



2013 MEMBER HANDBOOK

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www.nwccog.org

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SECTION ONE

THE ORGANIZATION

INTRODUCTION

Welcome to the Northwest Colorado Council of Governments Council

As a Northwest Colorado Council of Governments (NWCCOG) Councilmember you will be asked to make decisions that affect regional planning, the delivery of regional and individual member services and programs, and the future direction of NWCCOG. Your decisions should be based on the best possible information and a thorough understanding of the regional impacts of any options under consideration.

The staff at NWCCOG has a great deal of respect for your position as a member of the Council. We rely heavily on your judgment and we want to do everything we can to give you the best possible information on which to base your decisions. We have assembled this handbook with this purpose in mind. In the handbook, you will find information about the focus of the organization for the current year, geographic and socioeconomic characteristics of the region, the organizational structure of NWCCOG, the current year's approved budget, and Councilmember responsibilities.

We thank you for your time and commitment to NWCCOG. Please feel welcome to call any of us at **970-468-0295**.

What is NWCCOG?

Northwest Colorado Council of Governments was established as Colorado Planning and Management Region XII in 1972 by Executive Order of the Governor in response to the Federal Intergovernmental Cooperation Act of 1968. Regional, multi-jurisdictional planning was encouraged as a means to avoid overlap, duplication, and competition between local planning activities. Today, NWCCOG serves a five county region including Eagle, Grand, Jackson, Pitkin, and Summit Counties and municipalities therein. Additional members from outside Region XII include the Town of Carbondale, and the Cities of Glenwood Springs and Steamboat Springs.

Northwest Colorado Council of Governments (NWCCOG) is a voluntary association of county and municipal governments that, individually and collectively, believe working together on a regional basis provides benefits that could not be obtained without the association with other jurisdictions.

There is no universal model for regional councils of governments. There are 14 regional governmental associations within Colorado. All are different and unique because each reflects the needs and desires of its membership. NWCCOG literally becomes what its members want it to be, according to the changing needs and opportunities unique to the region. The Council, made up of representatives from each member jurisdiction, directs the activities of NWCCOG. The professional staff at NWCCOG is responsible for carrying out its direction.

- **NWCCOG provides services to its members that are more cost-effective and efficient when executed on a regional shared basis rather than being duplicated by each member jurisdiction.**

For example, the NWCCOG Elevator Inspection Program ensures that member jurisdictions remain in compliance with building codes by employing certified elevator inspectors to work across jurisdictional boundaries, eliminating the need for individual jurisdictions to employ, train, and certify their own inspectors.

- **NWCCOG provides the “critical mass” necessary to take advantage of various federal programs.**

Many federal programs have minimum population requirements necessary to enact the program. NWCCOG, through its combined membership, meets mandated population thresholds that then make benefits available to individual members that would otherwise be too small to receive them. NWCCOG is the designated agency for several federal programs on behalf of its members. NWCCOG is responsible for programs under the Older Americans Act (Alpine Area Agency on Aging), the Clean Water Act (Regional 208 Water Quality Management Plan), and the Energy Conservation and Production Act (home weatherization for low-income families).

- **NWCCOG provides strength to individual member jurisdictions by speaking to matters with a unified voice comprised of multiple jurisdictions.**

For example, NWCCOG successfully developed a unified response to the Colorado Department of Transportation, regarding transportation in the I-70 corridor. In addition, NWCCOG’s Water Quality and Quantity Committee (QQ) provides a unified voice to the state legislature regarding critical water issues.

- **NWCCOG provides a regional perspective to local, state, and federal policymakers.**

NWCCOG gathers, analyzes, maintains, and distributes economic, demographic, and environmental data on a regional basis over time. Cost of living, housing, water quality, and transportation are but a few of the areas of data concerning regional issues.

- **NWCCOG promotes the concept of regional multi-jurisdictional cooperation for improved efficiencies and effectiveness between multiple governmental jurisdictions.**

For example, 70 percent of the NWCCOG region is federally-owned. NWCCOG successfully promoted the concept of federal, state, county, and municipal cooperation on issues such as river restoration, wildfire mitigation and forest health.

- **NWCCOG provides a regional forum for the purpose of facilitating communications between multiple governmental jurisdictions regarding issues and opportunities.**

NWCCOG is the only organization within the region that provides a recurring forum for elected officials from both county and municipal governments, covering a 6,000-square-mile area. In addition, NWCCOG cooperates with other regional organizations within Colorado, as well as the nation, to expand the size of the forum.

- **NWCCOG provides custom designed services for individual member jurisdictions effectively expanding the staff capabilities of those jurisdictions regarding specific needs.**

NWCCOG makes its staff available to respond to specific requests from individual jurisdictions for assistance. NWCCOG also coordinates the acquisition of resources to assist individual members.

- **NWCCOG leverages members' dues dollars into larger amounts of financial resources.**

Although membership dues in 2013 comprise only 4.6% of the budget, or \$204,800, NWCCOG leverages those dues to bring nearly \$4 million in financial resources to the region.

Mission Statement:

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

Serving the following local governments:

Eagle County

Basalt

Eagle

Gypsum

Minturn

Red Cliff

Vail

Grand County

Fraser

Granby

Grand Lake

Hot Sulphur Springs

Kremmling

Winter Park

Jackson County

Walden

Pitkin County

Aspen

Snowmass Village

Summit County

Dillon

Frisco

Montezuma

Silverthorne

Carbondale

Glenwood Springs

Steamboat Springs

WHO ARE OUR CUSTOMERS?

First and foremost, our customers are our member jurisdictions. The 27 county and municipal governments that are voluntary members of Northwest Colorado Council of Governments are the sole reason why the organization exists. The highest priority of NWCCOG is to provide value to our members both in an individual and regional context.

Secondly, our customers are those public and private groups and organizations that are cooperators of Northwest Colorado Council of Governments. At NWCCOG, the issues, not the political boundaries, define the associations of organizations necessary to positively address them. Therefore, NWCCOG seeks to build positive relationships with other municipal and county governments outside of Region XII, state and federal agencies, special districts, regional and statewide associations, and state and Congressional elected officials.

Finally, our customers are our staff, contractors, and council. NWCCOG is a team of paid staff professionals, contractors, and volunteer councilmembers who are responsible for the efficient and effective management of the organization, charged with the responsibility of providing benefit to the region. Only through the concept of customer/supplier relationships can the diversity of programs and personnel be brought into focus as a functioning team.

Customer focus is a value at NWCCOG. A pledge that we, the NWCCOG team, make to all of our customers is:

At Northwest Colorado Council of Governments, we know and act upon the requirements of each customer we serve, and we understand how our performance ultimately satisfies all of our customers.

CUSTOMER FOCUS GOALS:

- ◆ Generate an awareness of customers in all employees
- ◆ Create a work environment that is conducive to creative and effective customer focus
- ◆ Improve the measurement of the organization's performance in customer focus
- ◆ Improve individual, team, and organizational performance in customer focus

PURPOSE

The primary purpose of Northwest Colorado Council of Governments is to build a network of cooperation and communication among its member jurisdictions to address individual and regional needs. NWCCOG builds the network by:

- ◆ Being responsive to members' needs and interests.
- ◆ Providing an opportunity for regional problem solving, information sharing and relationship development among the region's local governments.
- ◆ Advocating regional interests and funding with local, state, and federal agencies.
- ◆ Providing high quality, cost and time effective, standard and customized services and technical assistance to members, avoiding ineffective duplication of effort.

PROGRAMS

Northwest Colorado Council of Governments manages a wide variety of programs to serve its membership. Existing programs include:

Alpine Area Agency on Aging

The Older Americans Act (OAA) of 1965 established the Administration on Aging (AoA) at the federal level in the U. S. Department of Health and Human Services. The Act is intended to assist older Americans to live independently and with dignity, in their own communities, by removing barriers and providing continual care for vulnerable older adults. AoA awards funds to the State Units on Aging based on estimates of the number of people 60 and over. The State of Colorado allocates funds to 16 Area Agencies on Aging, which, in turn, fund local service providers. This interconnected stream of funds and programs is known as the “aging network”. Resources made available under the Older Americans Act funds are used to finance those activities necessary to achieve elements of a comprehensive and coordinated community based system of services. Under current OAA legislation, programs authorized under the OAA are intended to serve persons over the age of 60, especially those with the greatest social or economic need, and their family caregivers. No one may be charged for services, nor denied because of an inability to pay. Clients may contribute toward the cost of services should they choose. Donations from our clients provide an important source of income for senior services and enable the network to continue to provide services to the community.

The NWCCOG began sponsorship of the Alpine Area Agency on Aging (Alpine AAA) in 1978. The Alpine AAA is the designated regional planning and service agency for senior services in Eagle, Grand, Jackson, Pitkin, and Summit Counties. The Alpine AAA Regional Advisory Council (RAC), mandated by the OAA, was formed in 1980 and acts as the Alpine AAA’s primary advisory and advocacy group. A voluntary group of citizens, the RAC represents all counties within the NWCCOG region. Agencies, providers, and individuals with expertise in aging interests are recruited as “Optimal Representatives” to serve on the RAC. The RAC meets six times a year. Meetings are open to the public.

Economic Development District

The NWCCOG’s Economic Development Program was initiated in 2009. NWCCOG received its Economic Development District designation in August 2012, combining new Economic Development goals of the five-county NWCCOG region with the operation of the revolving business loan program. The Economic Development District is charged with strategizing with NWCCOG member communities to generate new jobs, help retain existing jobs, and stimulate commercial growth in the recent distressed environment and economy, and also with sourcing access to capital to promote innovation, competitiveness, diversification and successful growth throughout the NWCCOG region.

Elevator Inspection

The NWCCOG Elevator Inspection Program (EIP) inspects and issues permits for commercial and residential conveyances (elevators, lifts, dumbwaiters and escalators) to ensure safe conveyances throughout the region. The program began in 1993. Prior to that, most conveyances were not inspected. NWCCOG member jurisdictions are invited to sign a “Letter of Agreement” with NWCCOG, agreeing to adopt the elevator codes for conveyances. Jurisdictions then agree to pass an ordinance authorizing the inspection service fees. NWCCOG’s elevator inspectors’ work cooperatively with each jurisdiction’s building department to implement the program in that jurisdiction. The EIP now serves Routt, Garfield, Clear Creek,

Eagle, Summit, Pitkin, Moffat, Grand and Jackson counties which includes most of the cities and towns within those areas.

Energy Management/Weatherization Program

The Energy Management Program, also known as Weatherization, weatherizes low and moderate income homes to reduce their fuel consumption and heating costs. Services include insulation, caulking, weather-stripping, and the installation of storm windows, and new energy-efficient furnaces and refrigerators. NWCCOG is a local administering agency under the Department of Energy's Weatherization Assistance Program, and is under contract to the Colorado Governor's Energy Office. Weatherization has helped preserve affordable housing units in the region. By reducing a household's energy consumption and heating costs, these families have more income available to spend within their local communities.

Old, inefficient furnaces are replaced with 95%-efficient models. Also, refrigerator electricity usage is measured as part of the initial energy audit and refrigerators using excessive amounts of electricity are replaced with a new Energy Star-rated refrigerator. All old refrigerators are returned to an appliance recycling facility in Denver. Insulation and storm windows are provided whenever cost-effective. Many of the homes, particularly mobile homes, weatherized in the region have pre-existing health and safety problems. In addition to reducing energy consumption and heating costs, the weatherization process corrects any health and safety problems found, such as gas leaks and carbon monoxide problems. Every home that uses propane or natural gas receives a minimum of two safety inspections.

The Weatherization Program has a main office in Silverthorne and a field office in New Castle. In addition to weatherizing homes within the NWCCOG region, NWCCOG also weatherizes homes in Chaffee, Clear Creek, Garfield, Lake, Moffat, Park, Rio Blanco, and Routt Counties.

Member Services

While NWCCOG has a regional focus, it recognizes the unique needs of each of its members as well. For instance, Pitkin County, a county of more than 16,000 residents and over 200 employees, has very different needs than the Town of Montezuma, which has a population of less than 75 and no employees. NWCCOG's Member Services Program offers a variety of services which can be customized to each jurisdiction's individual needs such as data collection, community surveys, grant research and assistance, health insurance pool, information forums and workshops, and planning retreat/meeting facilitation services. In 2013, NWCCOG will convene a Regional Joint Purchasing Consortium to facilitate and coordinate purchasing among member jurisdictions with the goal of saving time and money for all participants.

Regional Business

The Regional Business cost center provides the administration, oversight, and leadership to the NWCCOG. Dues paid by the 27 local government members support the activities of the Regional Business program and serve as matching funds to some program grants.

Watershed Services

NWCCOG has been the designated regional water quality management agency for the region since 1976. In that capacity, NWCCOG's Watershed Services completes and implements a water quality management plan for the NWCCOG Region, in compliance with Section 208 of the Clean Water Act. The Watershed Service program also reviews development applications and local land use regulations to determine consistency and compliance with the 208 Plan.

ASSOCIATED PROGRAMS

Northwest Colorado Council of Governments supports several programs through shared services and/or technical support. Those programs are:

Northwest All Hazards Emergency Management Region

The Northwest All-Hazards Emergency Management Region (NWAHEMR) is a ten-county region located in the northwest corner of the state. It is comprised of Eagle, Garfield, Grand, Jackson, Mesa, Moffat, Pitkin, Rio Blanco, Routt, and Summit counties. An Executive Board/Steering Committee, made up of each county's emergency manager as well as discipline representatives, meets on a regular basis to develop strategies to improve the preparedness of the region through the use of homeland security grant funds. NWCCOG provides fiscal management and program coordination for the NWAHEMR. Each year, the NWAHEMR applies for funding from the State of Colorado Governor's Office of Homeland Security (GOHS) for various projects that improve the region's capability to be prepared for emergencies and terrorist attacks. This funding ultimately comes from the U.S. Department of Homeland Security. These grants often overlap years.

Northwest Loan Fund

The Northwest Loan Fund (NLF) is a non-profit corporation that provides financing for the start-up and/or expansion of small businesses unable to secure conventional financing in the NWCCOG region (Eagle, Grand, Jackson, Pitkin and Summit Counties) and Garfield, Moffat, Rio Blanco, and Routt Counties. NWCCOG will work to rebuild the NLF in 2013 through recapitalization, a new loan committee, and new staff. The NLF will be a key component in the efforts of the Economic Development District.

NWCCOG Foundation, Inc.

The NWCCOG Foundation, Inc. is a federal tax-exempt public charity under section 501 (c) (3) of the Internal Revenue Code. The mission of the NWCCOG Foundation, Inc. is to provide a financial mechanism for the member jurisdictions of Northwest Colorado Council of Governments to work collaboratively with not-for-profit organizations, citizen based groups and individuals on projects of mutual interest and benefit for the region. The officers of the NWCCOG Foundation, Inc. are the same as those of Northwest Colorado Council of Governments. NWCCOG staff provides administration of the NWCCOG Foundation Inc.

Regional Transportation Coordinating Council

The Regional Transportation Coordinating Council (RTCC) was formed in 2010 as a result of Rural Resort Region's focus: Seniors in Our Mountain Communities. The RTCC is the local coordinating council for a 10-county rural area of Colorado and is active in better transportation coordination, especially for the veteran, disabled, older, and low-income adult populations. The RTCC's efforts are building on coordinating the existing public transit providers with other human service providers by promoting, enhancing and facilitating a seamless access to transit services through a coordinated system.

In 2012 a regional Mobility Manager was hired to staff the RTCC and to work within the CDOT Intermountain region and a majority large part of the Northwest region. The Mobility Manager is working to develop a One Call/One Click Center system, a regional billing mechanism which eventually will be able to bill all payor sources, and a regional services inventory including both human service agencies and transit providers along with a detailed gap analysis of the transit needs in each area to expand coordination of and access to existing and new resources.

Rural Resort Region

Rural Resort Region is a geographic and organizational boundaryless, voluntary association of local governments and public and private organizations dedicated to addressing the issues and concerns confronting the human environments that are influenced by the resort economies of rural Colorado. RRR is guided by a Board of Directors comprised of one representative from each of the participating county and municipal governments. The Board selects the issues to be addressed during the year and establish objectives and/or desired outcomes for each. RRR welcomes any county or municipal government, school district, special taxing district, not-for-profit organization, or private business to participate in addressing the agenda as directed by the Board.

NWCCOG administers RRR through a cooperative agreement between the two organizations. RRR has access to NWCCOG personnel, contractors, equipment and supplies at current established rates for the purpose of carrying out direction from the RRR Board of Directors.

Water Quality / Quantity Committee

The Water Quality and Quantity Committee (QQ) includes towns, counties, and water and sanitation districts in the Headwaters Region of Colorado. Its purpose is to enable members to protect and enhance the quality of the region's waters, while facilitating the responsible use of those resources for the good of Colorado's citizens and environment. QQ monitors water development activities and legislative initiatives that affect water quality or quantity in the basin of origin. The QQ Committee meetings provide a forum for members to formulate policies and strategies, and make decisions. The QQ staff provides members with legislative, informational, coordination, supportive and technical assistance to further intergovernmental cooperation and increase members' political clout with state and federal agencies.

ALPHABET SOUP

GLOSSARY OF TERMS

AAA	- Area Agency on Aging
AAAA	- Alpine Area Agency on Aging (NWCCOG Program)
AGNC	- Associated Governments of Northwest Colorado
ANSI	- American National Safety Institute
AoA	- Administration on Aging
ADA	- Americans with Disabilities Act
CARO	- Colorado Association of Regional Organizations
CAST	- Colorado Association of Ski Towns
CCI	- Colorado Counties Incorporated
CD	- Community Development
CDHS	- Colorado Department of Human Services
CDOT	- Colorado Department of Transportation
CDPHE	- Colorado Department of Public Health and Environment
CHFA	- Colorado Housing and Finance Authority
CHAS	- Comprehensive Housing Affordability Strategy
CHDO	- Community Housing Development Organization
CIRSA	- Colorado Intergovernmental Risk Sharing Agency
CML	- Colorado Municipal League
COA	- Council on Aging
CRDC	- Colorado Rural Development Council
DHS	- Division of Homeland Security (State)
DLG	- Division of Local Government
DNR	- Department of Natural Resources
DOE	- Department of Energy

DOH	- Division of Housing
DOLA	- Department of Local Affairs
DOW	- Division of Wildlife
EDA	- Economic Development Administration
EDD	-Economic Development District
EIP	- Elevator Inspection Program (NWCCOG Program)
ENP	- Elderly Nutrition Program
FBLF	- Forest Business Loan Fund
FEMA	- Federal Emergency Management Act
GIS	- Geographic Information System
GEO	- Governor's Energy Office
HCPF	- Healthcare Policy and Finance (Colorado Department of)
ID	- Indirect Cost Center
IBC	- International Building Code
JTPA	- Job Training Partnership Act
LCC	- Local Coordinating Council (Transportation)
NWCCOG	- Northwest Colorado Council of Governments
NADO	- National Association of Development Organizations
NARC	- National Association of Regional Councils
NLF	- Northwest Loan Fund (NWCCOG Program)
OAA	- Older Americans Act
OEDIT	- Office of Economic Development and International Trade
ORJT	- Office of Rural Job Training
QQ	- Water Quality/Quantity Committee (NWCCOG Program)
RAC	- Regional Advisory Council (AAAA)
RB	- Regional Business (NWCCOG Program)

RRR	- Rural Resort Region (NWCCOG Program)
RTCC	- Regional Transportation Coordinating Council
SDA	- Special District Association
SHPO	- State Historic Preservation Office
SWQC	- Summit Water Quality Committee
Title III	- OAA Funds used for Nutrition & Aging Services
UBC	- Uniform Building Code
USDA	- Unites States Department of Agriculture
WS	- Watershed Services (NWCCOG Program)
WX	- Weatherization (NWCCOG Program)

SECTION TWO

THE PEOPLE

2013 NWCCOG COUNCIL

COUNTIES

Eagle
Grand
Jackson
Pitkin
Summit

REPRESENTATIVES

Jill Ryan
James Newberry
Lanny Weddle
Rob Ittner
Karn Stiegelmeier

ALTERNATE

Sara Fisher
Gary Bumgarner
Kent Crowder
George Newman
Dan Gibbs

MUNICIPALITIES

Aspen
Basalt
Carbondale
Dillon
Eagle
Fraser
Frisco
Glenwood Springs
Granby
Grand Lake
Gypsum
Hot Sulphur Springs
Kremmling
Minturn
Montezuma
Red Cliff
Silverthorne
Steamboat Springs
Vail
Walden
Winter Park

REPRESENTATIVES

Derek Johnson
Mike Scanlon
John Hoffmann
Tim Westerberg
Willy Powell
Jeff Durbin
Bill Efting
Dave Sturges
Jynnifer Pierro
Jim Peterson
Jeff Shroll
Herchel Deputy
Tom Clark
Jim White
John Carney
Jake Spears
Stuart Richardson
Walter Magill
Stanley Zemler
vacant
Drew Nelson

ALTERNATE

Joe Wray

Gary Wilkinson

Wally Baird
David Hook
Lana Gallegos

Chris Cerimele

Barb Smith
Kevin Batchelder

ROLE OF COUNCIL MEMBERS

- ◆ Commit the time necessary to attend, either in person or via conference call, six council meetings each year. Executive Committee members commit to additional meetings as needed in the months that the full council does not meet to review the organization's financials and oversee the executive staff.
- ◆ Attend all council and committee meetings, either in person or via conference call and appoint an alternate to attend in your place if necessary.
- ◆ Understand NWCCOG's Articles of Incorporation and Bylaws, mission, purpose, programs and budgets.
- ◆ Direct the policy and development of NWCCOG, ensuring adherence to policies, budgets, planning, and development philosophy.
- ◆ Bring information from your community and town/county board to the meetings for appropriate input into regional decision-making.
- ◆ Facilitate connections between the capacity and services offered by NWCCOG and local government.
- ◆ Act as a liaison to your local board, keeping them well-informed of NWCCOG programs, activities, and issues at hand. Bring the issues, concerns and needs of local government to NWCCOG as appropriate.
- ◆ Communicate the value of NWCCOG to the jurisdiction you represent and ensure that jurisdiction's continued membership and participation.
- ◆ Act as a goodwill ambassador of the organization.
- ◆ Participate actively in decision-making.
- ◆ Respect other Councilmembers' ideas and input, balancing constituents' and jurisdiction's needs with the regional goals of NWCCOG.

RELATIONSHIP OF STAFF TO COUNCIL

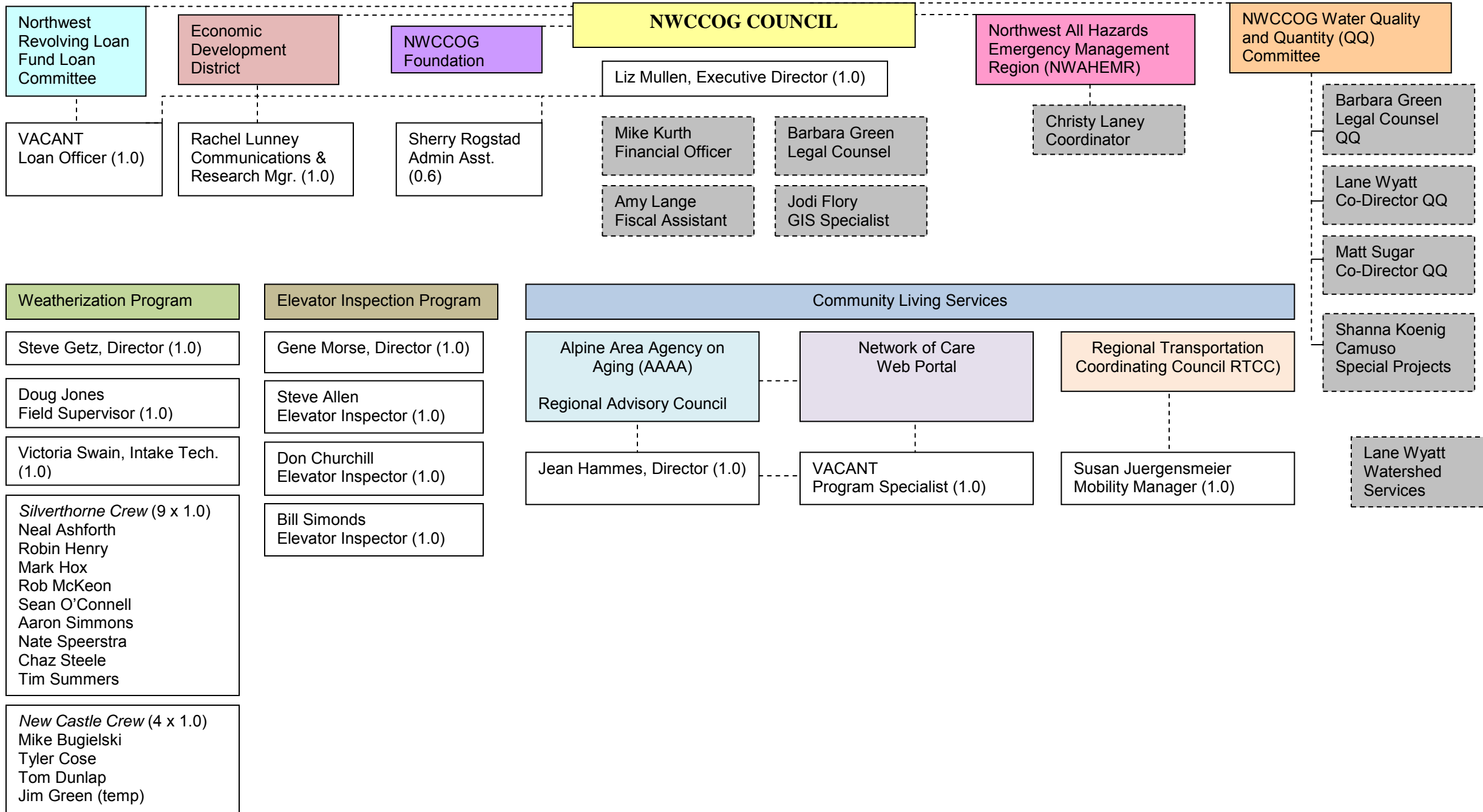
- ◆ The Executive Director seeks direction and input from the Executive Committee and Full Council as needed, keeping them apprised of critical issues and developments.
- ◆ The Executive Director attends all Council and Executive Committee meetings.
- ◆ The Full Council set policy for the organization. Staff implements the policy decisions.
- ◆ The relationship between the Director and Council is one of cooperative teamwork.
- ◆ The Director seeks the input of the council in supervision and development of programs.
- ◆ Program Directors are welcome to attend council meetings and may be called upon to brief the council on accomplishments, ideas and information, discuss program issues, and receive direction and feedback.
- ◆ Staff organizes and plans meetings, delivers council packets, and reminds members of meeting dates.
- ◆ Agendas are supported by clear, relevant background information.
- ◆ Councilmember assignments and requests for assistance from program and support staff are generally routed through the Executive Director.
- ◆ Staff follows through conscientiously on implementing council decisions, providing feedback on the implementation and impact of these decisions.
- ◆ The Full Council, Executive Director, and Program Directors meet annually to plan the direction for the organization for the next year.
- ◆ The Fiscal Officer, Executive Director, and Program Directors prepare the next year's draft budget and mail it to the Full Council in October. The Council reviews the draft budget in October, makes modifications, and approves the budget in December.

