



# 2016 BUDGET

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**LETTER FROM THE EXECUTIVE DIRECTOR & FISCAL OFFICER**

We are pleased to present the 2016 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 NWCCOG programs: Alpine Area Agency on Aging (Alpine AAA), Economic Development District (EDD), Elevator Inspection Program (EIP), Energy Management/Weatherization (WX), Regional Business, Regional Transportation Coordinating Council (RTCC), and Watershed Services are all included in this budget. This document also presents the 2016 budgets for associated programs and programs for which NWCCOG serves as the fiscal agent: Colorado Bark Beetle Cooperative (CBBC), NW All Hazards Emergency Management Region (NWAHEMR), Northwest Loan Fund (NLF), NWCCOG Foundation, Summit Water Quality Committee (SWQC), and the Water Quality & Quantity Committee (QQ).

The 2016 NWCCOG member dues total \$206,354 and are 4% of the total budget. The dues assessment for each member jurisdiction was calculated using a formula applying a \$.52 multiplier on population and .009 mils multiplier on assessed valuation as approved by the NWCCOG Council.

The 2016 QQ member dues total \$150,800. 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 2016 indirect budget totals \$192,327 and is 3.9% of the total budget. Indirect costs are shared by all of the NWCCOG programs and each program contributes to these costs based on 11.87% of that program’s total salaries and wages.

The 2016 budget includes a 2.5% cost of labor increase (total \$33,134) and a potential 3% merit increase (maximum total \$39,761) for the 28 employees. County Health Pool premiums for employee health insurance have increased by 10% for 2016. There is no increase to the dental, vision, or life insurance premiums.

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 2016, the following match amounts are submitted for approval:

Alpine AAA	\$27,400
Broadband	\$18,760
Economic Development District	\$70,000
Watershed Services	<u>\$ 7,000</u>
TOTAL	<u>\$123,160</u>

The 2016 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 programs’ projected revenues, which is \$367,330. The balance of the Reserved Fund is \$398,967 at the beginning of 2016 and anticipated to be \$401,256 at the end of 2016, which would equal 11% of the internal program budgeted revenues. We feel confident that the 2016 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 19 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 that are relevant, effective, and efficient to our membership.

**COUNCIL MEMBERS**

**COUNTIES**

Eagle	Jeanne McQueeney, Commissioner
Grand	James Newberry, Commissioner
Jackson	Betsy Blecha, Commissioner
Pitkin	Patti Clapper, Commissioner
Summit	Karn Stiegelmeier, Commissioner

**MUNICIPALITIES**

City of Aspen - Steve Barwick, Town Manager  
Town of Basalt - Mike Scanlon, Town Manager  
Town of Blue River - Michelle Eddy, Town Manager  
Town of Carbondale - John Hoffman, Town Council member  
Town of Dillon - Ben Raitano, Town Council member  
Town of Eagle - Jon Stavney, Town Manager  
Town of Fraser - Jeff Durbin, Town Manager  
Town of Frisco - Tom Connolly, Town Council member  
City of Glenwood Springs - Kathryn Trauger, City Council member  
Town of Granby - Jynnifer Pierro, Mayor  
Town of Grand Lake - Kathy Lewis, Town Council member  
Town of Gypsum - Jeff Shroll, Town Manager  
Town of Hot Sulphur Springs - Robert McVay, Mayor  
Town of Kremmling - Tom Clark, Mayor  
Town of Minturn - William Powell, Interim Town Manager  
Town of Montezuma - Molly Hood, Council member  
Town of Red Cliff - Scott Burgess, Mayor  
Town of Snowmass Village - Alyssa Shenk, Town Council member  
City of Steamboat Springs - Walter Magill, City Council member  
Town of Vail - Patty McKenny, Town Clerk  
Town of Walden - Suze Kanack, Town Clerk  
Town of Winter Park - Drew Nelson, Town Manager

## 2016 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), Regional Business (RB), Economic Development District (EDD), Regional Transportation Coordinating Council (RTCC), and Watershed Services. 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 costs are covered by a 5% administrative rate assessed annually to active accounts rather than by "Indirect Cost Rate". The NWCCOG Foundation's 5% administrative fee is waived for NWCCOG programs that are partnering with the Foundation on projects. 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 Northwest Loan Fund (NLF), Colorado Bark Beetle Cooperative (CBBC), Water Quality/Quantity Committee (QQ), and the Summit Water Quality Committee (SWQC).

