating engineering firms and proposals for Middle mile and FTTH deployment.

3. Jackson County

Timeframe: CY 2017

Priority: A

- Jackson County is working with VistaBeam to build out their network to deploy services in September 2017.
- Jackson County has created a low-cost revolving loan to support infrastructure deployment and other economic development projects.
- As a result of a private donation, the Walden Central Office will be upgraded to ROADM fiber switch to allow gigabit service into Jackson county and maximize the potentially use of existing CenturyLink fiber.

4. Kremmling

Timeframe: CY 2017

Priority: B

- Kremmling will put an SB-152 exemption measure on their November ballot.
- Mountain Parks Electric middle mile deployment could address Kremmling's broadband needs in the future. Timing for deployment is still to be established by Mountain Parks Electric.
- The NWCCOG Regional Middle Mile Network will provide a solution for broadband redundancy to the town.

5. Pitkin County

Timeframe: CY 2017

Priority: A

- The County is evaluating Network Managers to create and manage 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.
- 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.
- Pitkin County is looking to partner with City of Glenwood Springs to aggregate bandwidth for the Roaring Fork Valley to lower pricing.

6. Rio Blanco County

Timeframe: CY 2017

Priority: A

- Rio Blanco County ISPs continue to bring customers online.
- County continues to build out the wireless broadband towers.

7. Routt County

Timeframe: CY 2017

Priority: A

- Fiber extension to connect County Justice Center and Yampa Valley Electric Association to the NCB CNL is in process.
- NCB has been offered the opportunity to become the Network Aggregator for Project THOR. Conversations continue with Nate Walowitz, Jon Stavney and the NWCCOG Broadband Steering Committee.

8. Summit County

Timeframe: CY 2017

Priority: A

- Nate Walowitz has been engaged by Summit County to assist them with their projects.
- Responses to the two RFIs to improve broadband and cellular service throughout the county have been evaluated and conversations with 4 vendors occurred.
- Town of Breckenridge is evaluating responses from the RFPs for broadband infrastructure development and network operations.
- Summit County is continuing to work on broadband and cellular service enhancement in areas of need in the county.
- Frisco, Dillon, and Silverthorne are looking into SB-152 exemption ballot questions for this Fall.

9. Moffat County

Timeframe: CY 2017

Priority: A

- Nate Walowitz is supporting them to address their needs and move their broadband plan objectives towards funding and implementation.
- Moffat County and City of Craig have submitted a DOLA broadband grant application for fiber to the community anchor institutions.

10. City of Glenwood Springs

Timeframe: CY 2017

Priority: A

- City is considering working with multiple public entities throughout the Roaring Fork Valley to aggregate bandwidth and assist in lowering pricing and resiliency of broadband for the valley.

11. Town of Breckenridge

Timeframe: CY 2017

Priority: A

- Breckenridge rejoined NWCCOG in early 2017 to obtain assistance and support for its broadband and Smart City plans.
- The town has received and is evaluating responses from their RFP for FTTP and ubiquitous public WiFi for the entire town.
- Nate Walowitz will continue working with them evaluating responses and planning moving forward.

12. Town of Frisco

Timeframe: CY 2017

Priority: A

- Interest by Frisco/Summit County business community in forming a LTFC.
- The town has been participating in the County broadband conversations.

13. Town of Dillon

Priority: A

Timeframe: CY 2017

- The town has been participating in the County broadband conversations.

14. Town of Red Cliff

Timeframe: CY 2017

Priority: A

- Red Cliff USFS application is moving and there are no major impediments to final approval.
- Fiber construction at Ski Cooper will begin August 12.
- Barring any serious delays, Red Cliff will have broadband in the late September/October timeframe.