The NWCCOG Staff

Steve Allen	Elevator Inspector, ext. 108
Neal Ashforth	Weatherization Installer
Mike Bugielski	Weatherization Auditor/Inspector, (New Castle), 970-984-0917
Donald Churchill	Elevator Inspector, ext. 108
Abbie Cobb	CBBC Coordinator (Contractor), 970-547-7121
Tyler Cose	Weatherization Installer, (New Castle), 970-984-0917
Tom Dunlap	Weatherization Site Supervisor (New Castle), 970-984-0917
Jodi Flory	GIS Specialist (Contractor), 970-409-9238
Steve Getz	Director, Weatherization, ext. 103
Barbara Green	Legal Counsel (Contractor), 303-355-4405
Jim Green	Weatherization Installer, (New Castle), 970-984-0917
Jean Hammes	Alpine Area Agency on Aging Director, ext. 107
Robin Henry	Weatherization Installer
Mark Hox	Weatherization Installer
Doug Jones	Weatherization Field Supervisor, ext.111
Susan	
Juergensmeier	RTCC Mobility Manager, ext. 110
Shanna	
Koenig Camuso	Water Quality/Quantity Program (Contractor), ext. 116
Mike Kurth	Fiscal Officer (Contractor), ext. 112
Christy Laney	NWAHEMR Coordinator, 970-417-4945
Amy Lange	Fiscal Assistant (Contractor), ext. 112
Rachel Lunney	Research & Communications Manager, ext. 106
Rob McKeon	Weatherization Installer
Gene Morse	Director, Elevator Inspection Program, ext. 108
Liz Mullen	Executive Director, ext. 123
Sean O'Connell	Weatherization Auditor/Inspector, ext. 118
Sherry Rogstad	Office Assistant, ext. 104
Aaron Simmons	Weatherization Inspector, ext. 118
William Simonds	Elevator Inspector, ext. 108
Nate Speerstra	Weatherization Site Supervisor (Silverthorne)
Charles Steele	Weatherization Installer
Matt Sugar	Water Quality/Quantity Program (Contractor), ext. 116
Tim Summers	Weatherization Installer
Victoria Swain	Weatherization Intake Technician, ext. 115
Lane Wyatt	QQ Program & Watershed Services (Contractor), ext. 116

2013 NWCCOG Organization

Contractor	NWCCOG Employee
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NWCCOG Member Demographic Profiles

EAGLE COUNTY

2010	Eagle County	Eagle	Gypsum	Minturn	Red Cliff	Vail
Total population	52,197	6,508	6,477	1,027	267	5,305
Median Age	34.0	33.8	31.3	36.1	38.5	35.0
Male population	27,820	3,326	3,399	553	145	3,053
Female population	24,377	3,182	3,078	474	122	2,252
White	43,402	5,684	4,601	886	215	4,953
Hispanic or Latino (of any race)	15,689	1,449	2,907	347	101	390
Not Hispanic or Latino	36,508	5,059	3,570	680	166	4,915
Total households	19,236	2,183	2,009	420	117	2,604
Families	11,991	1,666	1,593	226	66	916
Households with children under 18 yrs	6,749	1,081	1,058	106	28	327
Households with seniors (over 65 yrs)	2,211	212	160	58	20	413
Average household size	2.71	2.96	3.22	2.45	2.28	2.04
Total housing units	31,312	2,416	2,205	528	141	7,230
Occupied housing units	19,236	2,183	2,009	420	117	2,604
Vacant housing units	12,076	233	196	108	24	4,626
For seasonal, recreational, or occasional use	9,710	60	22	63	5	3,844
Owner-occupied housing units	12,343	1,477	1,508	192	90	1,264
Renter-occupied housing units	6,893	706	501	228	27	1,340

2000	Eagle County	Eagle	Gypsum	Minturn	Red Cliff	Vail
Total population	41,659	3,032	3,654	1,068	289	4,531
Median Age	31.2	32.1	30.3	31.5	32.9	31.9
Male population	22,813	1,584	1,916	574	160	2,644
Female population	18,846	1,448	1,738	494	129	1,887
White	35,558	2,650	2,970	890	182	4,265
Hispanic or Latino (of any race)	9,682	520	1,144	475	179	281
Not Hispanic or Latino	31,977	2,512	2,510	593	110	4,250
Total households	15,148	1,064	1,150	399	109	2,165
Families	9,020	747	918	245	69	763
Households with children under 18 yrs	5,254	496	615	130	35	272
Households with seniors (over 65 yrs)	963	107	62	41	20	163
Average household size	2.73	2.8	3.17	2.68	2.65	2.09
Total housing units	22,111	1,116	1,210	448	122	5,389
Occupied housing units	15,148	1,064	1,150	399	109	2,165
Vacant housing units	6,963	52	60	49	13	3,224
For seasonal, recreational, or occasional use	5,932	9	11	32	3	2,888
Owner-occupied housing units	9,649	675	870	205	74	1,133
Renter-occupied housing units	5,499	389	280	194	35	1,032

source for data: U.S. Census Bureau (Census 2000; Census 2010)

prepared by: Rachel Lunney, NWCCOG

1/19/2012

NWCCOG Member Demographic Profiles

GARFIELD COUNTY

2010	Carbondale	Glenwood Springs
Total population	6,427	9,614
Median Age	33.6	34.7
Male population	3,334	4,904
Female population	3,093	4,710
White	4,806	7,821
Hispanic or Latino (of any race)	2,529	3,031
Not Hispanic or Latino	3,898	6,583
Total households	2,251	3,778
Families	1,411	2,268
Households with children under 18 years	841	1,220
Households with individuals 65 years and over	355	600
Average household size	2.81	2.5
Total housing units	2,468	4,113
Occupied housing units	2,251	3,778
Vacant housing units	217	335
For seasonal, recreational, or occasional use	76	77
Owner-occupied housing units	1,310	2,055
Renter-occupied housing units	941	1,723

2000	Carbondale	Glenwood Springs
Total population	5,196	7,736
Median Age	30.9	36.2
Male population	2,723	3,935
Female population	2,473	3,801
White	4,379	6,995
Hispanic or Latino (of any race)	1,669	1,029
Not Hispanic or Latino	3,527	6,707
Total households	1,744	3,216
Families	1,169	1,926
Households with children under 18 years	764	1,033
Households with individuals 65 years and over	133	542
Average household size	2.89	2.37
Total housing units	1,821	3,353
Occupied housing units	1,744	3,216
Vacant housing units	77	137
For seasonal, recreational, or occasional use	21	66
Owner-occupied housing units	1,023	1,789
Renter-occupied housing units	721	1,427

source for data: U.S. Census Bureau (Census 2000; Census 2010)

prepared by: Rachel Lunney, NWCCOG

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GRAND COUNTY

2010	Grand County	Fraser	Granby	Grand Lake	Hot Sulphur Springs	Kremmling	Winter Park
Total population	14,843	1,224	1,864	471	663	1,444	999
Median age	41.2	32.1	38.0	50.1	36.8	35.5	35.9
Male population	7,929	692	957	251	337	739	586
Female population	6,914	532	907	220	326	705	413
White	13,877	1,095	1,700	439	642	1,337	937
Hispanic or Latino (of any race)	1,116	167	182	35	51	172	59
Not Hispanic or Latino	13,727	1,057	1,682	436	612	1,272	940
Total households	6,469	540	778	239	253	614	481
Families	3,966	256	495	125	176	363	210
Households with children under 18 yrs	1,664	133	264	38	91	209	88
Households with seniors (65 yrs and over)	1,090	36	102	50	30	106	62
Average household size	2.3	2.26	2.4	1.96	2.49	2.35	2.05
Total housing units	16,061	1,096	1,531	918	309	694	2,572
Occupied housing units	6,469	540	778	239	253	614	481
Vacant housing units	9,592	556	753	679	56	80	2,091
For seasonal, recreational, or occasional use	8,273	439	506	588	21	19	1,916
Owner-occupied housing units	4,457	256	482	138	205	383	277
Renter-occupied housing units	2,012	284	296	101	48	231	204

2000	Grand County	Fraser	Granby	Grand Lake	Hot Sulphur Springs	Kremmling	Winter Park
Total population	12,442	910	1,525	447	521	1,578	662
Median age	36.9	31.1	33.9	44.3	36.1	33.5	36.2
Male population	6,593	514	757	248	287	796	390
Female population	5,849	396	768	199	234	782	272
White	11,839	860	1,468	430	494	1,466	639
Hispanic or Latino (of any race)	543	30	55	12	37	135	9
Not Hispanic or Latino	11,899	880	1,470	435	484	1,443	653
Total households	5,075	410	579	219	196	595	318
Families	3,217	192	391	121	132	423	129
Households with children under 18 yrs	1,496	103	225	49	66	241	47
Households with seniors (65 yrs and over)	663	27	77	37	24	73	26
Average household size	2.37	2.21	2.59	2.02	2.45	2.58	2.04
Total housing units	10,894	622	628	748	227	646	1,231
Occupied housing units	5,075	410	579	219	196	595	318
Vacant housing units	5,819	212	49	529	31	51	913
For seasonal, recreational, or occasional use	4,783	165	16	507	18	14	703
Owner-occupied housing units	3,461	186	374	125	130	408	185
Renter-occupied housing units	1,614	224	205	94	66	187	133

source for data: U.S. Census Bureau (Census 2000; Census 2010)

1/19/2012

prepared by: Rachel Lunney, NWCCOG

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JACKSON COUNTY

2010	Jackson County	Walden
Total population	1,394	608
Median age	47.3	46
Male population	736	318
Female population	658	290
White	1,290	554
Hispanic or Latino (of any race)	150	82
Not Hispanic or Latino	1,244	526
Total households	649	291
Families	396	163
Households with children under 18 yrs	137	128
Households with seniors (65 yrs and over)	186	86
Average household size	2.14	2.08
Total housing units	1,286	377
Occupied housing units	649	291
Vacant housing units	637	86
For seasonal, recreational, or occasional use	495	42
Owner-occupied housing units	430	192
Renter-occupied housing units	219	99

2000	Jackson County	Walden
Total population	1,577	734
Median age	40.5	40.5
Male population	794	364
Female population	783	370
White	1,517	707
Hispanic or Latino (of any race)	103	51
Not Hispanic or Latino	1,474	683
Total households	661	330
Families	443	208
Households with children under 18 yrs	208	106
Households with seniors (65 yrs and over)	158	87
Average household size	2.37	2.21
Total housing units	1,145	397
Occupied housing units	661	330
Vacant housing units	484	67
For seasonal, recreational, or occasional use	391	30
Owner-occupied housing units	447	237
Renter-occupied housing units	214	93

source for data: U.S. Census Bureau (Census 2000; Census 2010)

prepared by: Rachel Lunny, NWCCOG

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PITKIN COUNTY

2010	Pitkin County	Aspen	Basalt
Total population	17,148	6,658	3,857
Median age	42.0	40.9	36.6
Male population	9,095	3,471	1,935
Female population	8,053	3,187	1,922
White	16,028	6,249	3,319
Hispanic or Latino (of any race)	1,561	499	783
Not Hispanic or Latino	15,587	6,159	3,074
Total households	8,152	3,516	1,600
Families	3,905	1,356	921
Households with children under 18 yrs	1,786	601	497
Households with seniors (65 yrs and over)	1,507	606	195
Average household size	2.09	1.88	2.41
Total housing units	12,953	5,929	1,912
Occupied housing units	8,152	3,516	1,600
Vacant housing units	4,801	2,413	312
For seasonal, recreational, or occasional use	3,807	1,917	165
Owner-occupied housing units	4,904	1,860	1,015
Renter-occupied housing units	3,248	1,656	585

2000	Pitkin County	Aspen	Basalt
Total population	14,872	5,914	2,681
Median age	38.4	36.7	34.4
Male population	7,958	3,165	1,397
Female population	6,914	2,749	1,284
White	14,029	5,615	2,454
Hispanic or Latino (of any race)	973	363	315
Not Hispanic or Latino	13,899	5,551	2,366
Total households	6,807	2,903	1,052
Families	3,185	1,083	638
Households with children under 18 yrs	1,487	495	372
Households with seniors (65 yrs and over)	761	337	65
Average household size	2.14	1.94	2.55
Total housing units	10,096	4,354	1,218
Occupied housing units	6,807	2,903	1,052
Vacant housing units	3,289	1,451	166
For seasonal, recreational, or occasional use	2,728	1,121	83
Owner-occupied housing units	4,027	1,496	710
Renter-occupied housing units	2,780	1,407	342

source for data: U.S. Census Bureau

prepared by: Rachel Lunney, NWCCOG

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ROUTT COUNTY

2010	Steamboat Springs
Total population	12,088
Median age	36.5
Male population	6,547
Female population	5,541
White	11,367
Hispanic or Latino (of any race)	1,025
Not Hispanic or Latino	11,063
Total households	5,201
Families	2,775
Households with children under 18 yrs	1,308
Households with seniors (65 yrs and over)	621
Average household size	2.27
Total housing units	9,966
Occupied housing units	5,201
Vacant housing units	4,765
For seasonal, recreational, or occasional use	3,779
Owner-occupied housing units	3,273
Renter-occupied housing units	1,928

2000	Steamboat Springs
Total population	9,815
Median age	32.4
Male population	5,425
Female population	4,390
White	9,509
Hispanic or Latino (of any race)	307
Not Hispanic or Latino	9,508
Total households	4,084
Families	2,083
Households with children under 18 yrs	1,111
Households with seniors (65 yrs and over)	301
Average household size	2.35
Total housing units	6,373
Occupied housing units	4,084
Vacant housing units	2,289
For seasonal, recreational, or occasional use	1,213
Owner-occupied housing units	2,547
Renter-occupied housing units	1,537

source for data: U.S. Census Bureau (*Census 2000; Census 2010*)

prepared by: Rachel Lunney, NWCCOG

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SUMMIT COUNTY

2010	Summit County	Dillon	Frisco	Montezuma	Silverthorne
Total population	27,994	904	2,683	65	3,887
Median Age	36.4	41.8	39.8	35.3	37
Male population	15,378	469	1,500	41	2,100
Female population	12,616	435	1,183	24	1,787
White	25,103	806	2,527	56	3,132
Hispanic or Latino (of any race)	3,989	98	139	7	1,071
Not Hispanic or Latino	24,005	806	2,544	58	2,816
Total households	11,754	455	1,298	25	1,451
Families	6,553	217	645	14	986
Households with children under 18 yrs	2,859	75	205	7	493
Households with seniors (over 65 yrs)	1,541	100	226	1	203
Average household size	2.36	1.99	2.07	2.6	2.68
Total housing units	29,842	1,290	3,117	55	2,061
Occupied housing units	11,754	455	1,298	25	1,451
Vacant housing units	18,088	835	1,819	30	610
For seasonal, recreational, or occasional use	15,222	768	1,566	18	495
Owner-occupied housing units	7,572	244	821	14	946
Renter-occupied housing units	4,182	211	477	11	505

2000	Summit County	Dillon	Frisco	Montezuma	Silverthorne
Total population	23,548	802	2,443	42	3,196
Median Age	30.8	36.7	33.4	35.5	30.3
Male population	13,697	443	1,415	24	1,809
Female population	9,851	359	1,028	18	1,387
White	21,626	767	2,354	42	2,626
Hispanic or Latino (of any race)	2,306	83	85	1	751
Not Hispanic or Latino	21,242	719	2,358	41	2,445
Total households	9,120	369	1,053	20	1,103
Families	4,768	196	528	6	737
Households with children under 18 yrs	2,304	81	206	5	425
Households with seniors (over 65 yrs)	554	54	93	0	43
Average household size	2.48	2.17	2.32	2.1	2.9
Total housing units	24,201	1,280	2,727	35	1,582
Occupied housing units	9,120	369	1,053	20	1,103
Vacant housing units	15,081	911	1,674	15	479
For seasonal, recreational, or occasional use	13,235	852	1,485	13	369
Owner-occupied housing units	5,375	206	590	10	634
Renter-occupied housing units	3,745	163	463	10	469

source for data: U.S. Census Bureau (Census 2000; Census 2010)

prepared by: Rachel Lunney, NWCCOG

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ALL COUNTIES

2010	Eagle County	Grand County	Jackson County	Pitkin County	Summit County
Total population	52,197	14,843	1394	17,148	27,994
Median Age	34.0	41.2	47.3	42.0	36.4
Male population	27,820	7,929	736	9,095	15,378
Female population	24,377	6,914	658	8,053	12,616
White	43,402	13,877	1290	16,028	25,103
Hispanic or Latino (of any race)	15,689	1,116	150	1,561	3,989
Not Hispanic or Latino	36,508	13,727	1244	15,587	24,005
Total households	19,236	6,469	649	8,152	11,754
Families	11,991	3,966	396	3,905	6,553
Households with children under 18 yrs	6,749	1,664	137	1,786	2,859
Households with seniors (over 65 yrs)	2,211	1,090	186	1,507	1,541
Average household size	2.71	2.3	2.14	2.09	2.36
Total housing units	31,312	16,061	1286	12,953	29,842
Occupied housing units	19,236	6,469	649	8,152	11,754
Vacant housing units	12,076	9,592	637	4,801	18,088
For seasonal, recreational, or occasional use	9,710	8,273	495	3,807	15,222
Owner-occupied housing units	12,343	4,457	430	4,904	7,572
Renter-occupied housing units	6,893	2,012	219	3,248	4,182

2000	Eagle County	Grand County	Jackson County	Pitkin County	Summit County
Total population	41,659	12,442	1577	14,872	23,548
Median Age	31.2	36.9	40.5	38.4	30.8
Male population	22,813	6,593	794	7,958	13,697
Female population	18,846	5,849	783	6,914	9,851
White	35,558	11,839	1517	14,029	21,626
Hispanic or Latino (of any race)	9,682	543	103	973	2,306
Not Hispanic or Latino	31,977	11,899	1474	13,899	21,242
Total households	15,148	5,075	661	6,807	9,120
Families	9,020	3,217	443	3,185	4,768
Households with children under 18 yrs	5,254	1,496	208	1,487	2,304
Households with seniors (over 65 yrs)	963	663	158	761	554
Average household size	2.73	2.37	2.37	2.14	2.48
Total housing units	22,111	10,894	1145	10,096	24,201
Occupied housing units	15,148	5,075	661	6,807	9,120
Vacant housing units	6,963	5,819	484	3,289	15,081
For seasonal, recreational, or occasional use	5,932	4,783	391	2,728	13,235
Owner-occupied housing units	9,649	3,461	447	4,027	5,375
Renter-occupied housing units	5,499	1,614	214	2,780	3,745

source for data: U.S. Census Bureau (Census 2000; Census 2010)

prepared by: Rachel Lunney, NWCCOG

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ALL TOWNS

2010	Eagle	Gypsum	Minturn	Red Cliff	Vail	Carbondale	Glenwood Springs
Total population	6,508	6,477	1,027	267	5,305	6,427	9,614
Median Age	33.8	31.3	36.1	38.5	35.0	33.6	34.7
Male population	3,326	3,399	553	145	3,053	3,334	4,904
Female population	3,182	3,078	474	122	2,252	3,093	4,710
White	5,684	4,601	886	215	4,953	4,806	7,821
Hispanic or Latino (of any race)	1,449	2,907	347	101	390	2,529	3,031
Not Hispanic or Latino	5,059	3,570	680	166	4,915	3,898	6,583
Total households	2,183	2,009	420	117	2,604	2,251	3,778
Families	1,666	1,593	226	66	916	1,411	2,268
Households with children under 18 yrs	1,081	1,058	106	28	327	841	1,220
Households with seniors (over 65 yrs)	212	160	58	20	413	355	600
Average household size	2.96	3.22	2.45	2.28	2.04	2.81	2.5
Total housing units	2,416	2,205	528	141	7,230	2,468	4,113
Occupied housing units	2,183	2,009	420	117	2,604	2,251	3,778
Vacant housing units	233	196	108	24	4,626	217	335
For seasonal, recreational, or occasional use	60	22	63	5	3,844	76	77
Owner-occupied housing units	1,477	1,508	192	90	1,264	1,310	2,055
Renter-occupied housing units	706	501	228	27	1,340	941	1,723

2000	Eagle	Gypsum	Minturn	Red Cliff	Vail	Carbondale	Glenwood Springs
Total population	3,032	3,654	1,068	289	4,531	5,196	7,736
Median Age	32.1	30.3	31.5	32.9	31.9	30.9	36.2
Male population	1,584	1,916	574	160	2,644	2,723	3,935
Female population	1,448	1,738	494	129	1,887	2,473	3,801
White	2,650	2,970	890	182	4,265	4,379	6,995
Hispanic or Latino (of any race)	520	1,144	475	179	281	1,669	1,029
Not Hispanic or Latino	2,512	2,510	593	110	4,250	3,527	6,707
Total households	1,064	1,150	399	109	2,165	1,744	3,216
Families	747	918	245	69	763	1,169	1,926
Households with children under 18 yrs	496	615	130	35	272	764	1,033
Households with seniors (over 65 yrs)	107	62	41	20	163	133	542
Average household size	2.8	3.17	2.68	2.65	2.09	2.89	2.37
Total housing units	1,116	1,210	448	122	5,389	1,821	3,353
Occupied housing units	1,064	1,150	399	109	2,165	1,744	3,216
Vacant housing units	52	60	49	13	3,224	77	137
For seasonal, recreational, or occasional use	9	11	32	3	2,888	21	66
Owner-occupied housing units	675	870	205	74	1,133	1,023	1,789
Renter-occupied housing units	389	280	194	35	1,032	721	1,427

source for data: U.S. Census Bureau

prepared by: Rachel Lunny, NWCCOG

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ALL TOWNS

2010	Fraser	Granby	Grand Lake	Hot Sulphur Springs	Kremmling	Winter Park	Walden
Total population	1,224	1,864	471	663	1,444	999	608
Median Age	32.1	38.0	50.0	36.8	35.5	35.9	46.0
Male population	692	957	251	337	739	586	318
Female population	532	907	220	326	705	413	290
White	1,095	1,700	439	642	1,337	937	554
Hispanic or Latino (of any race)	167	182	35	51	172	59	82
Not Hispanic or Latino	1,057	1,682	436	612	1,272	940	526
Total households	540	778	239	253	614	481	291
Families	256	495	125	176	363	210	163
Households with children under 18 yrs	133	264	38	91	209	88	128
Households with seniors (over 65 yrs)	36	102	50	30	106	62	86
Average household size	2.26	2.4	1.96	2.49	2.35	2.05	2.08
Total housing units	1,096	1,531	918	309	694	2,572	377
Occupied housing units	540	778	239	253	614	481	291
Vacant housing units	556	753	679	56	80	2,091	86
For seasonal, recreational, or occasional use	439	506	588	21	19	1,916	42
Owner-occupied housing units	256	482	138	205	383	277	192
Renter-occupied housing units	284	296	101	48	231	204	99