#### **Fiscal Philosophy:**

NWCCOG will operate common cost centers such as motor pool, 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.

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## 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.

## 2016 DUES SUMMARY

County	2016 NWCCOG DUES	2016 Q/Q DUES	2016 TOTAL DUES
Eagle County	\$51,252	\$21,500	\$72,752
Grand County	\$13,720	\$21,500	\$35,220
Gunnison County	n/a	\$5,000	\$5,000
Jackson County	\$1,110	n/a	\$1,110
Park County	n/a	\$4,500	\$4,500
Pitkin County	\$32,664	\$21,500	\$54,164
Summit County	\$29,335	\$21,500	\$50,835
<b>Municipality</b>			
Aspen	\$14,746	\$6,800	\$21,546
Avon	n/a	\$1,750	\$1,750
Basalt (Eagle & Pitkin)	\$3,265	\$1,250	\$4,515
Blue River	\$808	n/a	\$808
Breckenridge	n/a	\$5,250	\$5,250
Carbondale	\$4,317	\$3,250	\$7,567
Crested Butte	n/a	\$1,500	\$1,500
Dillon	\$1,049	\$750	\$1,799
Eagle	\$4,266	\$1,750	\$6,016
Fraser	\$904	\$700	\$1,604
Frisco	\$2,917	\$1,750	\$4,667
Glenwood Springs	\$6,792	n/a	\$6,792
Granby	\$1,393	\$700	\$2,093
Grand Lake	\$593	\$700	\$1,293
Gypsum	\$4,459	\$2,000	\$6,459
Hot Sulphur Springs	\$412	\$200	\$612
Kremmling	\$828	\$1,000	\$1,828
Minturn	\$739	\$650	\$1,389
Montezuma	\$52	n/a	\$52
Red Cliff	\$166	\$250	\$416
Silverthorne	n/a	\$1,700	\$1,700
Snowmass Village	\$5,809	n/a	\$5,809
Steamboat Springs	\$11,737	\$2,500	\$14,237
Vail	\$11,318	\$6,250	\$17,568
Walden	\$354	n/a	\$354
Winter Park	\$1,349	\$1,250	\$2,599
Yampa	n/a	\$200	\$200
<b>Associations</b>			
20 Water & Sanitation Districts	n/a	\$14,900	\$14,900
<b>Total Dues</b>	<b>\$206,354</b>	<b>\$152,550</b>	



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## 2016 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 NWCCOG program areas and is bid and administered once for all of these entities rather than multiple times on an individual program basis. Other costs that follow this pattern include office supplies, the copy machine, the phone system, equipment repairs, and some organizational staff time in the positions of Executive Director, Administrative Assistant, and Fiscal Office.

### Support Areas

The 2016 Indirect Cost Center is comprised of support services, which provide fiscal accountability, communication services, and basic office functions.

**Fiscal:** Includes the Fiscal Officer, Fiscal Assistant, audit expense, accounting software support, and check printing.

**Telephone:** Includes office telephone equipment, line expenses, and service charges.

**Office:** Includes 100% of the Administrative Assistant's time (1FTE). Other expenses include office supplies, office equipment rentals and maintenance, copier lease, 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 total salaries and wages. The percentage applied is determined by averaging the prior four audited fiscal years' indirect costs as a percentage of the total salaries as shown below:

Application of Four-Year Averaging Factor:

YEAR	RATE
2014	10.62%
2013	12.11%
2012	13.16%
2011	11.58%
Four Year Total	47.47%
<b>Four Year Average</b>	<b>11.87%</b>