2000	Fraser	Granby	Grand Lake	Hot Sulphur Springs	Kremmling	Winter Park	Walden
Total population	910	1,525	447	521	1,578	662	734
Median Age	31.1	33.9	44.3	36.1	33.5	36.2	40.5
Male population	514	757	248	287	796	390	364
Female population	396	768	199	234	782	272	370
White	860	1,468	430	494	1,466	639	707
Hispanic or Latino (of any race)	30	55	12	37	135	9	51
Not Hispanic or Latino	880	1,470	435	484	1,443	653	683
Total households	410	579	219	196	595	318	330
Families	192	391	121	132	423	129	208
Households with children under 18 yrs	103	225	49	66	241	47	106
Households with seniors (over 65 yrs)	27	77	37	24	73	26	87
Average household size	2.21	2.59	2.02	2.45	2.58	2.04	2.21
Total housing units	622	628	748	227	646	1,231	397
Occupied housing units	410	579	219	196	595	318	330
Vacant housing units	212	49	529	31	51	913	67
For seasonal, recreational, or occasional use	165	16	507	18	14	703	30
Owner-occupied housing units	186	374	125	130	408	185	237
Renter-occupied housing units	224	205	94	66	187	133	93

source for data: U.S. Census Bureau

prepared by: Rachel Lunny, NWCCOG

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NWCCOG Member Demographic Profiles

ALL TOWNS

2010	Aspen	Basalt	eamboat Sprin	Dillon	Frisco	Montezuma	Silverthorne
Total population	6,658	3,857	12,088	904	2,683	65	3,887
Median Age	40.9	36.6	36.5	41.8	39.8	35.3	37
Male population	3,471	1,935	6,547	469	1,500	41	2,100
Female population	3,187	1,922	5,541	435	1,183	24	1,787
White	6,249	3,319	11,367	806	2,527	56	3,132
Hispanic or Latino (of any race)	499	783	1,025	98	139	7	1,071
Not Hispanic or Latino	6,159	3,074	11,063	806	2,544	58	2,816
Total households	3,516	1,600	5,201	455	1,298	25	1,451
Families	1,356	921	2,775	217	645	14	986
Households with children under 18 yrs	601	497	1,308	75	205	7	493
Households with seniors (over 65 yrs)	606	195	621	100	226	1	203
Average household size	1.88	2.41	2.27	1.99	2.07	2.6	2.68
Total housing units	5,929	1,912	9,966	1,290	3,117	55	2,061
Occupied housing units	3,516	1,600	5,201	455	1,298	25	1,451
Vacant housing units	2,413	312	4,765	835	1,819	30	610
For seasonal, recreational, or occasional use	1,917	165	3,779	768	1,566	18	495
Owner-occupied housing units	1,860	1,015	3,273	244	821	14	946
Renter-occupied housing units	1,656	585	1,928	211	477	11	505

2000	Aspen	Basalt	eamboat Sprin	Dillon	Frisco	Montezuma	Silverthorne
Total population	5,914	2,681	9,815	802	2,443	42	3,196
Median Age	36.7	34.4	32.4	36.7	33.4	35.5	30.3
Male population	3,165	1,397	5,425	443	1,415	24	1,809
Female population	2,749	1,284	4,390	359	1,028	18	1,387
White	5,615	2,454	9,509	767	2,354	42	2,626
Hispanic or Latino (of any race)	363	315	307	83	85	1	751
Not Hispanic or Latino	5,551	2,366	9,508	719	2,358	41	2,445
Total households	2,903	1,052	4,084	369	1,053	20	1,103
Families	1,083	638	2,083	196	528	6	737
Households with children under 18 yrs	495	372	1,111	81	206	5	425
Households with seniors (over 65 yrs)	337	65	301	54	93	0	43
Average household size	1.94	2.55	2.35	2.17	2.32	2.1	2.9
Total housing units	4,354	1,218	6,373	1,280	2,727	35	1,582
Occupied housing units	2,903	1,052	4,084	369	1,053	20	1,103
Vacant housing units	1,451	166	2,289	911	1,674	15	479
For seasonal, recreational, or occasional use	1,121	83	1,213	852	1,485	13	369
Owner-occupied housing units	1,496	710	2,547	206	590	10	634
Renter-occupied housing units	1,407	342	1,537	163	463	10	469

source for data: U.S. Census Bureau

prepared by: Rachel Lunny, NWCCOG

1/19/2012

SECTION THREE

THE BYLAWS

NWCCOG & EDD

ARTICLES OF ASSOCIATION

**AMENDED AND RESTATED
ARTICLES OF ASSOCIATION
NORTHWEST COLORADO COUNCIL OF GOVERNMENTS/ ECONOMIC DEVELOPMENT DISTRICT**

ARTICLE I
General Provisions

101. Establishment of Northwest Colorado Council of Governments/Economic Development District

- A. The Member Jurisdictions of Northwest Colorado Council of Governments (“Council” or “NWCCOG”) hereby establish an organization known as the Northwest Colorado Council of Governments/Economic Development District (NWCCOG/EDD). The NWCCOG/EDD will serve as an Association of Governments pursuant to Article XIV, Section 18 of the Colorado Constitution, and Section 29-1-201 et seq., 29-1-401 and 29-1-402, Colorado Revised Statutes; and as an Economic Development District pursuant to U.S Code Title 42 Chapter 38, Subchapter II Establishment of Economic Development partnerships. The geographic area of the NWCCOG/EDD shall comprise the Counties of Eagle, Grand, Jackson, Pitkin, and Summit.
- B. The purposes and functions of the NWCCOG/EDD shall comprise regional council of government activities, set forth in Article II, and economic development activities set forth in Article III.

102. The NWCCOG/EDD regional council of government activities shall be under the authority of the Council as described in Article II, and the Economic Development District activities shall be under the authority of the EDD Board.

103. The activities of the Council and the EDD shall be coordinated by a Coordination Team comprising 2 individuals from the Council and 2 individuals from the EDD Board.

ARTICLE II
Purpose, Function and Powers of the Council

201. Purpose

The Council shall promote regional cooperation and coordination among local governments and between levels of government for the geographic area comprising the Counties of Eagle, Grand, Jackson, Pitkin, and Summit, hereinafter referred to as the "Region".

The need for a Council of Governments is based on the recognition that people in the Region form a single community and are bound together not only physically, but economically and socially. It is the purpose of the Council through its participating membership, staff and

programs, to provide local public officials with the means of responding more effectively to the local and regional problems of this Regional community.

In order to assure the orderly and harmonious development of the Region, and to provide for the needs of future generations, it is necessary for the Council to serve as an advisory coordinating agency to harmonize the activities of Federal, State, County and Municipal agencies within the Region, and to render assistance and service and create public interest and participation for the benefit of the Region.

A regional approach to problem solving and service delivery offers economies of scale, reduces redundancies, and allows each of the member jurisdictions access to funds not available when acting alone. Cooperative efforts among local governments enhance the capacity to address regional issues in the most cost-effective way.

202. Functions

The Council shall promote regional coordination and cooperation through activities designed to:

- A. Strengthen local governments and their individual capacities to deal with local problems.
- B. Serve as a forum to identify study and resolve area-wide problems.
- C. Develop and formulate policies involving Regional problems.
- D. Promote intergovernmental cooperation through such activities as reciprocal furnishing of services, mutual aid and parallel action as a means to resolve local, as well as Regional, problems.
- E. Provide the organizational framework to ensure effective communication and coordination among governmental bodies.
- F. Serve as a vehicle for the collection and exchange of Regional information.
- G. Develop Regional comprehensive plans.
- H. Serve as a spokesman for local governments on matters of Regional and mutual concern.
- I. Encourage action and implementation of Regional plans and policies by local, State and Federal agencies.

- J. Provide, if requested, mediation in resolving conflicts between members and other parties.
- K. Provide a mechanism for delivering financial assistance, in the form of loans, or otherwise, to public or private, for profit or nonprofit ventures, deemed to be in the public interest and to fulfill the purposes and functions of the Council,.
- L. Provide technical and general assistance to members within its staff and financial capabilities. These services are inclusive of, but not limited to:
 1. Identify issues and needs which are Regional and beyond the realistic scope of any one local government.
 2. Compile and prepare, through staff and from members, the necessary information concerning the issues and needs for Council discussion and decision.
 3. Debate and concur in a cooperative and coordinated Regional action to meet the need or issue.
 4. Implement the details of the cooperative action among affected member governments, using such devices as interlocal contracts and agreements, parallel ordinances or codes, joint performance of services, transfers or consolidations of functions, or special subordinate operating agencies.
 5. And, in general,
 - a. Arrange contracts among officials on an intergovernmental basis.
 - b. Publish reports on functional programs.
 - c. Publish current information of Regional interest.
 - d. Provide advice and assistance on physical land use planning and other functional programs.
 - e. Sponsor Regional training programs.
 - f. Negotiate cooperative agreements.
 - g. Sponsor or oppose legislation on behalf of the Region and its units of local government.

203. Powers

The Council shall, for the purpose of fulfilling its purposes and functions, be a body politic and corporate, and as such, be subject to all rights, duties and obligations as such may affect the members of such Council whereby its activities are of a Regional, area-wide or multi-governmental nature and further, shall constitute the entity to perform those Regional or area-wide functions which may be authorized by Federal or State statute. To effectuate such powers, the Council shall:

- A. Be the approving and contracting agent for all Federal and State regional grants, as required.
- B. Constitute the governmental entity for the purpose of receiving State or Federal assistance to area-wide or Regional governmental entities through designation as grantee for such grants.
- C. Constitute the governmental entity for any existing entities that are Regional in nature and any new entity, Regional in nature, which may be required to be created as a new board or commission by State or Federal statute and, to consummate such purpose, these Articles shall be amended from time to time.
- D. Serve as the Area Clearinghouse and Project Notification Review Agency.
- E. Serve as the Regional Planning Commission pursuant to Section 30-28-105, C.R.S.
- F. Exercise all powers set forth in Section 29-1-201, et seq., C.R.S., and Article XIV, Section 18, Colorado Constitution.
- G. Accept contributions from member local governments or from any other source, commit them to a general fund or funds, or a special fund or funds, and disburse the same for such purposes as the Council may direct at the time the fund or funds are established or at any time thereafter.
- H. Revolving Loan Fund. Subject to the approval of the Board of Directors, a Revolving Loan Fund may be created to assist in the financing of either public or private, for profit or nonprofit ventures, where the retention or creation of employment and the consequent public revenue or benefit to the health, safety and welfare of the Region is deemed by the Board to be in the public interest. The Board shall appoint a Revolving Loan Fund committee of nine persons, one from each county in the service area, under criteria as it shall establish. The Board shall also appoint nine alternates in the event of the inability of any committee member to attend a meeting. The NWCCOG Executive Staff or senior staff member shall serve as a non-voting, ex-officio member of the loan fund committee. The Revolving Loan Fund will create policy for review and approval of its loans including criteria established by agencies of origination from which capitalization of the Revolving Loan Fund is achieved. In addition, such loans shall be made in full compliance with the Colorado Constitution, the Colorado Revised Statutes

and applicable Federal law and regulations. The Revolving Loan Fund committee shall adopt Bylaws for the conduct of its affairs and the administration of the Revolving Loan Fund. Such Bylaws shall not be effective until approved by the Board of Directors of the Council.

204. Membership

- A. Initial Membership. The Council shall be composed of the following Counties and Municipal Corporations ("Member Jurisdictions"):
1. Counties: Eagle, Grand, Jackson, Pitkin, and Summit
 2. Municipal Corporations: Aspen, Basalt, , Dillon, Eagle, Fraser, Frisco, Granby, Grand Lake, Gypsum, Hot Sulphur Springs, Kremmling, Minturn, Montezuma, Red Cliff, Silverthorne, Vail, Walden, and Winter Park, Glenwood Springs, Steamboat Springs, and Carbondale.
- B. Additional Members. Any other municipal corporations within the Region are eligible to become members of the Council by subscribing to these Articles of Association and Council Bylaws and paying the applicable assessment of dues.

205. Termination of Membership

Any member government may withdraw from membership in the Council as follows:

- A. A resolution or ordinance shall be adopted by the governing body of the Member Jurisdiction, following notice and public hearing, including findings that it is in the best interest of the public to withdraw from membership in the Council.
- B. Written notice of intent to withdraw from the Council by the governing body of the Member Jurisdiction shall be submitted to the Executive Committee, together with a copy of the duly adopted ordinance or resolution, by June 15, of the year prior to the effective date of withdrawal which date shall be January 1. Provision of services and all other rights and privileges of membership shall remain in effect from the date of written notice of the intent to withdraw and shall terminate on the effective withdrawal date. Any withdrawing Member Jurisdiction shall make a written request to the Executive Director of the Department of Local Affairs and the Governor to revise the designation of Planning and Management Region XII to reflect the member's withdrawal from NWCCOG.

206. Council Bylaws

The Council, acting by resolution at any regular or special meeting, may enact or amend Bylaws in order to efficiently conduct its affairs including creation of and delegation of authority to an

Executive Committee, establishment of representation and voting rights of members on the Council, establishing responsibilities of officers and key personnel. Such Bylaws may not contravene or supersede any provision of these Articles.

ARTICLE III

Purpose, Function, and Powers of the Economic Development District

301. Purpose.

The EDD shall promote regional cooperation, intergovernmental cooperation, and coordination on economic development activities among local governments and private sector for the geographic area of the District. The geographic area of the District shall include the Counties of Eagle, Grand, Jackson, Pitkin, and Summit Counties and all of the incorporated municipalities within these counties.

302. Functions

Economic Development functions shall include: Directing the activities of the Economic Development District towards the accomplishments of the goals, objectives, and action plans continued in the Comprehensive Economic Development Strategy; apply for funding that supports these efforts, convene organizations and individuals who purpose is also to work on strengthening the economy within the define region, oversee and operate the District with regarding to fiscal management, budgeting, reporting, and employee hiring, firing and supervision. The EDD Board will be required to cooperate on the hiring, supervision and termination of the joint Executive Director. The District is responsible for updating of the CEDS and other such economic development activities as directed by the EDD Board.

303. EDD Board

- A. All economic development functions of the NWCCOG/EDD shall be directed by the EDD Board.
- B. The EDD Board shall consist of no less than fifty-one percent (51%) governmental representatives and no less than thirty-five percent (35%) non-governmental representatives. The membership shall comprise the following representation:
 1. One (1) elected official, or their chief administrative official, from each county within the District, to be appointed by the individual county.
 2. Six (6) representatives of the municipalities located within Region 12, to be elected by ballot vote of the Council.
 3. One (1) representative from a non-governmental stakeholder organization from each county within the District, to be appointed by the individual county.

4. One (1) representative of the Colorado Mountain College, to be appointed by the College President.
5. One (1) representative from the State office of Workforce Development, to be appointed by the Colorado Workforce Center.
6. One (1) representative from the resort industry, to be appointed in the first year by the NWCCOG Council and thereafter to be appointed by the EDD Board of Directors
7. One (1) representative from the health care industry, to be appointed in the first year by the NWCCOG Council, and thereafter to be appointed by the EDD Board of Directors
8. One (1) representative from each Member Jurisdiction located outside of Region 12, appointed by the jurisdiction.
9. Each appointing authority may also appoint or elect one alternate for each representative it appoints or elects to the Board.

304. Bylaws

The EDD Board acting by resolution at any regular or special meeting may enact or amend Bylaws in order to efficiently conduct its affairs including creation of and delegation of authority to an Executive Committee, establishment of representation and voting rights on the Board and, establishing responsibilities of officers and key personnel. Such Bylaws may not contravene or supersede any provision of these Articles.

ARTICLE IV **Effective Date and Amendment**

401. Articles: Effective Date

These Amended and Restated Articles of Association shall regulate and govern the affairs of the NWCCOG/EDD. These Articles shall become effective upon their adoption by the Council and the EDD Board and ratification by a majority of the Member Jurisdictions of the Council.

402. Articles: Amendment

These Articles may be amended by resolution approved by the Council and the EDD Board, provided that at least one week's notice in writing be given to all Council members and EDD Board members, setting forth such amendment, and that the approved amendment be ratified by a majority of the Member Jurisdictions of the Council, and the private and public sector entities within the Economic District.

NWCCOG BYLAWS

**AMENDED AND RESTATED
BYLAWS OF THE
NORTHWEST COLORADO COUNCIL OF GOVERNMENTS**
Colorado Planning and Management Region XII

ARTICLE I
Adoption and Effect

These Bylaws shall become effective upon the adoption thereof by a majority of the voting representatives of the Northwest Colorado Council of Governments (hereinafter, the "Council" or "NWCCOG") at any regular meeting, and according to the procedure established for voting by the Articles of Association and shall not be construed to operate in contravention of any provision of said Articles of Association. Any provision herein determined to be contrary to or in violation of said Articles of Association shall be null, void, and of no effect.

ARTICLE II
Representation and Voting of Member Jurisdictions

1. Representatives

Elected Officials as Representatives. "Member Jurisdictions" shall be entitled to voting representatives as set forth in these Articles. The voting representative shall be a member of the elected governing body of the Member Jurisdiction appointed by vote of such governing body to be the NWCCOG representative. The governing body of the Member Jurisdiction may also appoint an alternate who shall meet the same qualifications as the representative.

In the event of the absence of the elected representative or alternate for any jurisdiction, an administrative representative may participate as a representative of that jurisdiction at the pleasure of the Council, however, that administrative representative shall not be permitted to cast a vote on any issue.

Appointed Administrative Representative: A Member Jurisdiction may, by resolution of its governing body and subject to the approval of the Executive Committee, appoint a senior administrative official in lieu of an elected official to be the designated voting representative to the Council. The Member Jurisdiction shall grant to the administrative representative the authority to vote and otherwise participate fully in all matters that come before the Council.

2. Term

Representatives to the Council shall be designated by each Member Jurisdiction annually prior to the regular Council meeting in January. Each representative shall serve from the January meeting to the following January unless sooner replaced by the Member Jurisdiction.

3. Allocation of Voting Rights

A maximum of twelve (12) full votes may be cast upon any matter before the Council. Each County shall be entitled to one (1) full vote. The aggregate of all Municipal Corporations within each County shall be entitled to one (1) full vote on all matters before the Council. At each meeting of the Council, the Municipal representatives present from each County shall be allocated the following voting rights:

One Municipal Corporation present: casts 1 vote.
 Two Municipal Corporations present: each casts 1/2 vote.
 Three Municipal Corporations present: each casts 1/3 vote.
 Four Municipal Corporations present: each casts 1/4 vote.
 Five Municipal Corporations present: each casts 1/5 vote.
 (etc.)

Only representatives of those members whose dues payments are current, in accordance with the Bylaws, Article IV.6 are entitled to cast a vote at a meeting of the Council.

4. Vacancies

If any NWCCOG representative shall cease to hold office on the governing board or appointed position of its Member Jurisdiction, a vacancy shall exist and the appointing government shall fill the vacancy.

5. Quorum

A quorum shall consist of at least seven County and/or Municipal representatives or their alternates. In no event, however, shall a quorum consist of less than seven full votes, considering the fractional voting for Municipalities from the same County.

6. Telephone Polling

In order to achieve a quorum, the Council may poll by telephone, not more than two of its members, with respect to a specific matter before the Council on motion or resolution. Such telephone polling shall constitute the equivalent of a physical presence at the meeting of the representative(s) so polled, shall be carried out by the Chairman, and the results of the poll reported to the Council by him. The minutes for the meeting shall reflect that a telephone poll was taken, the results thereof, and the representative(s) polled. Further, a memorandum of the poll shall be approved and signed by the polled member. If the representative(s) do not approve and sign the memorandum, the action upon which the vote, including the poll, was taken shall be null, void and of no effect.

7. Proxy Voting

Proxy voting is not permitted.

8. Vote

A majority of full votes cast at any meeting shall be required to adopt any matter before the Council.

ARTICLE III
Executive Committee

1. Creation

There is hereby created an Executive Committee which shall consist of nine voting representatives of the Council. There shall be one member from each of the five Boards of County Commissioners in Region XII. Each representative of the Boards of County Commissioners shall designate an alternate. There shall be four members from Municipalities within the NWCCOG membership. Each representative of Municipalities shall designate an alternate.

The Executive Committee members and alternates shall be elected at the annual meeting in January and shall serve until the following January. The Executive Committee shall select the Chairman, Vice Chairman and Secretary-Treasurer from among its members.

No representative may be a member of the Executive Committee unless its Member Jurisdiction is current, as required by the Bylaws Article IV.6, in its dues payments.

A. **Chairman**: The Chairman shall preside at all meetings of the Council and shall be the chief officer of the Council.

B. **Vice Chairman**: The Vice Chairman shall exercise the functions of the Chairman in the Chairman's absence or incapacity.

C. **Secretary-Treasurer**: The Secretary-Treasurer shall exercise the functions of the Vice Chairman in the absence or incapacity of the Vice Chairman and shall perform such other duties as may be consistent with his office or as may be required by the Chairman.

2. Election of Members: Term of Office

Members of the Executive Committee shall be elected by majority of the voting representatives of the Council. Members shall serve for a term of one (1) year from the date of their election.

3. Meetings

The Executive Committee shall meet monthly except in June and November. Special meetings may be called by a member of the Executive Committee upon the concurrence of at least four (4) additional members of the Committee, which may include the member calling for the meeting. Special meetings may be held by telephone provided, however, that in that event, the Executive Staff shall poll the members of the Executive Committee and shall immediately send a written memorandum of the results of the poll to each member of the Executive Committee within five (5) days of the special meeting.

4. Quorum: Action

A quorum shall consist of five (5) members of the Executive Committee. In order to be effective, any action of the Executive Committee must receive an affirmative vote from the majority of those present. Action taken at a special meeting held by telephone is effective upon the day

that the members of the Executive Committee are polled by the Executive Staff provided, however, that unless a written memorandum of the results of the poll is sent by the Executive Staff to all members of the Committee within five (5) days of the poll, the action taken at the special meeting shall be null, void, and of no effect. Every such written memorandum shall be circulated to all of the members of the Executive Committee for their review, approval and signature. Signatures on individual copies of such memorandum are hereby authorized. Unless at least four (4) members of the Executive Committee approve and sign a memorandum issued subsequent to a telephone poll of the Committee, the action taken at the special meeting described by the memorandum shall be rendered null, void, and of no effect. All formal actions of the Executive Committee, whether taken at regular or special meetings, shall be recorded in such manner as the Committee shall direct, and shall be incorporated into the formal records of the Council.

5. Powers

The Executive Committee shall have the following powers:

- a. The Committee shall review the Executive Staff's evaluations of professional staff.
- b. The Committee shall review the performance of the Membership and General Counsel annually and shall report to the Council.
- c. The Committee shall review all bills and shall make an affirmative or negative recommendation concerning whether such bills should be paid.

6. Duties

The Committee shall have the following duties:

- a. At least one member of the Committee shall participate in the conduct of interviews for the purpose of hiring new professional staff of the Council, and to this end, all nine members of the Executive Committee may serve on the Hiring Committee.
- b. The Committee shall act as an appeal board for grievances of employees on personnel actions.

ARTICLE IV Annual Dues Assessment Policies

1. DUES ASSESSMENT

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

2. CALCULATION AND APPROVAL OF TOTAL ANNUAL AND INDIVIDUAL MEMBER JURISDICTION DUES ASSESSMENT

The base year for calculating the total annual dues to be collected shall be 2002. In each subsequent year the proposed total annual dues assessment will be adjusted by multiplying each individual member's population, as estimated by the State Demographer's Office in the Department of Local Affairs by a per capita monetary amount approved by the Council and the annual assessed valuation, as reported by each member jurisdiction for the previous year, by a mil levy amount approved by the Council. The total of the two amounts for each member jurisdiction will serve as that jurisdiction's membership dues for the next year. The proposed total annual dues assessment will be the total of the combined dues of the member jurisdictions and will be presented to the membership for approval at the July Council meeting.

3. REEVALUATION OF BASE YEAR

The base year for calculating the total annual dues to be collected shall be reevaluated by the NWCCOG Executive Committee in 2006 for the 2007 budget year and thenceforth every five years. The Council shall make a determination, based on a recommendation of the Executive Committee whether or not to recalculate the total amount necessary to conduct NWCCOG business by establishing per capita and assessed valuation mil levy assessment amounts.

4. ANNUAL CONFIRMATION OF DUES ASSESSMENT

By August 31st, the Council shall send notices to each Member Jurisdiction stating the amount of the next calendar year's annual assessment for services, including a confirmation of that annual assessment. The confirmation of intention to pay the assessment must be received by the Council by October 31st. If the confirmation is not received the Council shall contact the non-responding member to remind them of their obligation to respond. If the members(s) has not responded by December 31st, the Council may deem it appropriate to discontinue services to the Member Jurisdiction(s).

5. PAYMENT OF DUES ASSESSMENT

Dues Assessments are due and payable on an annual basis by February 28th. All members who have fulfilled their dues assessment responsibilities by this date will be considered "current" and thereby eligible for all Council rights, privileges and services for the calendar year.

6. NON-PAYMENT OF DUES ASSESSMENT

If any members' dues payment is more than 20 days delinquent, the Chairman of the Council shall send written notice to each Member Jurisdiction within the county where such delinquent member is located, setting forth in detail the amount of said delinquency and permitting all Member Jurisdictions within that county to collectively contribute the amount of the delinquency. If, at the next regular meeting following said notice, it is determined that the amount of the delinquency will be contributed by the other members, then the delinquent member shall be deemed to be current with respect to its dues assessment. If the amount of the delinquency will not be covered by the other members, then the delinquent member will not be eligible for any membership rights, privileges and services.

7. REQUIRED WITHDRAWAL FROM NWCCOG

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

ARTICLE V Financial Management

1. Annual Budget

Each year between October 1 and October 15, the Chairman shall submit, by mail, to the Council an estimate of the budget required for the operation of the Council during the ensuing calendar year.

2. Funding Sources

The Council is specifically empowered to contract or otherwise participate in and to accept grants, funds, gifts or services from any Federal, State or local government or its agencies or instrumentality thereof, and from private and civic sources, and to expend funds received therefrom, under provisions as may be required of and agreed to by the Council, in connection with any program or purpose for which the Council exists.

3. Accounting

The Council shall arrange for a systematic and continuous record of its financial affairs and transactions and shall obtain an annual audit of its financial transactions and expenditures.

4. Cash Reserve Accounts

The Council shall maintain a Restricted Emergency Cash Reserve Account balance equal to ten percent (10%) of the current year budget's projected revenues. The purpose of the Restricted Emergency Cash Reserve Account is to provide readily available funds to meet financial emergencies experienced by the Council. Access to the funds can only occur following a two-thirds majority vote by the Executive Committee for a specific use to which the funds will be applied.

The Council shall maintain excess unrestricted funds in an Unreserved Fund. The purpose of the Unreserved Fund is to provide available cash to be applied to any purposes to be determined by the Executive Committee on an as needed basis. Access to the funds can only occur following a two-thirds majority vote of the Executive Committee for a specific use to which the funds will be applied.

In addition, the Council shall maintain cash reserves in an Accrued Leave Payable Account equal to the total amount of accrued annual leave of eligible employees. The purpose of the

Accrued Leave Payable Account is to purchase unused annual leave from employees in case of employment separation from the Council.

ARTICLE VI **Executive Staff**

1. Hiring and Termination

The Executive Committee shall appoint professional Executive Staff who shall serve at the pleasure of the Council, and may be hired and/ or terminated only by a Policy Vote of the Council, as provided at Article II Section 3 of the Bylaws of Association of the Council. Executive positions shall have such authority, reporting relationships and titles as may be described in documents approved by the Executive Committee.

2. Duties

The Executive Staff shall serve as the general administrators of the Council and shall oversee the daily affairs in a manner that carries out the will of the Council, including but not limited to the following authority:

a. The Executive Staff shall implement personnel policies, and shall hire, supervise and terminate employment for the staff of the Council.

b. The Executive Staff designated by the Executive Committee shall have the authority to enter into contracts for services and materials on behalf of the Council provided, however, that the Council has previously approved budget items encompassing such services and materials, and the contracts implement items in the Work Program approved by the Board of Directors. In no event may the Executive Staff enter into contracts in excess of \$20,000. The Executive Staff shall have the authority to dispose of, by sale or exchange, property and equipment of the Council up to and including a value of \$1,000 per unit or market lot, as appropriate, without prior approval of the Council. Upon approval of the Council or Executive Committee, as appropriate, the Executive Staff may dispose of Council property or equipment valued in excess of \$1,000.

c. The Executive Staff shall have the authority to bind the Council during the course of contract negotiations with present or future contractors with the Council provided, however, that the specific contract under negotiation has previously been approved by the Council. The Executive Staff shall have the authority to implement change orders and contract amendments consistent with the intent and purpose of previously approved contracts.

ARTICLE VII **Hiring Committee**

1. Creation and Membership

There is hereby created a Hiring Committee, which shall consist of a member of the Executive Staff and at least one member of the Executive Committee, and where appropriate, one member of the citizen policy advisory group for the program for which a professional staff vacancy must be filled.

2. Powers

The Hiring Committee shall have the sole authority to conduct interviews for the purpose of filing vacancies in the professional staff of the Council. At the conclusion of the interviews, the Hiring Committee will make recommendations to the Executive Staff concerning filling the personnel vacancy.

3. Quorum, Meetings, Action

The Hiring Committee shall meet upon the call of the Executive Staff. Three members shall constitute a quorum. Action shall be taken by majority vote.

ARTICLE VIII NWCCOG Advisory Councils

1. Authority and Scope

These procedures apply to all requests for reconsideration or review of decisions by all advisory councils to the NWCCOG Board of Directors.

2. Decision Procedure for NWCCOG Advisory Councils

All NWCCOG advisory councils must make required decisions by a majority vote of a quorum of the members of such council. For all NWCCOG advisory councils, a quorum shall be 51% of the membership. No decision may be made without a quorum.

3. Review by the NWCCOG Board of Directors

All decisions of NWCCOG advisory councils are subject to review and approval or veto by the NWCCOG Board of Directors. Actions by the NWCCOG Board of Directors on advisory council decisions shall be binding on such councils.

ARTICLE IX APPEAL OF DECISIONS BY ALPINE AREA AGENCY ON AGING

When the NWCCOG Board of Directors makes a decision in its capacity as the sponsor of the Alpine Area Agency on Aging (AAAA) pursuant to the provisions of the Older Americans Act, such decisions may be appealed in accordance with the following provisions.

1. Any aggrieved agency seeking to appeal a decision of the NWCCOG Board made while acting in its capacity as sponsor of the AAAA may file a Notice of Appeal with the Executive Director of NWCCOG within ten (10) working days of the decision. The Executive Director shall immediately forward a copy of the appeal to the Chairman of NWCCOG. In the event of a

conflict of interest by the Chairman, the chair's responsibilities will be taken up by the Vice Chair.

2. The Notice of Appeal shall identify the decision being appealed and shall include a summary of the factual and legal basis for that appeal, a list of any witnesses who will participate in the appeal and a summary of the testimony and evidence that will be presented.

3. Upon receipt of the Notice of Appeal, the Chairman of NWCCOG shall notify all parties that mediation of the dispute is available as an alternative to the appeal process.

4. If any party to the dispute elects not to submit the dispute to mediation, within twenty (20) working days of receipt of the Notice of Appeal by the Chairman of NWCCOG, the Chairman shall appoint an Appeal Panel comprised of three impartial persons, none of whom is a representative of a member of NWCCOG. Within thirty (30) working days of its appointment, the Appeal Panel shall hold a hearing. Written notice of the time and place of the hearing and the matters to be considered on appeal shall be sent to the Appellant, the Chairman of NWCCOG and the Director of AAAA at least twenty (20) working days prior to the hearing.

5. Within ten (10) working days of the hearing, the Director of AAAA shall file a written response to the Notice of Appeal with the Appeal Panel and with the Appellant.

6. At any time prior to the beginning of the hearing, the Appeal Panel may direct the Appellant and the Director of AAAA to engage in formal mediation. The hearing shall be continued until such mediation has been concluded. If the parties are able to resolve their difference through mediation, the hearing shall be vacated upon written request of the Director of AAAA.

7. The hearing shall be limited to a review of the issues raised in the Notice of Appeal and the Appeal Panel shall consider testimony and evidence presented by the Appellant, the Director of AAAA and any interested party. The Appeal Panel shall have the right to limit the amount of time allotted to each of the parties for the presentation of testimony and evidence and may, at its discretion, afford the parties the right to cross-examine witnesses if such cross-examination is deemed necessary for a full understanding of the issues on appeal.

8. The burden shall be on the Appellant to demonstrate that the decision of the NWCCOG Board was based on an improper interpretation of the applicable rules and regulations or otherwise without a reasonable factual or legal basis.

9. Within ten (10) working days from the close of the hearing, the Appeal Panel shall make its written findings and shall send a copy of those findings to the Appellant and NWCCOG.

10. To the extent provided by state regulation, the Appellant may appeal the final decision of the Appeal Panel to the Colorado Department of Human Services/Aging and Adult Services.

ARTICLE X **Amendment**

These Bylaws may be amended by the Council, acting by resolution, in either regular or special session.

ARTICLE XI
Rules of Order

Except as otherwise provided in these Articles, Robert's Rules of Order shall prevail for the conduct of business of the Council.

ARTICLE XII
Meetings

The Council shall meet bimonthly beginning each year in January, with the exception of November, and at such other times as the Chairman may direct. All such meetings shall be open to the public.

ARTICLE XIII
Committees

The Council or the Executive Committee may establish advisory committees as may be necessary from time to time.

ARTICLE XIV
Indemnification

The Council shall indemnify, to the extent permitted by law, any person who is an officer, agent, fiduciary or employee of the Council against any claim, liability or expense arising against or incurred by such person as a result of actions reasonably taken by him at the direction of the Council. The Council shall further have the authority to the full extent permitted by the law to indemnify its directors, officers, agents, fiduciaries and employees against any claim, liability or expense arising against or incurred by them in all other circumstances and to maintain insurance providing such indemnification.

Articles of Association & Bylaws
Amendments

Topic	Section	Date
Elimination of Routt County	Articles – Art. II, Sec. 201	1/1/99
Elimination of Routt County	Articles – Art. III, Sec. 301	1/1/99
Elimination of Oak Creek, Steamboat Springs, and Yampa	Articles – Art. III, Sec. 301	1/1/99
Elimination of Blue River and Snowmass Village	Articles – Art. III, Sec. 301	1/1/01
Cash Reserve Policy	Bylaws – Art. V, Sec. 4	5/27/99
Elimination of Executive Committee Meeting in month of June	Bylaws – Art. III, Sec. 3	1/27/00
Makeup of Executive Committee	Bylaws – Art. III, Sec. 1	1/25/01
Quorum requirement for Executive Committee	Bylaws – Art. III, Sec. 4	1/25/01
Calculation of membership dues	Bylaws – Art. IV, Sec. 2	7/26/01
Reevaluation of Base Year	Bylaws – Art. IV, Sec. 3	7/26/01
Municipal Representation on Executive Committee	Bylaws – Art. III, Sec.1	12/13/07

EDD BYLAWS

**BYLAWS OF THE
NORTHWEST COLORADO COUNCIL OF GOVERNMENTS
ECONOMIC DEVELOPMENT DISTRICT**

**ARTICLE I
Adoption and Effect**

These Bylaws shall become effective upon the adoption thereof by a majority of the voting representatives of the Northwest Colorado Council of Governments Economic Development District (hereinafter, the " District" or "EDD Board") at any regular meeting, and shall not be construed to operate in contravention of any provision of the Articles of Association, Northwest Colorado Council of Governments/Economic Development District ("Articles of Association"). Any provision herein determined to be contrary to or in violation of the Articles of Association shall be null, void, and of no effect.

**ARTICLE II
Representation, and Voting**

1. Representation

The EDD Board shall consist of no less than fifty-one percent (51%) governmental representatives and no less than thirty-five percent (35%) non-governmental representatives. The EDD Board shall comprise the following representation:

- a. One (1) elected official, or their chief administrative official, from each county within the District, to be appointed by the individual county.
- b. Six (6) representatives of the municipalities located within Region 12, to be elected by ballot vote of the Council..
- c. One (1) representative from a non-governmental stakeholder organization from each county within the District, to be appointed by the individual county.
- d. One (1) representative of the Colorado Mountain College, to be appointed by the College President.
- e. One (1) representative from the State office of Workforce Development, to be appointed by the Colorado Workforce Center.
- f. One (1) representative from the resort industry, to be appointed in the first year by the NWCCOG Council and thereafter to be appointed by the EDD Board of Directors

- g. One (1) representative from the health care industry, to be appointed in the first year by the NWCCOG Council, and thereafter to be appointed by the EDD Board of Directors
- h. One (1) representative from each Member Jurisdiction located outside of Region 12, appointed by the jurisdiction.
- i. Each appointing authority may also appoint or elect one alternate for each representative it appoints or elects to the Board.

2. **EDD Board Officers.**

EDD Board officers shall be elected by majority vote of the representatives. Officers shall serve for a term of two (2) years from the date of their election.

- a. **Chairman.** The Chairman shall preside at all meetings of the EDD Board and shall be the chief officer of the EDD Board .
- b. **Vice Chairman.** The Vice Chairman shall exercise the functions of the Chairman in the Chairman's absence or incapacity.
- c. **Secretary-Treasurer.** The Secretary-Treasurer shall exercise the functions of the Vice Chairman in the absence or incapacity of the Vice Chairman and shall perform such other duties as may be consistent with the office of Secretary-Treasurer or as may be required by the Chairman.

3. **Term of Representation**

Each representative shall serve a two year term unless sooner replaced by the appointing authority. Representatives shall serve on the EDD Board at the will of the appointing authority. All representatives serving on the original EDD Board shall serve from the EDD Board's inception until the second January following the EDD Board's creation.

4. **Allocation of Voting Rights**

Each representative shall be entitled to vote on any matter that requires a vote by the Board. Each representative shall have a total of one vote. Only the representatives of those appointing authorities whose dues payments are current are entitled to cast a vote at a meeting of the EDD Board.

5. **Quorum**

A quorum shall consist of no less than seven representatives or their alternates. To pass a budget or set dues, the majority of the representatives comprising the quorum shall be government representatives.

6. **Telephone Polling**

In order to achieve a quorum, the EDD Board may poll by telephone, not more than two representatives, with respect to a specific matter before the EDD Board on motion or resolution. Such telephone polling shall constitute the equivalent of a physical presence at the meeting of the representative(s) so polled, shall be carried out by the Chairman, and the results of the poll reported to the EDD Board by the Chairman. The minutes for the meeting shall reflect that a telephone poll was taken, the results thereof, and the representative(s) polled by telephone. Further, a memorandum of the telephone poll shall be approved and signed by the polled representative. If the representative(s) does not approve and sign the memorandum, the action upon which the vote, including the poll, was taken shall be null, void and of no effect.

7. **Electronic Voting**

With prior approval by the EDD Board, the representatives may vote via electronic means on subjects not related to the budget or the setting of dues.

ARTICLE III

Annual Dues Assessment Policies

1. **Dues Assessment and Payment**

- a. The EDD Board will receive a dues payment from the Council equal to 50% of the EDD's adopted budget minus other revenues received or budgeted to be received.
- b. The EDD Board shall adopt a voluntary dues structure that applies to private sector representation, to offset the costs of adding the private sector representatives to the EDD Board and to be applied toward matching the federal dollars.
- c. By August 31st, the EDD Board shall send notices stating the amount of the next calendar year's annual dues assessment. Confirmation of intention to pay the assessment is due to the EDD Board by October 31st. Dues assessments are due and payable on an annual basis by February 28th.

2. **Required Withdrawal from EDD Board**

In the event of non-payment of dues the EDD Board may by majority vote require that the non-paying entity withdraw its representation on the EDD Board.

ARTICLE IV
Financial Management

1. **Annual Budget**

Each year between October 1 and October 15, the Chairman shall submit, by mail, to the EDD Board an estimate of the budget required for the operation of the EDD Board during the ensuing calendar year.

2. **Funding Sources**

The EDD Board is specifically empowered to contract or otherwise participate in and to accept grants, funds, gifts or services from any Federal, State or local government or its agencies or instrumentality thereof, and from private and civic sources, and to expend funds received therefrom, under provisions as may be required of and agreed to by the EDD Board, in connection with any program or purpose for which the EDD Board exists.

3. **Accounting**

The EDD Board shall arrange for a systematic and continuous record of its financial affairs and transactions and shall obtain an annual audit of its financial transactions and expenditures.

ARTICLE V
Executive Staff

1. **Hiring and Termination**

The NWCCOG Executive Committee shall appoint professional Executive Staff who shall serve at the pleasure of the EDD Board, and may be hired and/ or terminated only by a vote of the Council pursuant to Article II Section 3 of the Amended and Restated Bylaws of the Northwest Colorado Council of Governments.

2. **Duties**

The Executive Staff shall serve as the general administrators of the EDD Board and shall oversee the daily affairs in a manner that carries out the will of the EDD Board, including but not limited to the following authority:

- a. The Executive Staff shall implement personnel policies, and shall hire, supervise and terminate employment for the staff of the EDD Board.
- b. The Executive Staff shall have the authority to enter into contracts for services and materials on behalf of the EDD Board provided, however, that the EDD Board has previously approved budget items encompassing such services and

materials, and the contracts implement items in the Work Program approved by the EDD Board. In no event may the Executive Staff enter into contracts in excess of \$20,000. The Executive Staff shall have the authority to dispose of, by sale or exchange, property and equipment of the EDD Board up to and including a value of \$1,000 per unit or market lot, as appropriate, without prior approval of the EDD Board. Upon approval of the EDD Board or Executive Committee, as appropriate, the Executive Staff may dispose of EDD Board property or equipment valued in excess of \$1,000.

- c. The Executive Staff shall have the authority to bind the EDD Board during the course of contract negotiations with present or future contractors with the EDD Board provided, however, that the specific contract under negotiation has previously been approved by the EDD Board. The Executive Staff shall have the authority to implement change orders and contract amendments consistent with the intent and purpose of previously approved contracts.

ARTICLE VI **Amendment**

These Bylaws may be amended by resolution of the EDD Board, approved by majority vote of the EDD Board.

ARTICLE VII **Rules of Order**

Except as otherwise provided in these Articles, Robert's Rules of Order shall prevail for the conduct of business of the EDD Board.

ARTICLE VIII **Meetings**

The EDD Board shall hold meetings open to the public at least once a year and shall also publish the date and agenda of such meetings sufficiently in advance to allow the public a reasonable time to prepare in order to participate effectively.

The EDD shall provide information sufficiently in advance of decisions to give the public adequate opportunity to review and react to proposals. The EDD shall communicate technical data and other material to the public so they may understand the impact of public programs, available options and alternative decisions.

The EDD shall make available to the public such audited statements, annual budgets and minutes of public meetings, as may be reasonably requested.

The EDD and its board of directors shall comply with all Federal and State financial assistance reporting requirements and the conflicts of interest provisions set forth in CFR § 302.17.

ARTICLE IX
Committees

The EDD Board may establish advisory committees as may be necessary from time to time.

ARTICLE X
Indemnification

The EDD Board shall indemnify, to the extent permitted by law, any person who is an officer, agent, fiduciary or employee of the EDD Board against any claim, liability or expense arising against or incurred by such person as a result of actions reasonably taken by him at the direction of the EDD Board. The EDD Board shall further have the authority to the full extent permitted by the law to indemnify its directors, officers, agents, fiduciaries and employees against any claim, liability or expense arising against or incurred by them in all other circumstances and to maintain insurance providing such indemnification.

**RURAL RESORT
REGION
ARTICLES
&
BYLAWS**

RURAL RESORT REGION, INC ARTICLES OF INCORPORATION

The undersigned incorporators, being natural-born persons of the age of eighteen or more, and desiring to form a corporation under the laws of the State of Colorado, do sign, verify and deliver in duplicate to the Secretary of State these Articles of Incorporation.

ARTICLE I: The name of the Corporation is the Rural Resort Region, Inc.

ARTICLE II: The name of the initial registered agent of the Corporation in Colorado is Executive Director, Northwest Colorado council of Governments. The initial registered office of the corporation is P.O. Box 2308, 249 Warren Ave., Silverthorne, CO 80498

ARTICLE III: This Corporation is organized exclusively for non-profit purposes, including but not limited to addressing growth-related issues and economic inequities among communities affected by resort developments and to cooperatively provide health, human and related services for a growing, low income population.

ARTICLE IV: All corporate powers shall be exercised by or under the authority of, and the business and affairs of the corporation shall be managed under the direction of a Board of Directors. The number of directors shall be fixed in the bylaws of this Corporation. The liability of a director to the corporation shall be eliminated to the fullest extent permitted by the laws of the State of Colorado.

ARTICLE V: The names and addresses of the incorporators are as follows:

Johnnette Phillips
500 Broadway, PO Box 850
Eagle, CO 81631

Bill Wallace
PO Box 68
Breckenridge, CO 80424

Mick Ireland
530 E Main St
Aspen, CO 81611

James Martin
505 Harrison Ave
Leadville, CO 80461

Walt Stowe
109 8th St, Suite 300
Glenwood Springs, CO 81601

ARTICLE VI: The initial bylaws of the corporation shall be adopted by the Board of Directors. The Board of Directors shall have the power to alter, amend or repeal the bylaws or adopt new bylaws.

DATED this 19th day of November 1999.

RURAL RESORT REGION, INC BYLAWS

In accordance with a resolution duly adopted by the Board of Directors of the Rural Resort Region, Inc. at a regularly held meeting on November 19, 1999 and amended on July 25, 2002 AND November 15, 2007, the following are adopted as the Bylaws of the Rural Resort Region, Inc.:

ARTICLE I: Name – The name of the organization shall be Rural Resort Region, Inc., hereafter referred to as RRR.

ARTICLE II: Purpose – This Corporation is organized for purposes focusing on issues of common interest affecting resort dependent communities.

ARTICLE III: Location – The principal office of the organization, at which the general business of the corporation will be transacted and where the records of the corporation will be kept, will be at such place in the State of Colorado as may be fixed from time to time by the Board of Directors.

ARTICLE IV: Membership – In accordance with the provisions of the Articles of Incorporation, this corporation shall have no members.

ARTICLE V: Board of Directors

SECTION 1. Authority and Size. The management of RRR shall be vested in a Board of Directors, which shall consist of one representative from each municipal or county government desiring to associate with RRR, or others as designated by the Board of Directors. Each director, or his designee, will be allowed to cast one vote. All powers not delegated by the Board of Directors are reserved to it.

SECTION 2. Term of Office. The term of each director of the corporation shall be one year or until a successor is appointed, and is renewable.

SECTION 3. Filling of Director Positions. In the event that a director leaves the organization, the affected municipal or county government is responsible for appointing a new director to fill the vacated position.

SECTION 4. Removal of a Director. If the majority of the directors, at an official meeting of the Board, vote to remove a director, the remaining directors shall meet with the affected municipal or county government to ask that a new director be appointed.

SECTION 5. Compensation and Expenses. No compensation will be paid to any member of the Board of Directors for services as a member of the Board. Reasonable expenses may be allowed for attendance at regular and special meeting of the Board and for special services rendered by a director.

ARTICLE VI: Meetings of the Board of Directors

SECTION 1. Meetings. An annual meeting of the Board of Directors will be held in January of each year. In addition to its annual meeting, the Board of Directors will hold regular meetings at such place and time as may be designated by the Board of Directors and publicly noticed at least twenty-four hours in advance of the meeting.

SECTION 2. Special Meetings. Special Meetings of the Board of Directors may be called by the Chair or by a majority of the Board and publicly noticed at least twenty-four hours in advance of the meeting.

SECTION 3. Quorum. At all meetings of the Board of Directors, each director present will be entitled to cast one vote on any motion coming before the meeting. The presence of a minimum of five (5) of the directors of the Board shall constitute a quorum for conducting business.

SECTION 4. Voting. At a meeting at which a quorum is present, a simple majority affirmative vote of the directors voting is required to pass a motion before the Board.

SECTION 5. Unanimous consent to take action. Any action required or permitted to be taken at a meeting of the directors may be taken without a meeting if a consent in writing, setting forth the action so taken, shall be signed by all of the directors entitled to vote with the respect to the subject matter thereof. Such consent may be signed in counterpart and shall have the same force and effect as a unanimous vote of the directors, and may be stated as such in any articles or documents filed with the Secretary of State of Colorado.

SECTION 6. Right to rely on experts. A director of the corporation shall perform his duties as director, including his duties as a member of any committee of the board upon which he may serve, in good faith, in a manner he or she reasonably believes to be in the best interests of the corporation, and with such care as a ordinary prudent person in a like position would use under similar circumstances. In performing his duties, a director shall be entitled to rely on information, opinions, reports, statements, including financial statements and other financial data, in each case prepared or presented by persons and groups listed in paragraphs (a), (b), and (c) in this section, but he or she shall not be considered to be acting in good faith if he has knowledge concerning the mater in question that would cause such reliance to be baseless and unwarranted. A person who performs his duties shall not have any liability by reason of being or having been a director of the corporation. Those persons and groups upon whose information, opinions, reports, and statements a director is entitled to rely are:

- (a) One or more member, director, or employee of the corporation whom the director reasonably believes to be reliable and competent in the matters presented.
- (b) Counsel, public accountants, or other persons as to matters which the director reasonably believes to be within such person's professional or expert competence; or
- (c) A committee of the board upon which he does not serve, duly designated in accordance with the provisions of the articles of the corporation or the operating agreement, as to matters within its designated authority, which committee the director reasonably believes to merit confidence.