## INDIRECT COST CENTER

ACCT #	ACCOUNT NAME	2014 ACTUAL	2015 BUDGET	2016 BUDGET
2200	CARRY-OVER	-	-	
4540	OTHER INCOME	4,250		
4550	INTERNAL INDIRECT REVENUE	135,618	169,004	183,359
4560	EXTERNAL INDIRECT REVENUE	-	8,749	8,968
	<b>TOTAL REVENUES</b>	<b>139,868</b>	<b>177,753</b>	<b>192,327</b>
6110	SALARIES - EXECUTIVE DIRECTOR	11,629	8,418	14,871
6121	SALARIES - PROGRAM STAFF	605		-
6131	SALARIES - OFFICE SUPPORT	21,138	30,699	30,612
6210	TAXES & BENEFITS	5,276	11,794	24,145
6310	FLEX PLAN ADMIN	686	450	700
6311	BACKGROUND CHECK	235		
6330	EE TRAINING EXPENS	665		700
6420	FISCAL OFFICER CONTRACT	36,523	38,732	39,700
6440	AUDIT SERVICES	11,200	13,000	13,000
6510	CONTRACT SERVICES- GENERAL	4,385	2,750	2,666
6610	OFFICE SUPPLIES	7,140	6,250	6,701
6620	BANK CHARGES	(1)		
6640	POSTAGE	333	400	350
6650	PRINTING & PUBLICATION	65	350	100
6660	ADVERTISING	90	100	100
6670	INTERNET/WEB SITE ADMIN	1,577	9,100	1,600
6680	DUES & SUBSCRIPTIONS	5,949	5,500	420
6690	COPIER CHARGES	1,064	300	-
6720	RENT	13,528	\$13,646	\$17,361
6730	TELEPHONE	6,210	7,000	7,000
6750	OFFICE REPAIRS, JANITOR & MAINT.	2,955	2,500	600
6760	INSURANCE	10,936	12,500	11,000
6800	EQUIP. MAINT. & REPAIRS	110	250	250
6830	EQUIPMENT LEASE - Copier		11,500	11,500
6830	EQUIPMENT LEASE - Postage	1,472	1,700	1,700
7130	TRAVEL & MEETINGS	197	400	250
8000	CAPITAL OUTLAY	-	1,000	7,000
9100	CONTINGENCY	-		
	<b>TOTAL EXPENSES</b>	<b>143,967</b>	<b>178,339</b>	<b>192,327</b>
	<b>REVENUE OVER EXPENDITURES</b>	<b>(4,100)</b>	<b>(585)</b>	<b>0</b>

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**BUILDING - 249 WARREN AVENUE**

ACCT #	ACCOUNT NAME	2014 ACTUAL	2015 BUDGET	2016 BUDGET
4530	DIRECT CHARGES INCOME	174,400	72,308	75,648
4810	RENTAL INCOME	1,456	3,340	0
	<b>TOTAL REVENUES</b>	<b>175,856</b>	<b>75,648</b>	<b>75,648</b>
6100	ADVERTISING	0	0	0
6121	PROGRAM STAFF	1,191	1,000	1,500
6510	CONTRACT SERVICES- GENERAL	0	500	500
6710	MORTGAGE EXPENSE	138,160	38,160	38,160
6720	RENT - COG Storage/ Parking Spaces	6,000	6,000	6,000
6740	CAM FEES	0	16,700	16,700
6800	REPAIRS & MAINTENANCE.	20,934	5,000	5,000
6750	JANITORIAL/TRASH EXPENSE	700		3,154
	<b>TOTAL EXPENSES</b>	<b>166,985</b>	<b>67,360</b>	<b>71,014</b>
	<b>REVENUE OVER EXPENDITURES</b>	<b>8,871</b>	<b>8,288</b>	<b>4,634</b>
	REPLACEMENT FUND -BEGIN	17,166	26,038	34,325
	YTD NET	8,871	8,288	4,634
	REPLACEMENT FUND -END	26,038	34,325	38,959

2016  
PROGRAM  
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SUMMARIES

*Community Living Services***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. As required by the Older Americans Act, in 1980 an advisory body to the Alpine AAA was established: the Alpine Area Agency on Aging Regional Advisory Council (RAC). It developed the following statements:

VISION- To provide a comprehensive and coordinated system of services for the older population of Region 12.  
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 12's older citizens.