ARTICLE VII: Officers

SECTION 1: Number and Titles. The officers of RRR will be Chair and Vice Chair, both of whom shall be elected by the Board of Directors at its annual meeting. Officers shall hold office for one year or until their successors are elected. Officers shall be eligible to succeed themselves for an unlimited number of years in the same office.

SECTION 2: The board may hire a Secretary/Treasurer or designate a Director to manage the administrative and finance affairs of the organization. The Secretary/Treasurer shall not be a voting member of the board, but shall serve at the pleasure of the board.

SECTION 3: Duties. The duties of these officers shall be those that usually pertain to these offices.

SECTION 4: Vacancy. A vacancy in any office may be filled by a majority vote of the Board of Directors for the unexpired portion of the term.

ARTICLE VIII: Committee

SECTION 1: There are no standing committees in this corporation. The Board of Directors shall serve as the Steering Committee for the RRR effort, which involves additional government, non-profit, business, and non-voting participants.

SECTION 2: Ad Hoc Committees. Ad hoc committees, designed to address specific tasks and/or issues, may be formed by the Chair with approval or by the Board of Directors. Ad hoc committees may be comprised of directors and/or non-directors.

ARTICLE IX: Debts and Obligations

SECTION 1. Authority. No officer, employee or agent of RRR shall create or cause to be created any contract or obligation for the payment of money or other things of value, unless the same is authorized or directed or ratified by the Board of Directors in a regular meeting or a special meeting called for that purpose.

SECTION 2: Deposits and Withdrawals of Funds. All funds will be deposited into the Northwest Colorado Council of Government (NWCCOG) account. Any withdraw of funds for routine administrative matters for amounts less than \$1,000 may be made by NWCCOG as administrator of the RRR. All other withdraws must be approved in writing (to include facsimile) by the Chair or, in his absence, the Vice Chair.

ARTICLE X: Amendments - The Board of Directors may amend these bylaws after an amendment has been duly proposed in writing no less than ten days prior to a day certain for the adoption of said amendment. A majority of the quorum of Directors voting shall cause the adoption of any amendment so approved.

ARTICLE XI: Dissolution - In the event of the dissolution of RRR and after the payment or the provision for payment of all the liabilities of the corporation, the Board in its sole discretion shall transfer all net assets of RRR exclusively for the purposes specified by these bylaws to one or more regularly organized and qualified nonprofit or philanthropic organizations.

**REGIONAL
ADVISORY
COUNCIL
BYLAWS**

Adopted November, 2000
 Amended: January 10, 2001
 Amended: June 8, 2005
 Amended: March 12, 2008
Amended: _____

ARTICLE I AGENCY

- Section 1. Name of Agency The Agency shall be called the Alpine Area Agency on Aging (Alpine AAA).
- Section 2. Governing Body The Northwest Colorado Council of Governments Board of Directors shall be the Governing Body, grantee and fiscal agent of the Agency, and shall be responsible for the appointment of an elected official board member to the Alpine Area Agency on Aging Regional Advisory Council.
- Section 3. Advisory Body There shall be an Advisory Body to the Agency comprised of representatives from each of the counties in State Planning and Service Area Region XII (Eagle, Grand, Jackson, Pitkin, and Summit counties) plus one elected official (see Article I, Section 2.). This Advisory Body shall be known as Alpine Area Agency on Aging Regional Advisory Council (RAC).

ARTICLE II RESPONSIBILITIES OF THE REGIONAL ADVISORY COUNCIL

- Section 1. Responsibilities The Alpine Area Agency on Aging Regional Advisory Council shall provide to NWCCOG and Alpine AAA:
- a. Advice on all matters relating to the development and implementation of the four-year area plan, annual update, and revisions related to same.
 - b. Advice and recommendations on the policies and procedures manual of Alpine AAA.

- c. Review of the documents before and after the conduct of public hearings on the four year plan, annual update, and revisions.
- d. Review and comment on community policies, programs and actions affecting older individuals; the conduct of public hearings; representation of the interests of older persons; and encourage the involvement of older persons.
- e. Review and recommend policies related to how Alpine AAA will address the needs of older people, particularly those individuals in greatest social and economic need.
- f. Serve as a link to the community, to county councils on aging and local elected officials by communicating the purposes, responsibilities and functions of Alpine AAA within the State Planning and Service Area Region XII.
- h. Coordinate the public and private programs, services and efforts on behalf of the senior citizens in the area to insure that an effective, comprehensive umbrella of services is at the disposal of any senior citizen in need of services.
- h. Assure compliance with the guidelines and regulations of the State of Colorado (Volume X), the State Office on Aging Policies and Procedures, and the Older Americans Act of 1965 as amended.
- i. Assist Alpine AAA in monitoring and assessing the progress of the subcontractors in meeting their service delivery objectives.

ARTICLE III

COMPOSITION OF THE REGIONAL ADVISORY COUNCIL

- Section 1. Purpose The purpose of the membership requirements for the Alpine Area Agency on Aging Regional Advisory Council are:
- a. To expand representation on the RAC,
 - b. To increase the base of support,
 - c. To increase visibility of senior services, and
 - d. To increase possibilities for joint programming and cooperative grant requests with other agencies.

The purpose will be achieved by including expertise from and making connections to:

1. Other service areas (Health, Legal, Single Entry Point, Mental Health)

2. The business community (Accountant, Legal, Marketing)
3. Community Organizations
4. Youth Organizations, and
5. Families.

Section 2. Membership The membership of the Alpine Area Agency on Aging Regional Advisory Council shall be as follows:

- a. At least 50% persons 60 years of age and older, and include those of greatest economic or social need.
- b. One (1) local elected official selected by the Northwest Colorado Council of Governments Board of Directors. (1 Vote)
- c. County Representation. Two (2) representatives from each county in the Region XII planning and service area designated by each respective County Council on Aging. (10 Votes)
- d. Minorities will be represented on the RAC proportionate to the percentage of minority population in the Region XII planning and service area.
- e. Optimal Representations. Individuals of any age with expertise in the following areas of interest to senior citizens and aging issues will make up the remaining membership on the council: (6 - 11 Votes)

-Social Services	-Health Services
-Mental Health	-Legal
-Business	-County Government Staff
-Hospital	-Town Government Staff
-Accountant	-Caregiver
-Faith-Based Organizations	-Community Organizations
-Local Leaders	-General Public
-Education	-Media
-Transportation	-Elected Officials: County & Town
-Seniors that serve as representatives at large	
-Garfield County (1 representative only)	
-Routt County (1 representative only)	
- f. Alternate Optimal Members. One (1) Senior Coordinator from each county in the Region XII planning and service area is an Alternate Optimal Member. In the absence of one or both County Council on Aging representatives from the Senior Coordinator's respective county, the Alternate Optimal Member shall have one (1) vote.

- Section 3. Terms The terms of the Alpine Area Agency on Aging Regional Advisory Council membership shall be as follows:
- a. The Northwest Colorado Council of Governments Board of Directors selected elected official representative will be appointed in odd numbered years for two-year terms beginning on January 1.
 - b. County Council on Aging representatives and alternates will be appointed for two year terms beginning on January 1. Terms will be staggered with new member representatives from:
 - i) Jackson, Summit and Pitkin counties appointed in even numbered years, and
 - ii) Eagle and Grand counties in odd numbered years.
 - c. Optimal Representatives will be appointed for one-year terms and encouraged to serve two successive terms if possible.
- Section 4. Absences After three (3) consecutive unexplained absences of a Regional Advisory Council member from regular meetings in one year, the RAC will notify the individual and/or the respective County Council on Aging in writing, and request an update to be done in writing on the status of the Regional Advisory Council member's representation.
- Section 5. Recruitment A Membership Committee consisting of RAC members and Alpine AAA Staff will be designated by the RAC. The Membership Committee will assist in the recruitment of the Optimal Representatives. County Councils on Aging and the NWCCOG Board of Directors shall be responsible for the recruitment of their designated representatives.
- Section 6. Conflicts of Interest In appointing members to the RAC or to committees of the RAC, the Alpine AAA and its current RAC membership shall self monitor to ensure that any potential conflicts of interest are identified and corrected.
- a. An actual or potential conflict of interest occurs when a Regional Advisory Council member is in a position to influence a decision that may result in personal gain for that Regional Advisory Council member or their relative as a result of the region's business dealings.
 - b. No "presumption of guilt" is created by the mere existence of a relationship with outside firms. However, if the Regional Advisory Council member has any influence on transactions involving purchases, contracts, or leases, it is imperative that they

disclose to the Chairperson of the RAC as soon as possible the existence of any actual or potential conflict of interest, and the Regional Advisory Council member shall abstain from voting on any pending action.

- c. Neither shall there be participation in any evaluation, assessment, or review of a NWCCOG-Alpine AAA subcontractor's operations on the part of a Regional Advisory Council member, nor participation in any other activity that can be considered a conflict of interest because of such member's official relationship with the grantee organization. Members may still be involved in the review, evaluation, and assessment process for a subcontractor's operations and services where a conflict of interest does not exist.

ARTICLE IV GRANT REVIEW COMMITTEE

- Section 1. Purpose The Grant Review Committee will develop funding priorities, establish procedures for the allocation of funds, review all applications for funds and recommend the allocation of funds for services to the full RAC.
- Section 2. Membership Regional Advisory Council members or other interested persons who have no conflict of interest can apply to serve on the Grant Review Committee. The Committee will have at least 5 and no more than 9 members and will be selected for two years. Members of the Grant Review Committee will not have county affiliations.
- Section 3. Conflict of Interest Regional Advisory Council members and Grant Review Committee members who are also employees, board members of agencies, or otherwise affiliated with agencies, that have submitted applications for an award of funds to the Alpine AAA shall not take part in the review process that evaluates such application(s) and shall abstain from casting a vote to approve or disapprove of such application(s).

ARTICLE V OFFICERS

- Section 1. Officers The officers of the Alpine Area Agency on Aging Regional Advisory Council shall be a Chairperson, a Vice-Chairperson, a Secretary, and a Treasurer. The Chairperson, Vice-Chairperson, and Secretary shall be

elected by the RAC at the Annual Meeting for a term of at least two successive years. Terms of officers begin January 1.

Section 2. Vacancy A vacancy in the office of Chairperson, Vice-Chairperson, or Secretary may be filled by the RAC for the unexpired portion of the term.

Section 3. Chairperson The Chairperson shall preside at all meetings of the RAC, except as otherwise authorized by resolution of the Regional Advisory Council members.

Section 4. Vice-Chairperson The Vice-Chairperson shall perform the duties of the Chairperson in the absence or incapacity of the Chairperson; and in the event of the resignation or death of the Chairperson, the Vice-Chairperson shall perform such duties as are imposed on the Chairperson until such time as the RAC elects a new Chairperson.

Section 5. Secretary The Secretary shall keep a record of the RAC, including all votes and proceedings, and shall perform all duties incident to this office. All said records shall be public records.

Section 6. Treasurer The Treasurer shall be the Director of the Agency and, as such, shall have general supervision over the administration of its business and affairs subject to the direction of the Northwest Colorado Council of Governments Board of Directors.

ARTICLE VI MEETINGS

Section 1. Annual Meetings The fourth meeting of the calendar year is the Annual Meeting of the Agency.

Section 2. Regular Meetings Regular meetings shall be held at least bi-monthly, or on a schedule approved by the RAC and State Office on Aging, at a place and time designated by the RAC. Public Notice of meetings shall be sent at least ten (10) days prior to such meetings. The meeting agenda must be delivered at least ten (10) days prior to the time of the regular meeting to each of voting member of the Regional Advisory Council and all the county Senior Coordinators.

Section 3. Special Meetings Special meetings of the Agency may be called by the Chairperson or at least five Regional Advisory Council members. Such special meetings shall be held to transact any business designated in the call. The call for a special meeting must be delivered at least seven (7)

days prior to the time of proposed meeting to each voting of member of the Regional Advisory Council and all the county Senior Coordinators.

Section 4. Quorum A quorum shall consist of 51% of the Regional Advisory Council members.

Section 5. Telephone Polling In order to achieve a quorum, on one occasion per calendar year the RAC may poll by telephone, not more than two (2) of its Regional Advisory Council members, with respect to a specific matter before the RAC on motion or resolution. Such telephone polling shall constitute the equivalent of a physical presence at the meeting of the Regional Advisory Council member(s), so polled. The telephone polling shall be carried out by the Chairperson, and the results of the poll reported back to the RAC by the Chairperson. The minutes of the RAC meeting shall reflect that a telephone poll was taken, the Regional Advisory Council member(s) polled, and the results thereof.

ARTICLE VII RULES OF ORDER

Section 1. Rules of Order The rules contained in Robert's Rules of Order shall govern the Agency and RAC in all cases to which they are applicable and in which they are not inconsistent with the By-Laws.

ARTICLE VIII AMENDMENTS

Section 1. Amendments to By-Laws The By-Laws of the Agency shall be amended only with the approval of at least five of the members of the Regional Advisory Council at a regular or special meeting, but no such amendment shall be adopted unless, at least, seven days (7) written notice thereof has been previously given to all representatives of the RAC and county Senior Coordinators.

ARTICLE IX DISSOLUTION OF THE AGENCY

Section 1. Dissolution Upon the dissolution of the Agency, the Governing Board shall, after paying and making provision for the payment of all of the liabilities of the Agency, dispose of all of the assets of the Agency exclusively for

charitable, educational, religious, or scientific purposes as shall at the time qualify as an exempt organization or organizations under section 501 (c) (3) of the Internal Revenue Code of 1954 (or the corresponding provision of any future United States Internal Revenue Law), as the Governing Board shall determine. Any such assets to be disposed of shall be disposed of by the Court of Common Peace of the county in which the principal office of the Agency is located, exclusively for such purposes or to such organization or organizations as said court shall determine.

ARTICLE X GRANT FUNDING AWARD PROCEDURES

Section 1. Conflict of Interest The Alpine Area Agency on Aging will abide by procedures defined in State Volume X, the State Office on Aging Policy and Procedure manual, and in the NWCCOG-Alpine Area Agency on Aging's policies and procedures in the awarding of grants or contracts.

ARTICLE XI ADMINISTRATIVE REVIEW PROCEDURES

Section 1. Review and Decision Procedures The Alpine Area Agency on Aging will abide by NWCCOG Resolution No. 1982-1.

RESOLUTION NO. 1982-1

NORTHWEST COLORADO COUNCIL OF GOVERNMENTS

A RESOLUTION ADOPTING A POLICY FOR THE ADMINISTRATIVE REVIEW OF ACTION TAKEN BY ADVISORY COUNCILS TO THE BOARD OF DIRECTORS OF THE NORTHWEST COLORADO COUNCIL OF GOVERNMENTS.

WHEREAS, the Northwest Colorado Council of Governments is an intergovernmental association of local governments in Colorado formed pursuant to Article 18, Section 2 of the Colorado Constitution and Section 29-1-201, et seq., C.R.S. 1973 and

WHEREAS, NWCCOG has been designated as a regional planning commission pursuant to Section 30-28-105, C.R.S. 1973, and

WHEREAS, in order to assist its in its administration of certain federal, state and local grants programs, the NWCCOG Board of Directors, has, from time to time, created "advisory councils," and

WHEREAS, the Board of Directors has determined it to be in the best interest of NWCCOG, its member local governments, and the ultimate recipients of funds from such federal, state and local grant programs to establish an administrative review procedure for actions taken by the advisory councils created by the NWCCOG Board of Directors.

NOW THEREFORE, be it resolved by the Board of Directors of the Northwest Colorado Council of Governments, as follows:

1. There is hereby established an administrative review procedure whereby persons desiring to challenge or have reconsidered any decision of any NWCCOG advisory council may have recourse to a defined process for that purpose.

RESOLUTION NO. 1982-1 APPENDIX A

**NWCCOG RESOLUTION NO. 1982-1
(Amendments to By-Laws of the Northwest Colorado Council of Governments)****ARTICLE VIII****ADMINISTRATIVE REVIEW PROCEDURE
FOR ALL NWCCOG ADVISORY COUNCILS**1. Authority and Scope

These procedures apply to all requests for reconsideration or review of decisions by all advisory councils to the NWCCOG Board of Directors.

2. Decision Procedure for NWCCOG Advisory Councils

All NWCCOG advisory councils must make required decisions by a majority vote of a quorum of the members of such council. For all NWCCOG advisory councils, a quorum shall be 51% of the membership. No decision may be made without a quorum.

3. Review by the NWCCOG Board of Directors

All decisions of the NWCCOG advisory councils are subject to review and approval or veto by the NWCCOG Board of Directors. Actions by the NWCCOG Board of Directors on advisory council decisions shall be binding on such councils. Members of the Board of Directors may participate in a review of the NWCCOG advisory council decision if the decision is general and region wide in nature, provided however, members of the Board of Directors may not vote concerning decisions of NWCCOG advisory councils which affect exclusively the county or municipality from which the NWCCOG Director is a representative.

**WATER
QUALITY/QUANTITY
(QQ)
BYLAWS**

BYLAWS
OF
THE NORTHWEST COLORADO COUNCIL OF GOVERNMENTS
WATER QUALITY/QUANTITY COMMITTEE

Date: June 29, 2011

The purpose of these bylaws is to formalize the internal affairs of Northwest Colorado Council of Governments Water Quality/Quantity Committee and provide definition and consistency to its structure and operation.

ORGANIZATION

The Northwest Colorado Council of Governments Water Quality/Quantity Committee (“QQ”) is a group of local governments in the headwaters of the Colorado River Basin dedicated to protecting the region’s water quality and quantity. The group funds and oversees litigation and advocacy support, monitoring of legislative activities, policy formulation and analysis, and provides technical assistance to members. QQ directs a team of consultants to carry out these activities. The consultants are guided by policies adopted by QQ members. QQ also maintains and oversees a legal defense fund.

QQ was first established by a subset of Northwest Colorado Council of Governments (“NWCCOG”) members in 1978 as a way to coordinate and fund legal and technical activities among headwater local governments related to transmountain diversions. Since that time, its membership has expanded to include counties and municipalities outside the NWCCOG region, as well as water and wastewater providers. QQ is governed by its members, these bylaws and its policies.

MEMBERSHIP

QQ members may include counties, municipalities, and special districts within the headwaters of the Colorado River Basin, and any other entities as approved by the membership. The QQ members may also allow non-voting associate members to join.

FINANCIAL ADMINISTRATION

QQ funds and expenditures shall be administered by the membership in accordance with an annual budget. Revenues shall consist of annually-levied dues from members, grants, and other sources identified and approved by QQ. QQ funds shall be maintained in any type of account as determined by the members.

MEETINGS

QQ shall meet quarterly or as needed. Notice of the date time and place of any meeting shall be given to all members at least one week before the meeting is convened. All meetings shall be open to the public. The members may vote to go into executive session to receive legal advice and for other matters allowed by law. Meetings may be attended by the elected officials and staff of QQ members.

OFFICERS

The membership shall elect a Chair and Vice Chair to oversee meetings and serve as day to day contact for consultants as necessary.

DECISION MAKING

QQ encourages decision making by consensus. If a vote is deemed appropriate, a majority vote is required to pass any measure. No vote shall be taken unless a quorum is present. A quorum shall consist of seven members.

AMENDING THE BYLAWS

A two-thirds vote of those members present at meeting is required to amend the bylaws.

LEGAL DEFENSE FUND

QQ shall maintain a legal defense fund. The purpose of the legal fund is to fund unanticipated professional services such as legal counsel, engineering consultation, or other experts to conduct work that goes beyond the annually-approved scope of services and budget. Challenges to land use authority, transmountain diversion proposals, state rulemaking proceedings, and other unanticipated legal actions may create the need for these increased professional services.

Expenditures from the legal defense fund shall be approved by the QQ members.

POLICIES

QQ may adopt various policy statements on matters of concern to guide the consultants' work and to provide a unified focus for its members. The existing policy statements are attached and incorporated as Exhibit A. QQ will periodically review its policies and make changes as needed.

Exhibit A

QQ POLICIES

- I. **PROTECT AND IMPLEMENT LOCAL GOVERNMENT AUTHORITY TO PROTECT WATER RESOURCES**
 - A. Defend against attacks on 1041 and other local government regulatory authority.
 - B. Strengthen and implement water quality provisions of municipal and county land use codes.
 - C. Support legislation or policies designed to minimize impacts of transmountain diversions.
- II. **BUILDING COALITIONS AND EDUCATION**
 - A. Advocate the headwater communities' water quality and quantity interests throughout the State. Identify and work with other groups statewide that share QQ's concerns. Develop educational tools for varied audiences.
 - B. Coordinate with elected officials, private sector and other decision-makers on water quality issues. Develop working relationships with governmental entities, the private sector and others where appropriate.
 - C. Foster cooperative regional management of water resources. Minimize redundant systems.
 - D. Seek support of other local governments and organizations in efforts to protect headwaters interests.
- III. **TRANSMOUNTAIN DIVERSION OVERSIGHT**
 - A. Transmountain diversion projects will not be supported by QQ unless all socioeconomic and environmental impacts are mitigated to the satisfaction of the affected governmental units.
 - B. Existing water projects should be operated to minimize local impacts where possible.
 - C. Transmountain diversion water should be re-used to extinction to the extent allowed by law.
 - D. Cooperate to determine water quality and quantity impacts caused by new or expanded transmountain diversion; identify measures and conditions that would help mitigate those impacts; and assist the local government with 1041 permitting of water projects.

- E. Implement intergovernmental agreements among member jurisdictions to extend regulatory oversight beyond individual jurisdictional boundaries so that the impacts of water diversion projects can be fully addressed.
- F. Educate Front Range elected officials on transmountain diversion impacts in the headwaters communities.

IV. **WATER QUALITY**

- A. Water development activities should not have an adverse effect on the quality of water resources.
- B. Local wastewater facilities should be protected from increased operational costs caused by hydrologic modifications and transmountain diversions.
- C. Regional water quality interests should be protected during rulemaking hearings before the Water Quality Control Commission and the Colorado Water Conservation Board that affect the upper Colorado River Basin.
- D. Defend and update the regional Water Quality Management Plan (208 Plan).
- E. Coordinate local governments' efforts to adopt Water Quality Protection Standards and other measures to protect local water quality.

V. **STATEWIDE WATER POLICY**

- A. West Slope consumptive and non-consumptive needs should be integral to state-wide water policy.
- B. Oppose water policies that protect east slope interests at the expense of headwater water quality and quantity.
- C. Water conservation and efficiency measures in Colorado should be increased.
- D. Instream flow programs should be protected.
- E. Programs that allow agricultural users to transfer water to municipal uses on a temporary basis should be implemented.

SECTION FOUR

THE BUDGET



2013 BUDGET

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LETTER FROM THE EXECUTIVE DIRECTOR & FISCAL OFFICER

We are pleased to present the 2013 Budget for the Northwest Colorado Council of Governments as required by Article V of the Amended and Restated Bylaws of the Northwest Colorado Council of Governments.

The 2013 Budget continues to reflect the overarching direction of the Council for Northwest Colorado Council of Governments: *maintain the existing programs, provide customized services to members, and address regional issues based on the extent of the issue rather than the NWCCOG boundaries.*

The NWCCOG programs: Alpine Area Agency on Aging (Alpine AAA), Economic Development District (EDD), Elevator Inspection Program (EIP), Energy Management/Weatherization (WX), Northwest Loan Fund (NLF), Regional Business, Regional Transportation Coordinating Council (RTCC), and Watershed Services are all included in this budget. This budget also presents the 2013 budgets for associated programs and programs for which NWCCOG serves as the fiscal agent: Colorado Association of Regional Councils (CARO), Colorado Bark Beetle Cooperative (CBBC), NW All Hazards Emergency Management Region (NWAHEMR), NWCCOG Foundation, Summit Water Quality Committee (SWQC), and the Water Quality & Quantity Committee (QQ).

The 2013 NWCCOG member dues total \$204,800 and are 4.7% of the total budget. The dues assessment for each member jurisdiction was calculated using a formula applying a \$.52 multiplier on population and .009 mills multiplier on assessed valuation as approved by the NWCCOG Council at the July 26, 2012 meeting.

The 2013 QQ member dues total \$153,050. QQ dues for each municipality are based on the percentage of the region's total treated water that is served by the particular municipality. In 2010, QQ recalculated those percentages based on the volume of water produced in 2009. Counties and associate member dues have remained the same since 2004 (excluding special circumstances).

The 2013 indirect budget totals \$139,349 and is 3.2% of the total budget. Indirect costs are shared by all of the NWCCOG programs and each program contributes to these costs based on that program's revenue as a percentage of the total budget. The indirect rate applied to the \$3,473,371 of eligible program revenue is 4%.

The rent charged to each program has been increased by 5% to create a fund to cover future repair and upgrade projects for NWCCOG owned offices. NWCCOG also contributes to a building maintenance fund through fees paid to the building association for exterior and common area repairs and maintenance.

The 2013 budget includes a 1.63% cost of labor increase (total \$18,295) and a potential 3% merit increase (maximum total \$33,672) for the 23 employees. County Health Pool premiums for employee health insurance have increased by 9% for 2013. There is no increase to dental, vision, or life insurance premiums.

The Rural Resort Region will be dormant in 2013 and for that reason is not represented in this budget. The Northwest Loan Fund is currently inactive awaiting recapitalization, however, NWCCOG continues to service the existing loans and collect the payments due as revolved funds to be loaned once again when the NLF becomes active.

One of the primary values of membership in NWCCOG is the ability of the organization to leverage a portion of the Regional Business dues each year by providing matching funds for some of the grant programs. For 2013, the following match amounts are submitted for approval:

Alpine AAA	\$20,000
DOLA/EIAF grant	\$50,000
Economic Development District	\$54,900
Watershed Services	<u>\$10,000</u>
TOTAL	<u>\$134,900</u>

The 2013 Budget does not need to transfer any of the Unreserved Fund balance to support any of the NWCCOG programs. The Amended and Restated Bylaws of the Northwest Colorado Council of Governments requires the Restricted Emergency Reserve Account to total 10% of the current year's internal program projected revenues. Therefore, the balance of the Unreserved Fund is anticipated to be \$17,687 and the balance of the Emergency Reserve Account will be \$408,092 for a total reserve of \$425,779, which equals 9.7% of the total budget.

We feel confident that the 2013 Budget continues the NWCCOG commitment to provide high quality, cost-effective services to our members.

Liz Mullen
Executive Director

Michael Kurth
Fiscal Officer

HISTORY

Northwest Colorado Council of Governments was established as Colorado Planning and Management Region XII in 1972 by Executive Order of the Governor in response to the Federal Intergovernmental Cooperation Act of 1968. Regional, multi-jurisdictional planning was encouraged as a means to avoid overlap, duplication, and competition between local planning activities. Today, NWCCOG serves a five county region including Eagle, Grand, Jackson, Pitkin, and Summit Counties and 18 municipalities therein. Additional members from outside Region XII include the Town of Carbondale, and the Cities of Glenwood Springs and Steamboat Springs.

MISSION STATEMENT

The purpose of Northwest Colorado Council of Governments 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.

COUNCIL MEMBERS

COUNTIES

Eagle	Peter Runyon, Commissioner
Grand	James Newberry, Commissioner
Jackson	John Rich, Commissioner
Pitkin	Rob Ittner, Commissioner
Summit	Karn Steigelmeier, Commissioner

MUNICIPALITIES

City of Aspen - Derek Johnson, Council member
 Town of Basalt - Bill Kane, Town Manager
 Town of Carbondale - John Hoffman, Council member
 Town of Dillon - Tim Westerberg, Council member
 Town of Eagle - William Powell, Town Manager
 Town of Fraser - Jeff Durbin, Town Manager
 Town of Frisco - Bill Efting, Town Manager
 City of Glenwood Springs - David Sturges, Council member
 Town of Granby - Jynnifer Pierro, Mayor
 Town of Grand Lake - Jim Peterson, Council member
 Town of Gypsum - Jeff Shroll, Town Manager
 Town of Hot Sulphur Springs - Hershhal Deputy, Mayor
 Town of Kremmling - Tom Clark, Mayor
 Town of Minturn - Jim White, Town Manager
 Town of Montezuma - John Carney, Trustee
 Town of Red Cliff - Duane Nelson, Council member
 Town of Silverthorne - Ann-Marie Sandquist, Council member
 City of Steamboat Springs - Walter Magill, Council member
 Town of Vail - Stan Zemler, Town Manager
 Town of Walden - Mark White, Council member
 Town of Winter Park - Drew Nelson, Town Manager

2013 FISCAL MANAGEMENT

Program Categorization:

Internal Programs:

NWCCOG is the sponsoring agency for Alpine Area Agency on Aging (Alpine AAA), Elevator Inspection Program (EIP), Energy Management/Weatherization (Wx), Northwest Loan Fund (NLF), Regional Business (RB)/Economic Development District (EDD), Regional Transportation Coordinating Council (RTCC), Watershed Services, and the Water Quality/Quantity Committee (QQ). These "internally" sponsored programs are included in the NWCCOG annual audit and share administrative costs through the application of an "indirect cost rate".

External Programs:

NWCCOG enters into agreements for the provision of office space and services with programs that can benefit through co-location and shared usage of NWCCOG resources. The NWCCOG Foundation, Inc. is administered by NWCCOG, but its administrative cost is covered by a 7% administrative rate assessed annually to active accounts rather than by "Indirect Cost Rate". NWCCOG is the designated fiscal agent for the Northwest All Hazards Emergency Management Region (NWAHEMR). Federal granting sources for the NWAHEMR do not allow reimbursement for expenses based on an indirect cost rate so all expenses are individually calculated and direct billed. NWCCOG also serves as the fiscal agent for the Colorado Association of Regional Organizations (CARO), Colorado Bark Beetle Cooperative (CBBC), and the Summit Water Quality Committee (SWQC).

Fiscal Philosophy:

NWCCOG will operate common cost centers such as motor pool and the copier center, arrange for leasing and/or purchasing of equipment, cars, phone systems, fax machines, copiers, postal machines, etc. to meet the needs of both internal and external program staff. Actual costs for the use of the equipment and services will be charged directly to programs whenever it is efficient for NWCCOG staff to do so.

ANNUAL DUES ASSESSMENT POLICY

1. DUES ASSESSMENT

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

2. CALCULATION AND APPROVAL OF TOTAL ANNUAL DUES ASSESSMENT

The base year for calculating the total annual dues to be collected shall be 2009. In each subsequent year the proposed total annual dues assessment will be automatically adjusted by the latest available population estimates and assessed valuation. The proposed total dues assessment shall be calculated by adding the individual jurisdictions' dues amounts together. The proposed total annual dues assessment will be presented to the membership for approval at the July Council meeting.

3. INDIVIDUAL MEMBER JURISDICTION ASSESSMENT

The dues assessment for each Member Jurisdiction will be calculated using a formula applying a \$.52 multiplier on population and .009 mils multiplier on assessed valuation as approved by the NWCCOG Council. Assessed valuation amounts will be the most recent annual report produced by the State of Colorado, Division of Property Taxation. Population numbers will be the latest available estimates from the State Demographer's Office.

4. ANNUAL CONFIRMATION OF DUES ASSESSMENT

By August 31st, NWCCOG shall send notices to each Member Jurisdiction stating the amount of the next calendar year's annual assessment for services, including a confirmation of that annual assessment. The confirmation of intention to pay the assessment must be received by NWCCOG by December 1st.

5. PAYMENT OF DUES ASSESSMENT

Dues Assessments are due and payable on an annual basis by February 28th. All members who have fulfilled their dues assessment responsibilities by this date will be considered "current" and thereby eligible for all Council rights, privileges and services for the calendar year.

6. NON-PAYMENT OF DUES ASSESSMENT

If any members' dues payment is more than 20 days delinquent, the Chairman of the Council shall send written notice to each Member Jurisdiction within the county where such delinquent member is located, setting forth in detail the amount of said delinquency and permitting all Member Jurisdictions within that county to collectively contribute the amount of the delinquency. If, at the next regular meeting following said notice, it is determined that the amount of the delinquency will be contributed by the other members, then the delinquent member shall be deemed to be current with respect to its dues assessment. If the amount of the delinquency will not be covered by the other members, then the delinquent member will not be eligible for any membership rights, privileges and services.

7. REQUIRED WITHDRAWAL FROM NWCCOG

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

2013 DUES SUMMARY

County	2013 NWCCOG DUES	2013 Q/Q DUES	2013 TOTAL DUES
Eagle County	50,000	21,500	71,500
Grand County	14,893	21,500	36,393
Gunnison County	n/a	5,000	5,000
Jackson County	1,057	n/a	1,057
Park County	n/a	4,500	4,500
Pitkin County	33,803	21,500	55,303
Summit County	28,958	21,500	50,458
Municipality			
Aspen	14,931	6,800	21,731
Avon	0	1,750	1,750
Basalt (Eagle & Pitkin)	2,870	1,250	4,120
Breckenridge	0	5,250	5,250
Carbondale	4,444	3,250	7,694
Crested Butte	n/a	1,500	1,500
Dillon	1,052	750	1,802
Eagle	4,450	1,750	6,200
Fraser	954	700	1,654
Frisco	2,819	1,750	4,569
Glenwood Springs	6,949	n/a	6,949
Granby	1,453	550	2,003
Grand Lake	629	700	1,329
Gypsum	4,604	2,000	6,604
Hot Sulphur Springs	416	200	616
Kremmling	870	1,000	1,870
Minturn	760	650	1,410
Montezuma	50	n/a	50
Red Cliff	176	250	426
Silverthorne	3,429	1,700	5,129
Steamboat Springs	12,457	2,500	14,957
Vail	11,001	6,250	17,251
Walden	350	n/a	350
Winter Park	1,425	1,250	2,675
Yampa	n/a	200	200
Associations			
Colorado River Water Conservation District	n/a	3,500	3,500
Upper Gunnison River Water Conservation	n/a	1,250	1,250
19 Water & Sanitation Districts	n/a	11,600	11,600
Total Dues	204,800	153,850	

Northwest Colorado Council of Governments – Dues calculated using a formula applying a \$.52 multiplier on population and .009 mills 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 2011 Estimates, Colorado Department of Local Affairs, Demography Section

2013 INDIRECT COST RATE

Introduction

Cost effectiveness is a key component to the viability of any Council of Governments. Programs sponsored by NWCCOG must be able to make more effective use of their administrative dollars by sharing operational systems than a comparable "stand-alone" operation. An example of this shared program cost savings is the annual audit which covers all nine NWCCOG program areas and is bid and administered once for all of these entities rather than nine times on an individual program basis. Other costs that follow this pattern include office supplies, the phone system, equipment repairs, and some organizational staff time in the positions of Executive Director, Administrative Assistant, and Fiscal Office. (See full listing on page 6.)

Support Areas

The 2013 Indirect Cost Center is comprised of support services, which provide fiscal accountability, communication services and basic office functions.

Fiscal: Includes the Fiscal Officer, audit expense, accounting software support, check printing and fiscal copy expenses.

Telephone: Includes local telephone line expenses and service charges.

Office: Includes 80% of the Administrative Assistant's time (0.6 FTE). Other expenses include office supplies, office equipment rentals and maintenance, insurance, etc.

Management: Includes overall direction, Human Resources support, and individual program support and performance evaluation.

Insurance: Includes General Liability, Errors and Omissions and Property.

Methodology

Indirect costs are shared, pro-rata, by all of the NWCCOG programs. Each program contributes to these costs based on that program's revenue as a percentage of the total budget.

INDIRECT COST CENTER

ACCOUNT NAME	2011 ACTUAL	2012 BUDGET	2013 BUDGET
CARRY-OVER		-	-
OTHER INCOME	-		
INTERNAL INDIRECT REVENUE	187,896	149,181	139,349
EXTERNAL INDIRECT REVENUE	-	-	-
REIMBURSED EXPENSES	254		
TOTAL REVENUES	188,150	149,181	139,349
SALARIES - EXECUTIVE DIRECTOR	16,557	5,000	14,941
SALARIES - PROGRAM STAFF	-	3,571	-
SALARIES - OFFICE SUPPORT	34,042	24,956	16,453
TAXES & BENEFITS	12,688	3,753	3,583
FLEX PLAN ADMIN	560	750	100
FISCAL OFFICER CONTRACT	34,182	34,182	35,550
AUDIT SERVICES	21,655	21,000	5,750
CONTRACT SERVICES- GENERAL	5,436	1,500	2,500
OFFICE SUPPLIES	8,763	5,000	6,000
POSTAGE	541	600	300
PRINTING & PUBLICATION	1,057	100	100
ADVERTISING	-	500	500
INTERNET/WEB SITE ADMIN	1,691	2,200	4,500
DUES & SUBSCRIPTIONS	5,190	4,420	3,620
COPIER CHARGES	1,390	1,200	1,500
RENT	10,746	12,651	15,924
TELEPHONE	8,807	8,000	6,699
OFFICE REPAIRS, JANITOR & MAINT.	4,267	4,500	3,000
INSURANCE	7,851	9,850	13,878
EQUIP. MAINT. & REPAIRS	-	250	250
EQUIPMENT LEASE	1,560	2,000	1,700
TRAVEL & MEETINGS	1,162	1,200	1,500
TRAINING & TECHNICAL ASSIST.	-	-	-
CAPITAL OUTLAY	7,053	1,998	1,000
TOTAL EXPENSES	185,197	149,181	139,349
REVENUE OVER EXPENDITURES	2,953		0

INDIRECT ALLOCATION

Indirect Allocation				
In 2013 NWCCOG will use a budget based indirect cost allocation. Programs will pay a prorata share of the indirect costs based on budgeted revenue.				
Indirect Expense Budget		139,349		
Total Eligible Program Revenue		3,473,371		
Indirect Rate		4.01%		
		Budgeted	Pro-rata	Pro-rata
		Revenue	Share	Amount
NWCCOG Programs				
Alpine Area Agency on Aging (AAA)		696,880	20.06%	27,958
Elevator Inspection Program (EIP)		460,000	13.24%	18,455
Energy Management/Weatherization (Wx)		1,600,000	46.06%	64,191
Northwest Loan Fund (NLF)		78,000	2.25%	3,129
Regional Business/Economic Development District (EDD)		285,600	8.22%	11,458
Regional Transportation Coordinating Council (RTCC)		144,391	4.16%	5,793
Summit Water Quality Committee (SWQC)		32,000	0.92%	1,284
Water Quantity and Quality Committee (QQ)		155,100	4.47%	6,222
Watershed Services		21,400	0.62%	859
	TOTALS	3,473,371	1	139,349
Associated Programs				
Colorado Association of Regional Organizations (CARO)		Indirect not allowed		
Colorado Bark Beetle Cooperative (CBBC)		Indirect not allowed		
Northwest All Hazards Emergency Management Region (NWAHEMR)		Indirect not allowed		
NWCCOG Foundation		Indirect not allowed		

BUILDING - 249 WARREN AVENUE

ACCT #	ACCOUNT NAME	2011 ACTUAL	2012 BUDGET	2013 BUDGET
4250	REIMBURSED EXPENSES		0	0
4530	DIRECT CHARGES INCOME	50,842	71,953	70,053
4810	RENTAL INCOME	16,368	0	5,595
	TOTAL REVENUES	67,210	71,953	75,648
6000	SALARIES - EXECUTIVE DIRECTOR	0	0	0
6100	ADVERTISING	0	0	200
6121	PROGRAM STAFF	688	0	1,000
6125	EQUIP. MAINT. & REPAIRS	0	0	0
6210	TAXES & BENEFITS	74	0	0
6215	UTILITIES	0	0	0
6510	CONTRACT SERVICES- GENERAL	550	1,000	0
6610	OFFICE SUPPLIES	0	0	200
6680	DUES & SUBSCRIPTIONS	225	0	50
6710	MORTGAGE EXPENSE	38,160	38,160	38,160
6720	RENT - COG Storage/ Parking Spaces	11,459	10,800	6,000
6740	CAM FEES	16,687	16,800	16,700
6800	REPAIRS & MAINTENANCE	1,179	1,366	5,000
8000	CAPITAL OUTLAY	0	0	0
9130	CARRY FORWARD		3,827	0
	TOTAL EXPENSES	69,021	71,953	67,310
	REVENUE OVER EXPENDITURES	(1,812)	0	8,338
	YTD NET	(1,812)		8,338
	REPLACEMENT FUND -BEGIN	(3,423)		153
	REPLACEMENT FUND -END	(5,235)		8,491

2013
PROGRAM
BUDGET
SUMMARIES

ALPINE AREA AGENCY ON AGING

PROGRAM SUMMARY

Since its inception in 1978 the Alpine Area Agency on Aging (Alpine AAA) has been sponsored and housed by the Northwest Colorado Council of Governments (NWCCOG), which is the regional planning organization for State Planning Region 12: Eagle, Grand, Jackson, Pitkin, and Summit counties and the municipalities contained therein. The Alpine AAA is operated under the state designated sponsorship of NWCCOG and the support of county and municipal governments in this region.

An advisory body to the Alpine AAA, comprised of representatives from each county in State Planning Region 12 plus one elected official, was established in 1980. This body is known as the Alpine Area Agency on Aging Regional Advisory Council (RAC).

In 1994, the RAC developed the following vision statement: VISION – to provide a comprehensive and coordinated system of services for the older population [60+] of Region XII.

In 2003, it added a MISSION STATEMENT: Our mission is to identify needs, provide programs and services, and increase community awareness to promote the dignity, independence, and well-being of Region XII's older citizens.

Alpine AAA is primarily funded through the federal Older Americans Act, the Older Coloradans Program funds, and with State and Local Match for services to persons who are 60 years of age or older and their family caregivers. The Older Americans Act intends that the area agency on aging shall be the leader relative to all aging issues on behalf of all older persons in their planning and service area.

Every four years each individual area agency on aging is required to submit a plan to their state for how they will use the Older Americans Act funds and how they will work on the initiatives set forth by the Administration on Aging.

The Alpine AAA's plan was approved by the State Unit on Aging with an effective date of July 1, 2011. This Region 12 Four-Year Area Plan for SFY 2012-2015 provides an overall plan to guide the federal and state fiscal investments and agency efforts during this period. This plan continues to focus on building upon that which has already been accomplished, advancing the delivery of a coordinated system of services to older residents, and as fitting to advance the new provisions in the Older Americans Act and complementary opportunities. It is the intent with the available funds to:

- ◆ fulfill the mandates of the Older Americans Act and the State Funding for Senior Services;
- ◆ invest in services that support Region 12's older primary residents in leading independent and dignified lives in their own homes and communities as long as possible; and
- ◆ position the region's Aging Network for the opportunities and systemic changes and reforms being implemented at the community level.

In order to position the Alpine AAA to be ready to take advantage of the philosophical, structural, and funding changes occurring at both the Federal and State levels, beginning in 2013 the use of a broader umbrella title - *Regional Center for Community Living* - will be used on the program's web site and marketing materials. This will keep the program in alignment with the Federal and State programs. No additional expenses are incurred through the use of the title, nor will it change the existing programs.

ALPINE AREA AGENCY ON AGING

ACCT #	ACCOUNT NAME	2011 ACTUAL	2012 BUDGET	2013 BUDGET
4100	FEDERAL CONTRACT REVENUE	368,036	382,071	349,985
4120	FEDERAL REVENUE - NSIP/usda		19,000	18,190
4200	STATE CONTRACT REVENUE	179,719	179,466	240,705
4210	STATE CASH MATCH	48	2,987	-
4620	REIMBURSED FEES - SR ID, ETC	12	-	-
4630	LOCAL CASH MATCH - NWCCOG	16,052	23,600	20,000
4640	FEDERAL CONTRACT CARRYOVER (Jan-June)	-	7,566	3,000
	OTHER GRANTS			65,000
	TOTAL REVENUES	563,867	614,690	696,880
6112	SALARIES - PROGRAM DIRECTOR	63,180	66,180	69,244
6131	SALARIES - PROGRAM ASSISTANT	3,754	16,368	40,000
6210	TAXES & BENEFITS - PROGRAM DIRECTOR	13,535	12,483	13,288
	TAXES & BENEFITS - PROGRAM ASSISTANT	-	4,550	13,155
6400	CONTRACT SERVICES-Other		6,400	9,981
6410	CONTRACT STAFF	1,568	5,898	-
6420	CONTRACT - FISCAL	4,260	4,260	4,425
6430	LEGAL EXPENSE		200	100
6510	CONTRACT SERVICES-REG. DIETICIAN	13,830		-
6610	OFFICE SUPPLIES	1,012	1,054	2,400
6640	POSTAGE	1,511	1,232	1,200
6650	PRINTING	4	348	2,265
6660	ADVERTISING	-	500	100
6680	DUES & SUBSCRIPTIONS	2,377	6,500	4,300
6690	COPIER CHARGES	3,102	2,450	3,000
6720	RENT	3,824	\$5,363	\$6,027
6730	TELEPHONE	-	350	-
7110	PROGRAM SUPPLIES	6,210	2,550	740
7130	TRAVEL & MEETINGS	11,619	13,219	13,100
7150	TRAINING & TECHNICAL ASSISTANCE	-	1,575	11,916
7310	SENIOR AWARDS CEREMONY	3,179	3,000	2,500
7312	RAC TRAVEL/MEETINGS		3,000	4,250
7320	PASS THRU SERVICE FUNDS -SUBCONTRACTOR	414,463	361,124	361,124
7340	PASS THRU NSIP FUNDS - SUBCONTRACTORS		19,000	18,190
7340	PART D - MED MANAGEMENT		1,408	-
7340	AAAA - DIRECT SERVICES DELIVERY		52,134	83,154
7910	INDIRECT COSTS APPLIED	16,440	22,044	27,958
7950	LOCAL MATCH COST-Grant funds		-	4,463
8000	CAPITAL OUTLAY		1,500	-
	TOTAL EXPENSES	563,867	614,690	696,880
	REVENUES OVER EXPENDITURES	-	-	-

COLORADO ASSOCIATION OF REGIONAL ORGANIZATIONS

The Colorado Association of Regional Organizations (CARO) was organized in 2008 among interested regional organizations throughout Colorado's 14 planning and management regions. The statewide association assists the regional organizations in strengthening their capabilities to serve their local government members; provides a forum for the regular exchange of information and ideas; educates other governmental entities, public and private organizations, and the general public about the services and functions of regional organizations; and represents the organizations before both state and federal agencies and legislative bodies. Each regional organization pays membership dues to participate. CARO membership is open to any regional organization including councils of governments, metropolitan planning organizations, and economic development districts. NWCCOG serves as the fiscal agent and coordinator for CARO. In July 2012, CARO was awarded a \$13,000 planning grant from the U.S. Department of Commerce Economic Development Administration, which is being matched 1:1 by CARO dues, for a total project budget of \$26,000.

2013 PROGRAM GOALS AND OBJECTIVES

GOAL 1: Complete a 1-3 year strategic plan that will include the following:

OBJECTIVES:

- Identifying and prioritizing top issues of CARO members. This includes developing program activities that will expand the mission such as
 - organize a "Day on the Hill" – advocacy and creating awareness with elected officials;
 - development of a COG Directory; and
 - training, education, and networking opportunities.
- Enhancing the role of COGs and CARO by
 - determining how CARO will address projects and create collaborations arising in counties that are not currently covered by any one of the seven (7) EDDs or by COGS;
 - exploring areas of mutual interest (State BLF Loan Funds, AAA, etc.);
 - establishing relationships with all State agencies and invite them to use CARO as a way to disseminate information;
 - looking at the role of the COGS or CARO in administering/contracting with state programs (CSBG or CDBG)
- Work closely with state and federal agencies to identify statewide and/or multi-regional initiatives appropriate for implementation through CARO such as:
 - the Colorado Blueprint initiative;
 - Governor Order #5; and
 - monitoring state and national trends and identifying new opportunities.
- Identify the roles and responsibilities of each district.
- Develop a two year staffing and funding plan.
- Develop a website and marketing materials.
- Evaluate need for CARO over the long-term. Review and refine CARO bylaws.

COLORADO ASSOCIATION OF REGIONAL ORGANIZATIONS

ACCT #	ACCOUNT NAME	2011 ACTUAL	2012 BUDGET	2013 BUDGET
4100	FEDERAL CONTRACT			6,500
4330	ASSOCIATE MEMBER PLEDGES			11,330
4620	REIMBURSED EXPENSES			
4640	CARRYOVER FUNDS			16,726
	TOTAL REVENUES	-	-	34,556
6121	SALARIES - PROGRAM STAFF			4,800
6131	SALARIES - OFFICE WAGES			
6210	TAXES & BENEFITS			1,140
6410	CONTRACT STAFF			
6520	OUTSIDE CONTRACT			
6610	OFFICE SUPPLIES			
6640	POSTAGE			
6660	ADVERTISING EXPENSE			
6670	INTERNET/WEB SITE ADMIN			7,000
6680	DUES & SUBSCRIPTIONS			500
6690	COPIER CHARGES			500
6720	RENT			
7130	TRAVEL & MEETINGS			11,170
7910	INDIRECT COSTS APPLIED			0
9130	CARRY FORWARD			9,446
	TOTAL EXPENSES	-	-	34,556
	REVENUES OVER EXPENDITURES	-	-	-

COLORADO BARK BEETLE COOPERATIVE

The Colorado Bark Beetle Cooperative (CBBC) is a place-based collaborative to address the environmental, social and economic impacts of bark beetles on high altitude forests. The steering committee is comprised of federal, state, and local government representatives and representatives of utility and water providers, wood products industry, conservation, and public interest groups. NWCCOG serves as the fiscal agent for the CBBC>

2013 PROGRAM GOALS AND OBJECTIVES

Summit Meeting (spring or fall of 2013) – Semi-annual CBBC Summit meeting will address the future vision for our forests.

Quarterly Meetings – Quarterly meetings of the CBBC steering Committee will be held in January, April, July, and October

Education of Colorado Delegation in DC and local governments in CBBC region– Pending the outcome of the November elections, there may be a need to educate local, state, and/or federal officials about the issues that still exist around forest health issues in the Rocky Mountain Region. Funding would be used to send a group of stakeholders to DC to work with our officials there, as well as travel within the state to do the same.