The AlpineAAA is funded through the Federal Older Americans Act, Older Coloradans Program funds and with local Match for services to persons who are 60 years of age or older and their family caregivers. The Administration on Aging which oversees the Older Americans Act at the national level requires that each individual area agency on aging submit a plan for how they will use the funds and how they will work on the initiatives set forth by the Administration on Aging to its respective State department. The new Region 12 Four-Year Area Plan: State Fiscal Years 2016-2019 (7/1/2015 to 6/30/2019) reflects the commitment to prepare the region for the aging of the population and to use the AlpineAAA's centralized infrastructure to coordinate activities in order to meet the needs of older individuals.

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. The Alpine AAA is also developing the business acumen of the program and preparing our services and supports to better serve more people and to remain viable and relevant. These efforts are to build upon the existing resources and expertise in Region 12, to advance the principles and mission of the Older Americans Act, support the priority services identified in the Four-Year Area Plan, diversify funding resources, and to be a part of the full spectrum of a coordinated system of services and support and integrated care opportunities.

**2016 PROGRAM GOALS AND OBJECTIVES**

**GOAL 1:** **Build the Financial and Operating Capacity: Implement continuous improvement practices that result in accountability, transparency, and maximized operating efficiently and effectiveness with a culture that supports divergent business functions and initiatives.**

**OBJECTIVES:** Develop a sustainable business model that can respond to the changing world of aging services and can generate diversified revenues and resources to expand services and improve the lives of older adults in Region 12.

Strengthen the program's operations and administrative capacity; build the infrastructure to position the program for new options and opportunities and resources.

**GOAL 2:** **Program Development: Provide the most innovative and highest quality programs and services.**

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**OBJECTIVES:** Modernize the program with investments in the Aging & Disability Resources for Colorado, coordinated regional transportation, evidenced-based disease prevention programs, and consumer-directed service provision.

Deploy state-of-the-art practices in home and community-based services: facilitate consumer choice using evidence-based strategies, ongoing skills training and certification, and adopt performance-based approach to demonstrate outcomes and value.

Administer the Alpine Retired and Senior Volunteer Program (RSVP), which covers Eagle County only at this time, and the State Health Insurance Assistance Program (SHIP) for Medicare and the Senior Medicare Patrol (SMP) for the five-county region.

Coordinate Older American Act services with federal and state initiatives through shared program partnerships.

**GOAL 3: Cultural Alignment: Cultivate a positive environment that actively engages program staff, council and volunteers to achieve priorities and realize the program’s vision.**

**OBJECTIVES:** Focus the program’s leadership, and the Region 12 aging services network, on the prioritized opportunities and resources.

Participate in key state, regional and national groups to stay current on trends, policy directions, and resources.

Engage older adults, caregivers, and adults with disabilities in establishing diverse programs that result in sustainability and growth.

**GOAL 4: Marketing/Communication: Execute a communication strategy designed to inform and activate existing and potential consumers, and attract critical partners.**