Communications Products – Public education is one of the primary mission objectives for the CBBC. There is a need for general information about forest health and existing hazards in the CBBC region, as well as the rest of Colorado. Funding would be used for making copies and publishing/disseminating educational materials.

COLORADO BARK BEETLE COOPERATIVE

ACCT #	ACCOUNT NAME	2011 ACTUAL	2012 BUDGET	2013 BUDGET
4100	FEDERAL CONTRACT	-	-	-
4200	STATE GRANT REVENUE	-	-	-
4520	COUNTY PLEDGES	-	-	-
4530	MUNICIPAL PLEDGES	-	-	-
4330	ASSOCIATE MEMBER PLEDGES	-	-	-
4510	LOCAL FUNDING / DONATIONS	23,702	11,500	15,000
4630	NWCCOG MATCHING	-	-	-
4620	REIMBURSED EXPENSES	-	-	-
4,640	CARRY OVER REVENUE	(14,360)	-	8,965
	TOTAL REVENUES	9,341	11,500	23,965
6131	SALARIES - STAFF	532	-	-
6210	TAXES & BENEFITS	42	-	-
6510	OUTSIDE CONTRACT	4,566	5,600	9,000
6610	OFFICE SUPPLIES	-	-	-
6640	POSTAGE	-	-	-
6680	DUES & SUBSCRIPTIONS	50	-	-
6720	RENT	-	-	-
6730	TELEPHONE	-	-	-
6690	COPIER CHARGES	23	-	750
7130	TRAVEL & MEETINGS	1,956	-	12,000
7320	PASS-THROUGH FUNDS	-	5,900	-
7910	INDIRECT COSTS APPLIED	-	not allowed	not allowed
8000	CAPITAL OUTLAY	-	-	-
9310	CARRY FORWARD	2,171	-	2,215
	TOTAL EXPENSES	9,341	11,500	23,965
	REVENUES OVER EXPENDITURES	0	-	-

ECONOMIC DEVELOPMENT DISTRICT

On August 27, 2012, NWCCOG was officially designated an Economic Development District (EDD) by the U.S. Department of Commerce Economic Development Administration (EDA). This EDA designation will serve as a foundation for future economic projects and programs that will benefit NWCCOG's region. The EDA's mission is to "lead the federal economic agenda by promoting innovation and competitiveness, preparing American regions for growth and success in the worldwide economy". To further this mission, the EDA provides annual funding to EDD's across the country to assist in their pursuit of region-building economic development activities. NWCCOG will use this funding to focus on activities which aim to stimulate growth and business expansion in order to strengthen the economies of member communities in our region. NWCCOG has developed the following scope of work for 2013 for the EDD:

2013 PROGRAM GOALS AND OBJECTIVES

GOAL 1: Build a Business Friendly Environment

OBJECTIVES:

- Developing a system for gathering, organizing, presenting and disseminating economic indicator data for business decision makers; coordinate federal, state, regional and local resources to accomplish this.
- Assist businesses with direct technical assistance and referral to local development organizations, such as Colorado Mountain College and Small Business Resource Centers as appropriate.

GOAL 2: Retain, Grow and Recruit Businesses

OBJECTIVES:

- Work with the Colorado Office of Economic Development and International Trade (OEDIT) in their data management program to provide data and information to businesses to maximize economic growth opportunities and enhance local business and industry retention and expansion.
- Assist counties, municipalities, and their ED organizations in identifying the technical and financial resources necessary to facilitate economic and community development activities.
- Explore the feasibility of developing new programs to help support and grow existing businesses including an economic gardening program.
- Explore the development of an entrepreneur's network program for home-based businesses.

GOAL 3: Increase Access to Capital

OBJECTIVES:

- Explore sources of capital to develop a small business loan program.
- Research sources of grant funding available from both government and non-government sources; send out monthly funding opportunities bulletin to towns and counties, non-profits, other economic development stakeholders; maintain a page on the website with funding opportunities.
- Participate in training on funding sources, grant writing, etc. Provide workshops on these topics as appropriate.
- Explore, and where appropriate establish, alternative financing modes, e.g., equity financing, loan guarantees, local incentives.

GOAL 4: Focus on Projects that Bolster Tourism (Create and Market a Stronger Colorado Brand)

OBJECTIVES:

- Encourage the expansion of the tourism/recreation and service industries.
- Support area tourism businesses and agencies with their activities.
- Support and encourage programs that serve to preserve, protect and enhance the natural environment, the region's most basic asset for health, vitality and the tourism industry.

GOAL 5: Educate and Train the Future Workforce**OBJECTIVES:**

- Partner with organizations/agencies to bring educational workshops to the region. Such organizations/agencies may include Colorado Mountain College, Colorado Workforce Center, and other economic development organizations, educational organizations, and non-profits throughout the region.
- Staff to participate on the Colorado Workforce Board for this region.
- Participate in training offered by various professional organizations including but not limited to National Association for Development Organizations (NADO), Economic Development Council of Colorado (EDCC), Colorado Municipal League (CML), Colorado Counties, Inc. (CCI).

GOAL 6: Cultivate Innovation and Technology**OBJECTIVES:**

- Explore ways to improve rural broadband and cell phone service in the region.
- Explore developing programs to encourage innovative new businesses.

GOAL 7: Strengthen the Capacity of the Region's Communities to Work Together in Developing and Implementing an Economic Development Strategy**OBJECTIVES:**

- Participate in Stronger Economies Together (SET) program through the USDA (pending selection). SET will provide 9 core modules of training to the region's key economic development stakeholders and partners.
- Provide Technical Assistance and a forum for information sharing
- Distribute monthly newsletters providing a plethora of economic development resources including information on new programs, funding opportunities, educational opportunities, workshops, etc.
- Convene EDD board and stakeholders with OEDIT to work on Colorado Blueprint progress.
- Provide a forum for intergovernmental cooperation on economic development issues
- Serve as a resource for data to assist local governments and economic development organizations with their economic development activities.

ECONOMIC DEVELOPMENT DISTRICT

ACCT #	ACCOUNT NAME	2011 ACTUAL	2012 BUDGET	2013 BUDGET
4020	COUNTY PLEDGES	-	-	-
4021	MUNICIPAL PLEDGES	-	-	-
4100	FEDERAL CONTRACT	16,237	8,119	54,900
4200	STATE GRANT REVENUE			
4250	REIMBURSED EXPENSES	298		
4520	LOCAL FUNDING / DONATIONS	-	8,118	-
61000	NWCCOG MATCHING	-	-	54,900
4640	CARRY OVER REVENUE	7,332		
	TOTAL REVENUES	23,867	16,237	109,800
6110	SALARIES- EXECUTIVE DIRECTOR	-	-	27,748
6112	SALARIES - PROGRAM DIRECTOR	-	-	33,600
6121	SALARIES - STAFF	12,298	11,500	-
6210	TAXES & BENEFITS	3,802	-	18,496
6410	CONTRACT STAFF	1,479	-	-
6430	LEGAL EXPENSE	-	-	-
6510	OUTSIDE CONTRACT	90	-	-
6610	OFFICE SUPPLIES	-	-	250
6640	POSTAGE	33	-	250
2000	PRINTING	-	-	1,718
6660	ADVERTISING	-	-	-
6670	INTERNET / WEBSITE	-	-	3,000
6680	DUES & SUBSCRIPTIONS	1,650	-	2,000
6690	COPIER CHARGES	2,221	-	2,000
6720	RENT	942	942	4,357
6730	TELEPHONE	-	-	-
7110	PROGRAM SUPPLIES	362		
6800	EQUIP RENT/MAINT/SUPPLY	-	-	-
7130	TRAVEL & MEETINGS	991	345	10,881
7150	TRAINING & TECH. ASSISTANCE			5,500
7320	PASS-THROUGH FUNDS	-	-	-
7910	INDIRECT COSTS APPLIED	-	-	-
8000	CAPITAL OUTLAY	-	-	-
	TOTAL EXPENSES	23,867	12,787	109,800
	REVENUES OVER EXPENDITURES	0	3,450	-

ELEVATOR INSPECTION PROGRAM

PROGRAM SUMMARY

Revenues for 2013 are projected on a fee per inspection basis and will be paid by building owners. The elevator inspection program will certify that elevators meet safety requirements and can enforce the need for repairs and maintenance in elevators that do not comply. Elevators are inspected a minimum of once a year. For NWCCOG member jurisdictions, the fee for elevators is \$225.00, and for NWCCOG governmental member jurisdictions the fee is \$100.00. For non-NWCCOG member jurisdictions the fee is \$300.00. A permit fee will be charged for new elevator plan reviews. The permit fee is based upon the elevator evaluation and applies to commercial and residential installations.

2013 PROGRAM GOALS AND OBJECTIVES

GOAL: To inspect elevators, escalators and related lifting equipment located in Region XII and the extended service area to ensure their compliance with ANSI Safety Codes.

OBJECTIVES: Continue to offer this service to all Region XII member towns and counties that have signed the Letter of Agreement for the NWCCOG Elevator Inspection Program.

Maintain an MOU with the State's Conveyance Section of the Division of Oil & Public Safety to keep all participating jurisdictions compliant with new state laws.

Work with Elevator Inspection Program Advisory Committee to establish operational rules, determine appropriate revenue structures, ensure quality of inspections and monitor & evaluate the program.

Review new elevator plans and incorporate newly inspected elevators into the existing regional schedule.

Complete inspections and certifications for the nearly 1900 elevators and lifts in Region XII and adjacent jurisdictions served by NWCCOG Elevator Inspection Program.

Remain open to the possibility of expanding the Elevator Inspection Program services into new areas adjacent to the NWCCOG boundaries. Meet with representatives of adjacent jurisdictions to explain the service.

ELEVATOR INSPECTION PROGRAM

ACCT #	ACCOUNT NAME	2011 ACTUAL	2012 BUDGET	2013 BUDGET
4410	INSPECTION FEES	373,123	390,000	390,000
4430	OTHER SERVICES INCOME	21,181	20,000	20,000
4440	PERMIT REVIEW FEES	48,641	50,000	50,000
4420	SPECIALIZED SERVICES			0
4830	GAIN ON SALE OF EQUIPMENT			0
	TOTAL REVENUES	442,944	460,000	460,000
6112	SALARIES - PROGRAM DIRECTOR - EM	66,339	70,839	74,119
6121	SALARIES - INSPECTORS	137,790	143,524	147,989
6131	SALARIES - OFFICE SUPPORT	13,344	0	0
6210	TAXES & BENEFITS	74,973	76,325	76,236
6330	EE TRAINING EXPENSE	2,200	1,000	0
6420	FISCAL OFFICER CONTRACT		12,000	12,600
6430	LEGAL EXPENSES	-	500	0
6510	CONTRACTOR	2,604	2,000	1,500
6610	OFFICE SUPPLIES	679	900	900
6630	CREDIT CARD FEES	879	2,500	2,500
6640	POSTAGE	1,411	1,000	1,200
6650	PRINTING	205	200	200
6660	ADVERTISING	-	0	0
6680	DUES & SUBSCRIPTIONS	913	1,000	1,000
6690	COPIER CHARGES	2,876	2,400	2,400
6720	RENT & UTILITIES	3,709	4,080	4,291
6730	TELEPHONE	1,782	2,500	2,500
6760	INSURANCE	1,000	1,000	0
6800	EQUIP. MAINT. & REPAIRS	4,153	1,000	1,000
6840	TOOLS & EQUIPMENT	-	500	500
6990	DEPRECIATION	196		0
7120	LICENSE & PERMITS	1,252	1,250	1,250
7130	TRAVEL & MEETINGS	25,138	25,000	25,000
7150	TRAINING & TECH. ASSISTANCE	1,630	2,500	2,500
7910	INDIRECT COSTS APPLIED	20,569	16,497	18,455
8000	CAPITAL EXPENDITURES		17,000	17,000
	TOTAL EXPENSES	363,643	385,515	393,140
	REVENUES OVER EXPENDITURES	79,301	74,485	66,860

ENERGY MANAGEMENT

PROGRAM SUMMARY

The Energy Management Program (Weatherization) provides weatherization services to low and moderate income households. The program historically was federally funded, but in 1993 a contract was signed with Xcel (Public Service Company of Colorado) that provides additional grant funds to be used on weatherizing households of eligible Xcel customers. More recently additional Colorado utilities, including SourceGas and Atmos Energy in the NWCCOG service territory, have begun participating in Weatherization. In 2006 the State of Colorado provided additional funding for high-efficiency furnace replacements and Energy Star® refrigerators, but this funding was eliminated at the end of Colorado's 2008 fiscal year. In 2009, ARRA (Stimulus Act) provided \$5 billion of funding for the national Weatherization Assistance Program administered by the Department of Energy. This brought unprecedented funding levels to NWCCOG's Weatherization Program, doubling production and funding from previous levels. All ARRA funds were expended by the end of 2012, and for the federal fiscal year following ARRA, Congress has cut Weatherization funding to its lowest level since the 1970's, which has greatly reduced NWCCOG's Weatherization budget. As of publication the future funding of the program is undecided. The Energy Management budget may be revised during the 2013 NWCCOG fiscal year, depending on Congressional action and future funding levels.

The NWCCOG Energy Management Program serves the counties of Chaffee, Clear Creek, Eagle, Garfield, Grand, Jackson, Lake, Moffat, Park, Pitkin, Rio Blanco, Routt and Summit. NWCCOG provides services through 2 locations, the main office in Silverthorne and also a Field Office located in New Castle (10 miles west of Glenwood Springs), and also utilizes an extensive network of subcontractors throughout the service territory.

2013 PROGRAM GOALS AND OBJECTIVES

GOAL 1: Weatherize homes in Weatherization High-Country Region 5, providing energy conservation services that have a Savings to Investment Ratio (SIR) of ≥ 1.0 , while improving health and safety conditions that relate to weatherization.

OBJECTIVES: Perform measures and install materials that demonstrate an SIR ≥ 1.0 .

Assess and improve (if necessary) health and safety conditions that relate to weatherization.

Provide energy education to clients.

Provide furnace tune-ups and safety checks to households.

GOAL 2: Enhance cooperation between weatherization program and other service providers, such as county Social Services offices, Alpine Area Agency on Aging, local Housing Authorities, organizations assisting the disabled, et al.

OBJECTIVES: Maintain contacts with county Social Services offices, county Senior Coordinators, Housing Authorities, et al. to identify clients eligible for weatherization work.

Work with county Social Services offices to access CIP funds for heating emergencies, and with AAAA to use "Part D" funding to help deliver services that are beyond weatherization's scope to the frail elderly.

ENERGY MANAGEMENT

ACCT #	ACCOUNT NAME	2011 ACTUAL	2012 BUDGET	2013 BUDGET
4050	GAIN ON SALE / INSURANCE PROCEEDS	0		
4100	FEDERAL CONTRACT REVENUE	3,278,564	1,544,563	1,150,000
4200	STATE CONTRACT REVENUE	22,861		350,000
4520	XCEL/ATMOS/SOURCE CONTRACT	-	-	100,000
4620	REIMBURSED EXPENSES	18,242	-	
4630	LOCAL MATCH - NWCCOG	-	-	-
	TOTAL REVENUES	3,319,666	1,544,563	1,600,000
6112	SALARIES - PROGRAM DIRECTOR	89,497	91,720	93,641
6115	SALARIES - ASSISTANT DIRECTOR	51,268	64,224	64,895
6121	SALARIES - WEATHERIZATION HOURLY	764,384	465,800	486,969
6122	SALARIES - STAFF - INSULATION	220,814		-
6131	SALARIES - OFFICE SUPPORT	2,231	-	-
6210	TAXES & BENEFITS	330,150	196,441	207,011
6410	CONTRACT STAFF	280		-
6420	CONTRACT - FISCAL	59,839	33,280	24,000
6430	LEGAL EXPENSE - GENERAL	778	300	318
6440	AUDITOR	5,000	5,000	5,000
6520	CONTRACT SERVICES	267,174	28,000	51,120
6610	OFFICE SUPPLIES	7,920	2,500	2,000
6640	POSTAGE	4,126	2,000	1,500
6650	PRINTING	1,868	2,000	500
6660	ADVERTISING	22,748	2,000	1,500
6680	DUES & SUBSCRIPTIONS	2,960	900	800
6690	COPIER CHARGES	4,533	8,000	1,000
6720	OUTSIDE RENT & UTILITIES	114,499	64,000	45,418
6720	COG RENT & UTILITIES			24,958
6730	TELEPHONE	10,445	12,000	10,020
6760	INSURANCE - VEHICLES & LEAD	10,171	15,000	16,500
6800	EQUIP. MAINT & REPAIR	1,963	1,000	1,000
6810	VEHICLE REPAIR/MAINT	24,989	20,000	22,000
6811	GAS, OIL & SUPPLIES	126,005	68,000	52,814
6840	TOOLS AND EQUIPMENT	126,345	2,000	3,000
7120	LICENSE & PERMIT FEES	13,893	7,000	7,000
7130	TRAVEL & MEETINGS	123,897	55,000	55,584
7150	TRAINING & TECH ASSISTANCE	794		8,300
7410	MATERIALS	620,546	284,000	348,961
7910	INDIRECT COSTS APPLIED	80,149	55,398	64,191
9160	DEFERRED EXPENSE	74,365		-
8000	CAPITAL OUTLAY	156,036	-	-
	ARRA PERFORMANCE INCENTIVE POOL	-	59,000	-
	TOTAL EXPENSES	3,319,666	1,544,563	1,600,000
	REVENUES OVER EXPENDITURES	-	-	-

NORTHWEST ALL HAZARDS EMERGENCY MANAGEMENT REGION

PROGRAM SUMMARY

The Governor of Colorado designated nine All Hazard Emergency Management Regions within the state to plan, implement and administer on a regional basis, the functions related to all hazards within the region. The Northwest All Hazards Emergency Management Region (NWAHEMR) is guided by a regional committee comprised of the emergency managers from each of the 10 counties within the region and one regional representative for each of 12 functional areas. The 10 participating counties include Eagle, Garfield, Grand, Jackson, Mesa, Moffat, Pitkin, Rio Blanco, Routt, and Summit. The 12 functional areas include Communications, Coroners, Emergency Medical Services (EMS), Emergency Management, Fire, Government Administration, Hazmat, Healthcare, Information Technology (IT)/Geographic Information Systems (GIS), Law Enforcement, Public Health, and Public Works. Northwest Colorado Council of Governments (NWCCOG) serves the NWAHEMR as the regional coordinator and fiscal agent for the region.

NWAHEMR was awarded \$154,695 for federal fiscal year 2012 State Homeland Security grants. The grants in this program area are typically contracted for 18- months with a title that identifies the federal fiscal year from which the funds were initiated.

2013 PROGRAM GOALS AND OBJECTIVES

GOAL 1: **Administer the FY 2012* State Homeland Security grant according to the provisions contained within the grant award letter. Successfully complete the FY 2010* and 2011* SHSG and CCP grant projects and close out the awards by their expiration dates.**

OBJECTIVES: Plan, organize and facilitate all meetings of the Northwest Colorado All Hazards Management Region steering committee.

Purchase and distribute all approved equipment, training, exercises and planning for the region.

Interface with the Colorado Governor's Office of Homeland Security (GOHS).

Develop and maintain effective communications between all 10 counties within the region.

Maintain accurate accounting records for the expenditure of all grant funds.

Provide for an independent audit of all accounting records.

Facilitate the annual strategic planning process.

*The grants in this program area named for the federal budget year from which the funding was awarded.

**NORTHWEST COLORADO ALL HAZARDS EMERGENCY MANAGEMENT
REGION**

ACCT #	ACCOUNT NAME	2011 ACTUAL	2012 BUDGET	2013 BUDGET
4100	FEDERAL FUNDS - SHSG	1,554,393	479,703	385,928
4100	FEDERAL FUNDS - CCP	-	8,018	7,809
4100	FEDERAL FUNDS - M & A	-	65,158	53,053
	TOTAL REVENUES	1,554,393	552,879	446,790
6110	SALARIES - EXECUTIVE DIRECTOR			
6112	SALARIES - PROGRAM DIRECTOR	60,979	71,581	0
6121	SALARIES - STAFF	-		0
6210	TAXES & BENEFITS	9,715	12,966	0
6410	CONTRACT STAFF	-	0	35,000
6420	FISCAL CONTRACT	12,900	51,016	13,500
6440	AUDIT EXPENSE	4,000	4,000	4,000
6550	CONSULTANT	13,073	0	30,000
6610	OFFICE SUPPLIES	-	200	200
6640	POSTAGE	439	400	500
6650	PRINTING	3,367		0
6660	ADVERTISING EXPENSE	-		0
6680	DUE & SUBSCRIPTIONS			0
6690	COPIER CHARGES	1,304	300	1,000
6720	RENT	1,530	3,029	3,185
6730	TELEPHONE			0
6840	TOOLS & EQUIPMENT	107,369		0
7130	TRAVEL & MEETINGS	30,010	12,765	5,000
7150	TRAINING	186,748	58,236	0
7160	EXERCISE	17,733	52,020	0
8000	CAPITAL OUTLAY	1,105,224	286,366	354,405
	TOTAL EXPENSES	1,554,393	552,879	446,790
	REVENUES OVER EXPENDITURES	-	-	-

NORTHWEST LOAN FUND

PROGRAM SUMMARY

The Northwest Loan Fund (NLF) is an economic development organization that makes loans to start-up and/or young, expanding businesses that will create, or retain, new full time jobs in Eagle, Garfield, Grand, Jackson, Moffat, Pitkin, Rio Blanco, Routt, and Summit counties. It is governed by the NWCCOG Council, whose loan committee will be comprised of a volunteer from each of the nine counties in the service territory, and the Executive Director of the Northwest Colorado Council of Governments. Loan size ranges from \$1,000 to \$100,000 with a one-job-per-\$20,000-loaned guideline, with over 50% of the new jobs filled by persons from low to moderate income backgrounds. Diversity of business within a municipality is a requirement, as is, a denial for funding from a conventional resource. If a business is “bankable” the Fund will not take that business from local banking and financing providers.

2013 PROGRAM GOALS AND OBJECTIVES

GOAL 1: Continue service and collection, on all existing loans in the Fund’s portfolio.

OBJECTIVES: Repayment of outstanding loan balances enables the organization to replenish its fund to provide business assistance to new, eligible businesses in need of financing, thus revolving the funds and enhancing small businesses’ access to capital.

GOAL 2: Re-capitalize the loan fund by grant application to the Governor’s Office of Economic Development and International Trade, or by application for intermediary lending program funds from the USDA, and/or by application for revolving loan funds from the EDA.

OBJECTIVES: Investigate funding opportunities and complete application processes to recapitalize the business loan fund.

NORTHWEST LOAN FUND

ACCT #	ACCOUNT NAME	2011 ACTUAL	2012 BUDGET	2013 BUDGET
4200	PROGRAM INCOME - (Loan interest)		40,815	-
4200	STATE CONTRACT		550,000	-
4520	OTHER LOCAL FUNDING		86,300	-
4720	REVOLVED INTEREST	8,703	15,250	36,000
4730	ORGINATION FEE	400		-
4820	INTEREST INCOME	176	-	-
4640	CARRY OVER			42,000
	TOTAL REVENUES	9,279	692,365	78,000
6112	SALARIES - PROGRAM DIRECTOR	52,701	63,000	50,000
6210	TAXES & BENEFITS	16,434	17,724	14,000
6420	FISCAL SERVICES	2,625	2,100	2,100
6510	OUTSIDE CONTRACT SERVICES	1,089		-
6610	OFFICE SUPPLIES	598	200	200
6620	BANK CHARGES	214	240	250
6640	POSTAGE	64	50	121
6650	PRINTING		-	250
6660	ADVERTISING		500	250
6680	DUES & SUBSCRIPTIONS	1,860	1,225	1,000
6690	COPIER CHARGES	401	500	500
6720	RENT & UTILITIES	1,883	\$2,072	-
6930	BAD DEBT_ WRITTEN OFF	42,617		-
7110	PROGRAM SUPPLIES	746	\$0	200
7120	LICENSE & PERMITS	135		-
7130	TRAVEL & MEETINGS	7,793	3,000	3,000
7150	TRAINING & TECH. ASSISTANCE	2,142	1,000	1,000
7321	PASS-THROUGH FUNDS		550,000	-
7910	INDIRECT COSTS APPLIED	15,471	24,830	3,129
8000	CAPITAL OUTLAY		-	2,000
9130	CARRY FORWARD		25,924	-
	TOTAL EXPENSES	146,774	692,365	78,000
	REVENUES OVER EXPENDITURES	(137,495)	-	-

NWCCOG FOUNDATION, INC.

PROGRAM SUMMARY

The NWCCOG Foundation, Inc. is a federal tax-exempt public charity under section 501 (c) (3) of the Internal Revenue Code. The mission of the NWCCOG Foundation, Inc. is to provide a financial mechanism for the member jurisdictions of Northwest Colorado Council of Governments to work collaboratively with not-for-profit organizations, citizen based groups and individuals on projects of mutual interest and benefit for the region. The officers of the NWCCOG Foundation, Inc. are the same as those of Northwest Colorado Council of Governments. NWCCOG staff provides administration of the NWCCOG Foundation Inc., and the cost of administration is established at 7.5% of active accounts.

2013 PROGRAM GOALS AND OBJECTIVES

GOAL 1: Maintain status of the NWCCOG Foundation, Inc. as a federal tax exempt public charity under 501 (c) (3) of the Internal Revenue Code.

OBJECTIVES: Maintain required documentation, including board meeting minutes, separate financial accountings, independent audits and Internal Revenue Service tax filings.

GOAL 2: Increase the use of the NWCCOG Foundation, Inc. by NWCCOG member jurisdictions.

OBJECTIVES: Distribute information regarding the NWCCOG Foundation, Inc. to member jurisdictions through information tools including the NWCCOG newsletter, NWCCOG web page, and NWCCOG Council meetings.

NWCCOG FOUNDATION, INC.

ACCOUNT NAME	2011 ACTUAL	2012 BUDGET	2013 BUDGET
FUNDRAISING INCOME	-	-	-
FOUNDATION & TRUSTS	27,500	9,300	105,000
DONATIONS	9,263	-	-
INTEREST INCOME	176	-	-
LOCAL FUNDING/ MATCH	7,351	1,000	-
TOTAL REVENUES	44,290	10,300	105,000
SALARIES - STAFF	-	-	-
SALARIES - DIRECTOR	-	-	-
SALARIES - PROGRAM STAFF	-	-	-
SALARIES - OFFICE WAGES & BENEFITS	-	-	-
TAXES & BENEFITS	-	-	-
INTERNET/WEBSITE	-	-	-
AUDIT / 990	1,000	1,000	-
PROGRAM ADMIN FEE	-	-	-
OUTSIDE CONTRACT	90,642	-	-
OFFICE SUPPLIES	-	-	-
BANK & CREDIT CARD SERVICES	75	-	-
POSTAGE	109	-	-
PRINTING	-	-	-
ADVERTISING	-	-	-
DUES & SUBSCRIPTIONS	-	-	-
COPIER CHARGES	-	-	-
MISCELLANEOUS	724	-	-
EQUIP RENT/MAINT/SUPPLY	-	-	-
TRAVEL & MEETINGS	-	-	-
PASS THROUGH FUNDS	-	9,300	105,000
OTHER EXPENES	-	-	-
PROGRAM EXPENSE	84,369	-	-
TOTAL EXPENSES	176,920	10,300	105,000
REVENUES OVER EXPENDITURES	(132,630)	-	-

REGIONAL BUSINESS

PROGRAM SUMMARY

The Regional Business cost center provides the administration, oversight, and leadership to the NWCCOG. Dues paid by the 27 local government members support the activities of the Regional Business program. The NWCCOG Council has determined that many of the programs of the NWCCOG existed in many local governments outside of the region and that some of the costs associated with that oversight should be borne by the Indirect Cost Center. This allowed Regional Business to continue to provide match dollars to the Area on Aging program, Watershed Services, and Regional Coordinating Council.

2013 PROGRAM GOALS AND OBJECTIVES

GOAL 1: Maintaining the financial integrity of the NWCCOG and its programs.

OBJECTIVES: Build a sufficient fund balance to buffet the organization against vital unexpected expenditure, and provide adequate program diversity and funding to support the necessary activities of an umbrella organization.

GOAL 2: Develop a Regional Broadband Initiative

OBJECTIVES: Convene representatives from around the region to develop a strategic plan for Broadband and cell phone access.

GOAL 3: Create a Joint Purchasing Consortium.

OBJECTIVES: Convene the procurement representatives for each member jurisdiction and develop a joint purchasing consortium.

GOAL 4: Continue the Member Services program.

OBJECTIVES: While NWCCOG has a regional focus, it recognizes the unique needs of each of its members as well, and offers customized programs to serve these needs. These services include community surveys, meeting/retreat facilitation services, community issues management, demographic research/information, GIS Service Center, grant research, writing, and administration services, specialized research projects, and information forums.

GOAL 5: Work with Council and staff to clarify policy and programmatic issues and facilitate organizational planning.

OBJECTIVES: Engage members to obtain broader input on issues, especially those of regional interest where there are varied points of view NWCCOG.

Plan, organize and facilitate an annual "Strategic Planning Retreat" with the Council to provide guidance on direction for upcoming year.

GOAL 6: Facilitate intergovernmental cooperation and multi-jurisdictional approaches to address regional issues and concerns. Initiate and maintain a presence in new regional initiatives offering NWCCOG services as appropriate. Provide regional leadership.

OBJECTIVES: Provide leadership and facilities as needed in building intergovernmental cooperation and multi-jurisdictional approaches to addressing regional issues and concerns.

REGIONAL BUSINESS

ACCT #	ACCOUNT NAME	2011 ACTUAL	2012 BUDGET	2013 BUDGET
4100	FEDERAL CONTRACT			
4200	STATE GRANT REVENUE			65,000
4310	COUNTY PLEDGES	129,361	129,200	128,711
4320	MUNICIPAL PLEDGES	72,147	72,617	76,089
4520	OTHER LOCAL FUNDING	0	0	15,000
4540	INDIRECT INCOME	5,448		
4620	REIMBURSED EXPENSES	35		
4820	INTEREST INCOME	851	1,000	800
	TOTAL REVENUES	207,842	202,817	285,600
6110	SALARIES - EXECUTIVE DIRECTOR	109,758	86,000	64,034
6121	SALARIES - PROGRAM STAFF	3,529	32,145	9,600
6122	SALARIES - GRANT ADMINISTRATOR	0	0	
6131	SALARIES - OFFICE SUPPORT	4,032	1,985	1,828
	SEVERANCE PAY & BENEFITS		34,020	
6210	TAXES & BENEFITS	(14,674)	25,321	14,033
6312	RELOCATION EXPENSE	0		
6350	COMPENSATED ABSENCES - ADJUST	0		
6410	CONTRACT STAFF	5,243	1,000	1,000
6430	LEGAL EXPENSES	775	2,000	1,000
6510	OUTSIDE CONTRACT LABOR	7,188	0	80,000
6610	OFFICE SUPPLIES	415	500	500
6620	BANK SERVICE CHARGES	1,288	1,000	1,000
6640	POSTAGE	(219)	250	250
6650	PRINTING	95	200	200
6660	ADVERTISING			0
6670	INTERNET/WEB SITE			0
6680	DUES & SUBSCRIPTIONS	1,641	1,500	550
6690	COPIER CHARGES	1,902	3,000	3,500
6720	RENT & UTILITIES	4,793	5,784	4,777
6730	TELEPHONE	0	0	0
7130	TRAVEL & MEETINGS	6,341	7,500	10,000
7150	TRAINING & TECH. ASSISTANCE	74	0	5,500
7310	AWARDS	0		0
7550	CONTINGENCY			0
7910	INDIRECT COSTS APPLIED	15,612	7,274	11,458
7950	CASH MATCH TO PROGRAMS	27,996	33,600	84,900
8000	CAPITAL OUTLAY	0	0	0
	TOTAL EXPENSES	175,789	243,079	294,130
	REVENUE OVER EXPENDITURES	32,052	(40,262)	(8,530)

REGIONAL TRANSPORTATION COORDINATING COUNCIL

PROGRAM SUMMARY

The Regional Transportation Coordinating Council (RTCC) was formed in 2010 as a result of Rural Resort Region's focus - *Seniors in Our Mountain Communities: challenges and opportunities*. This project collected data on the growing senior population in our region and identified the gaps in services. One of the priority gaps was transportation, not just within a particular county, but in the public transportation options available to travel across county boundaries to access healthcare facilities and other services.

The RTCC is the local coordinating council for a 7-county rural area of northwest Colorado and is working to improve transportation coordination and options, especially for the veteran, disabled, older, and low-income adult populations. The participating counties include Eagle, Garfield, Grand, Jackson, Pitkin, Routt and Summit.

The RTCC's efforts are focused on coordinating the existing public and private transit providers with other human services providers by promoting, enhancing and facilitating seamless access to transportation services through a coordinated system that is easily available to customers from anywhere in the region.

2013 PROGRAM GOALS AND OBJECTIVES

- GOAL 1:** Development of a One Call/One Click Center system.
- GOAL 2:** Development a regional billing mechanism which will be able to bill all payor sources.
- GOAL 3:** Develop and maintain a regional services inventory including both human service agencies and transit providers along with a detailed gap analysis of the transit needs in each area to expand coordination of and access to existing and new resources.

REGIONAL TRANSPORTATION COORDINATING COUNCIL

	2011	2012	2013
REVENUES	ACTUAL	BUDGET	BUDGET
CDOT LCC CONTINUATION FUNDS	-	10,000	-
Veterans FTA One Click/One Call - Equipment	-	277,200	-
Veterans FTA One Click/One Call - Marketing			50,000
Local Revenue- Faster Funds	-	25,000	
Local Revenue-Match	-	28,900	16,000
FTA 5310 Mobility Management FUNDS	-	65,100	78,391
Other Local Funding			
Reimbursed Expenses			
NWCCOG Matching	-	16,150	-
TOTAL REVENUES	-	422,350	144,391
EXPENSES			
EXECUTIVE DIRECTOR			
SALARIES - PROGRAM DIRECTOR	-	53,400	50,222
OFFICE WAGES			
TAXES AND BENEFITS	-	19,571	11,018
OUTSIDE CONTRACTORS	-	37,000	
SUPPLIES & MATERIALS	-	1,500	1,000
POSTAGE	-	250	250
PRINTING	-	1,000	1,000
ADVERTISING	-	2,500	50,000
INTERNET/WEBSITE	-	10,000	10,000
DUES AND SUBSCRIPTIONS	-	250	100
COPIER CHARGES	-	1,000	1,000
RENT & UTILITIES	-	5,048	2,975
TELEPHONE	-	1,610	-
EQUIPMENT REPAIR & MAINTENANCE	-	6,750	-
TRAVEL & MEETINGS	-	6,500	6,500
TRAINING & TECHNICAL ASSISTANCE	-	7,000	-
INDIRECT COSTS	-	13,833	5,793
CAPITAL OUTLAY	-	255,138	4,533
TOTAL EXPENSES	-	422,350	144,391
REVENUES OVER EXPENDITURES	-	-	0

SUMMIT WATER QUALITY COMMITTEE

ACCT #	ACCOUNT NAME	2011 ACTUAL	2012 BUDGET	2013 BUDGET
	REIMBURSED EXPENSES	-		
4510	LOCAL REVENUE - SWQC	32,000	32,000	32,000
4300	LOCAL REVENUE - PERMIT REVIEWS	-		
	LOCAL REVENUE - COG	-		
4640	CARRY OVER	(6,419)	20,204	0
4420	OTHER SERVICE INCOME	300		
	TOTAL REVENUES	25,881	52,204	32,000
6131	SALARIES - ADM SECY	13	0	145
6210	TAXES & BENEFITS	1	0	10
6410	CONTRACT STAFF	20,500	25,000	25,000
6510	OUTSIDE CONTRACT SERVICES	468	1,000	0
6610	OFFICE SUPPLIES			0
6640	POSTAGE	20	25	25
6680	DUES & SUBSCRIPTIONS			125
6690	COPIER CHARGES	31	50	90
6720	RENT & UTILITIES	1,434	557	586
6730	TELEPHONE		1,325	0
6800	EQUIP RENT/MAINT/SUPPLIES	44	100	0
7130	TRAVEL & MEETINGS		2,000	1,800
7910	INDIRECT COSTS APPLIED	3,371	1,872	1,284
8000	CAPITAL OUTLAY			0
9130	CARRY FORWARD	-	20,275	2,935
				0
	TOTAL EXPENSES	25,881	52,204	32,000
	REVENUES OVER EXPENDITURES	-	-	-

WATERSHED SERVICES PROGRAM

PROGRAM SUMMARY

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

2013 PROGRAM GOALS AND OBJECTIVES

GOAL 1: **Work with watershed groups and local governments in implementing the 208 Plan.**

OBJECTIVES: Work with member jurisdictions to revise land use codes to provide water quality protection.

Reviews referred development applications and provide comments on approaches to protect water quality and comply with the 208 Plan policies.

GOAL 2: **Coordinate with stakeholders and Water Quality Control Division (WQCD) to develop or implement Total Maximum Daily Loads (TMDL).**

OBJECTIVES: Assist in design or implementation of necessary monitoring.

Help establish TMDL goals.

GOAL 3: **Review Waste Water Treatment Plant (WWTP) site applications for consistency with 208 Plan.**

OBJECTIVES: Work with local communities to incorporate site specific treatment issues.

Review and comment when appropriate on site applications and discharge permits at the 2012 established rate of \$120 per hour.

Maintain a database of active discharge permits in Region 12.

GOAL 4: **Get 2012 NWCCOG 208 Water Quality Management Plan approved.**

OBJECTIVES: Coordinate with Water Quality control Division for review and approval by WQCC and EPA.

WATERSHED SERVICES PROGRAM

ACCT #	ACCOUNT NAME	2011 ACTUAL	2012 BUDGET	2013 BUDGET
4200	STATE CONTRACT -208	24,750	11,900	11,400
4510	LOCAL REVENUE - PERMIT REVIEWS	-		0
4630	LOCAL REVENUE - COG	5,000	10,000	10,000
4640	CARRY OVER	(9,602)	5,000	0
	TOTAL REVENUES	20,148	26,900	21,400
6131	SALARIES - OFFICE WAGES	-	0	100
6210	TAXES & BENEFITS	-	0	20
6410	CONTRACT STAFF	13,960	15,000	16,000
6430	LEGAL EXPENSE - GENERAL	-	2,500	1,500
6520	OUTSIDE CONTRACT SERVICES	1,485	6,000	1,000
6640	POSTAGE	1	75	100
6650	PRINTING	-	100	100
6690	COPIER CHARGES	0		100
6720	RENT & UTILITIES	663	557	586
7130	TRAVEL & MEETINGS	-	350	350
7910	INDIRECT COSTS APPLIED	4,289	965	859
9130	CARRY FORWARD	(250)	1,353	685
	TOTAL EXPENSES	20,148	26,900	21,400
	REVENUES OVER EXPENDITURES	-	-	-

WATER QUALITY/QUANTITY

PROGRAM SUMMARY

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

2013 PROGRAM GOALS AND OBJECTIVES

MISSION STATEMENT: The mission of NWCCOG/QQ is to enable its members to protect and enhance the quality of Colorado's waters while facilitating the responsible use of those resources for the good of all Colorado citizens and its environment.

GOAL 1: Protect and Implement Local Government Authority to Protect Water Resources.

OBJECTIVES: Strengthen available tools to protect water quality and quantity. Defend against attacks on 1041 and other local government regulatory authority when necessary.

Assist local governments in strengthening and implementing water quality provisions of their land use codes.

Provide legal services to local governments for specific projects when the QQ Committee approves involvement and expenditures from the Defense Fund.

Monitor, participate and provide input in Colorado River Basin Roundtable process.

GOAL 2: Building Coalitions and Education

OBJECTIVES: Advocate the headwater communities' water quality and quantity interests throughout the State. Identify and work with other groups statewide that share QQ's concerns.

Identify strategies to minimize Front Range's dependency on West Slope water resources. Advocate "smart growth" to those utilizing headwater sources as water supplies; oppose the ad hoc policy of growth driving the demand for imported water supplies.

Coordinate with elected officials, private sector and other decision-makers on water quality/quantity issues. Develop working relationships with governmental entities, the private sector, non-profits and others where appropriate.

Foster cooperative regional management of water resources. Minimize redundant systems.

GOAL 3: Transmountain Diversion Oversight

OBJECTIVES: Evaluate potential future Front Range water development projects and alert QQ members of possible impacts and seek mitigation for those impacts.

Provide coordination and education to QQ membership on water development projects in the region.

WATER QUALITY/QUANTITY (CONT.)

Influence operations of existing projects to minimize local impacts where possible.

Advocate for all transmountain diversion water to be used to extinction by Front Range diverters.

Provide technical assistance to QQ members to determine water quality and quantity impacts caused by new or expanded transmountain diversion. Identify measures and conditions that would help mitigate those impacts. Assist the local government with 1041 permitting of water projects.

Educate Front Range elected officials on transmountain diversion impacts in the headwaters communities.

GOAL 4: Water Quality

OBJECTIVES: Protect local wastewater facilities from increased operational costs caused by hydrologic modifications and transmountain diversions.

Advocate regional interests during rulemaking hearings before the Water Quality Control Commission and the Colorado Water Conservation Board that affect the QQ region.

Defend regional Water Quality Management Plan (208 Plan).

Insure that water development in headwaters region does not adversely impact water quality.

Limit interpretations of Section 104 of the Colorado Water Quality Control Act so that it is not used to immunize water development activities from water quality protection requirements.

GOAL 5: Influence Water Policy

OBJECTIVES: Identify and plan for future West Slope water needs, including recreational and environmental demands.

Participate in State water policy initiatives and forums. Help formulate and implement water quality and water quantity policy.

Educate policy makers and expand scope of state water policy to include water quality, headwater impacts and recognition of in-stream water uses.

Develop strategies to improve conservation measures on the West Slope.

Provide analysis of legislation affecting QQ membership and lobby on issues the QQ Board has taken a position in the State General Assembly.

WATER QUALITY/QUANTITY

ACCT #	ACCOUNT NAME	2011 ACTUAL	2012 BUDGET	2013 BUDGET
4310	COUNTY PLEDGES	95,500	95,500	95,500
4320	MUNICIPAL PLEDGES	44,000	42,000	42,150
4330	ASSOCIATE MEMBER PLEDGES	-	3,800	3,800
4350	WATER & SAN. DIST. PLEDGES	10,850	11,600	11,600
4620	REIMBURSED EXPENSES	1,705	2,000	2,000
4820	INTEREST INCOME	58	200	50
	TOTAL REVENUES	152,113	155,100	155,100
6131	SALARIES - OFFICE SUPPORT	572	-	-
6210	TAXES & BENEFITS	72	-	50
6410	QQ CONTRACT STAFF	116,080	121,800	121,800
6510	OUTSIDE CONTRACT	180	10,441	10,756
6520	PROFESSIONAL SERVICES	-		
6610	OFFICE SUPPLIES	82	300	300
6640	POSTAGE	543	300	300
6650	PRINTING	85	600	-
6680	DUES & SUBSCRIPTIONS	1,177	1,400	1,400
6690	COPIER CHARGES	399	900	900
6720	RENT	1,530	\$1,115	\$1,172
6730	TELEPHONE	360	800	400
6760	INSURANCE	1,800	1,800	1,800
7130	TRAVEL & MEETINGS	8,157	10,064	10,000
7610	INDIRECT COSTS APPLIED	14,186	5,080	6,222
8000	CAPITAL OUTLAY	-	500	-
	TOTAL EXPENSES	145,223	155,100	155,100
	REVENUES OVER EXPENDITURES	6,890	-	-

WATER AND SANITATION DISTRICT DUES

DUES	ORGANIZATION
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\$100	Basalt Sanitation District
\$100	Bellyache Ridge Metro District
\$900	Copper Mountain Consolidated Metro District
\$500	Dillon Valley Metro District
\$2,000	Eagle River Water & Sanitation District
\$500	East Dillon Water District
\$500	Granby Sanitation District
\$500	Grand County Water & San District
\$100	Hamilton Creek Metro District
\$100	Kremmling Sanitation District
\$100	Mid Valley Metro District
\$100	Silver Creek Water & Sanitation District
\$2,000	Silverthorne Dillon Joint Sewer Authority
\$500	Snake River Water District
\$2,000	Snowmass Water & Sanitation
\$500	Three Lakes Water & Sanitation District
\$100	White Horse Springs Water & Sanitation
\$500	Winter Park Ranch Water & Sanitation District
\$500	Winter Park West Water & Sanitation

\$11,600.00 TOTAL

Water and Sanitation District Dues calculated in 4 tiers based on operating budgets.

2013 BUDGET WORKSHEET SUMMARY

2013 Revenues	Internal COG Programs								External Programs					Internal Service programs				Grand Total		
	Alpine Area Aging	Econ. Dev. District	Elevator Inspection	Energy Management	Northwest Loan Fund	Regional Business	RTCC	Watershed Services	CARO	CBBC	NW All Hazards Region	NWCCOG Foundation	Summit Water Quality Committee	Water Quality/Quantity	Program Totals	Indirect	249 Warren Ave		Copier Pool	Motor Pool
Federal Grant Revenue	368,175	54,900		1,150,000			128,391			6,500		446,790			2,154,756					2,154,756
State Grant Revenue	240,705			350,000		65,000		11,400							667,105					667,105
NWCCOG Dues						204,800									204,800					204,800
Q/Q Dues														141,450	141,450					141,450
Water & San Dues														11,600	11,600					11,600
Match - NWCCOG	20,000	54,900						10,000							84,900					84,900
Local Funding - Other	65,000				36,000	15,000	16,000			11,330	15,000	105,000	32,000		295,330	139,349	75,648	18,000	36,000	564,327
X-cel Energy Co Fees				460,000											100,000					100,000
Interest Income						800									460,000					460,000
Carryover	3,000				42,000					16,726	8,965				850					850
Miscellaneous															50					50
															70,691					70,691
															2,000					2,000
TOTAL	696,880	109,800	460,000	1,600,000	78,000	285,600	144,391	21,400		34,556	23,965	446,790	105,000	32,000	4,193,482	139,349	75,648	18,000	36,000	4,462,479
2013 EXPENDITURES																				
Salaries	109,244	61,348	222,108	645,505	50,000	75,462	50,222			4,800			145		1,218,834	31,394	1,000			1,251,228
Fringe Benefits & Taxes	26,443	18,496	76,236	207,011	14,000	14,033	11,018			1,140			10		368,387	3,583				371,970
Contract Costs	14,506		14,100	80,438	2,100	82,000		16,000			9,000	78,500	25,000	132,378	454,022	43,800		1,200	2,500	501,522
Indirect Costs	27,958		18,455	64,191	3,129	11,458	5,793	859	N/A	N/A	N/A	N/A	1,284	6,222	139,349	N/A	N/A	N/A	N/A	139,349
COG Rent	\$6,027	\$4,357	4,291	24,958		4,777	2,975	586			3,185		586	1,172	52,914	15,924		1,216		70,054
Other Expenses	133,388	25,599	40,950	577,897	8,771	21,500	69,850		19,170	12,750	10,700	7,350	2,076	15,328	945,329	43,648	66,310	13,750	19,550	1,088,587
Pass-thru/match	379,314														565,819					565,819
Carry forward					-				9,446	2,215			2,899		14,560		8,338	1,834	-11,050	13,682
Capital Purchases			17,000				4,533				354,405				375,938	1,000			25,000	401,938
TOTAL	696,880	109,800	393,140	1,600,000	78,000	294,130	144,391	21,400	34,556	23,965	446,790	105,000	32,000	155,100	4,135,152	139,349	75,648	18,000	36,000	4,404,149
2013 Net	-	-	66,860	-	-	(8,530)	-	-	-	-	-	-	-	-	58,330	-	-	-	-	58,330

Total Reserve Fund Balance

Beginning Balance	367,449
Change in Reserve Fund	58,330
Ending Balance	425,779

Required Reserve	446,248
Reserve Shortage	(20,469)

SECTION FIVE

THE MEETINGS

2013 NWCCOG COUNCIL MEETING SCHEDULE

CONFERENCE CALL INFORMATION

CALL IN NUMBER: 1-877-594-8353

PASSCODE: 23878813#

Thursday, January 24, 2013

Full Council Meeting

Location: Frisco Commons, Buffalo Mountain Room

Time: 10:00 a.m. – Noon

Agenda Items: Introduction of new members/representatives; Elect executive committee & officers; Joint meeting with the EDD board

Thursday, March 28, 2013

Full Council Meeting

Location: NWCCOG Office/Conference Call

Time: 10:00 a.m. noon

Agenda Items: Approval of final 2012 financials; Program updates

Thursday, May 23, 2013

Full Council Meeting

Location: Eagle County Courthouse, Garden Level Classroom

Time: 10:00 a.m. noon

Agenda Items:

Thursday, July 25, 2013

Full Council Meeting

Location: NWCCOG Office/Conference Call

Time: 10:00 a.m. – Noon

Agenda Items: Approval of 2014 dues; Review/acceptance of 2012 audit; Approval of 2013 budget revisions; Discussion re: Annual Planning Meeting Agenda

Thursday, September 26, 2013

Full Council & EDD Board Annual Planning Meeting

Location: Gypsum Town Hall, Council Chambers

Time: 9:00 a.m. – 3:00 p.m.

Thursday, October 24, 2013

Conference Call to review draft 2014 budget (to be sent out by Oct. 15th per by-laws)

Thursday, December 5, 2013

Full Council Meeting

Location: NWCCOG Office/Conference Call

Time: 10:00 a.m. noon

Agenda Items: 2013 budget revisions; review draft 2014 budget; adopt 2014 meeting schedule