*Community Living Services*  
**ALPINE AREA AGENCY ON AGING**

ACCT #	ACCOUNT NAME	2014 ACTUAL	2015 Budget	2016 Budget
	<b>Revenue</b>			
4100	FEDERAL CONTRACT REVENUE	356,362	304,729	441,902
4120	FEDERAL REVENUE - NSIP/usda	-	18,000	17,500
4200	STATE CONTRACTS REVENUE	261,831	374,360	500,234
	HCPF LOW INCOME DENTAL GRANT			25,400
4210	STATE CASH MATCH	-	3,162	-
4630	LOCAL CASH MATCH - NWCCOG	20,470	24,300	27,400
4400	FOUNDATIONS & TRUSTS			78,705
4640	FEDERAL CONTRACT CARRYOVER			26,590
	IN-KIND MATCH			16,938
	<b>TOTAL REVENUES</b>	<b>638,663</b>	<b>724,551</b>	<b>1,134,669</b>
	<b>Expenses</b>			
6010	SALARIES - PROGRAM - STAFF			95,603
6112	SALARIES - PROGRAM DIRECTOR	72,896	76,920	81,151
6121	SALARIES - PROGRAM ASSISTANT	25,010	46,008	48,423
6131	SALARIES - OFFICE	836	2,311	2,304
6210	TAXES & BENEFITS	21,623	26,598	70,243
6400	CONTRACT SERVICES-Other	-	15,746	-
6410	CONTRACT STAFF	-	10,000	17,500
6420	CONTRACT - FISCAL	4,536	4,668	-
6430	LEGAL EXPENSE	-	700	165
6510	CONTRACT SERVICES	293	18,000	-
6560	OTHER CONTRACTOR			14,663
6610	OFFICE SUPPLIES	96	1,000	3,470
6640	POSTAGE	848	1,250	2,167
6650	PRINTING	-	255	2,100
6660	ADVERTISING	-	500	5,119
6670	INTERNET/WEBSITE			4,226
6680	DUES & SUBSCRIPTIONS	1,924	1,100	6,050
6690	COPIER CHARGES	3,426	-	-
6720	RENT	6,104	6,104	12,784
6730	TELEPHONE	398	10	2,124
6800	EQUIP REPAIR/MAINTENANCE	-	-	550
7110	PROGRAM SUPPLIES	-	2,500	8,540
7130	TRAVEL & MEETINGS	8,183	8,100	18,854
7150	TRAINING & TECHNICAL ASSISTANCE			6,400
7310	SENIOR AWARDS CEREMONY	189	3,000	3,000
7311	RSVP RECOGNITION EVENT			8,000
7312	RAC & NoC TRAVEL/MEETINGS	254	5,275	8,860
7313	VOLUNTEER TRAVEL REIMBURSEMENT			34,510
7320	PASS THRU SERVICE FUNDS -SUBCONTRACTOR	465,336	321,322	510,670
7340	PASS THRU NSIP FUNDS - SUBCONTRACTORS	-	18,000	17,500
7340	AAAA - DIRECT SERVICES DELIVERY	-	58,031	106,352
7910	INDIRECT COSTS APPLIED	26,628	15,379	27,002
9160	DEFFERED EXPENSE	83	-	-
8000	CAPITAL OUTLAY		4,000	-
	IN-KIND SERVICES			16,340
	<b>TOTAL EXPENSES</b>	<b>638,663</b>	<b>646,777</b>	<b>1,134,669</b>
	<b>REVENUES OVER EXPENDITURES</b>	<b>-</b>	<b>77,774</b>	<b>-</b>

## 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.

	2014	2015	2016
ACCOUNT NAME	ACTUAL	BUDGET	BUDGET
REIMBURSED EXPENSES	410		
CARRY OVER REVENUE	4,073	6,948	2,500
<b>TOTAL REVENUES</b>	<b>4,483</b>	<b>6,948</b>	<b>2,500</b>
OUTSIDE CONTRACT	3,294	2,408	2,000
DUES & SUBSCRIPTIONS	10	-	-
COPIER CHARGES	6	100	-
TRAVEL & MEETINGS	1,173	1,000	500
CARRY FORWARD	-	3,440	-
<b>TOTAL EXPENSES</b>	<b>4,483</b>	<b>6,948</b>	<b>2,500</b>
<b>REVENUES OVER EXPENDITURES</b>	<b>0</b>	<b>-</b>	<b>-</b>



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## ECONOMIC DEVELOPMENT DISTRICT

### PROGRAM SUMMARY

NWCCOG is an officially designated Economic Development District (EDD) under the auspices of the U.S. Department of Commerce Economic Development Administration (EDA). This EDA designation serves as a foundation for economic development projects and programs that aim to build the capacity of our member communities in creating and sustaining health, vibrant, diverse economies. 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 continue to 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 2016 for the NWCCOG Economic Development District:

#### 2016 PROGRAM GOALS AND OBJECTIVES

- **Update the Region's Comprehensive Economic Development Strategy (CEDS)**

The purpose of the region's CEDS is to build regional capacity that contributes to community success. The CEDS provides a vehicle for individuals, organizations, local governments, institutes of learning, and private industry to engage in a meaningful conversation and debate about what capacity building efforts will best serve economic development in the region. It takes into account, integrates, and leverages other regional planning efforts. Regions must update their CEDS at least every five years to qualify for EDA assistance under its Public Works and Economic Adjustment Assistance programs. NWCCOG's CEDS update is due by December 31, 2016. Update to the CEDS will be a key focus for the EDD in 2016.

Create a website that will house an on-line clearinghouse of data that will both complement the CEDS as well as serve as a marketing tool for the region.

- **Build a Business Friendly Environment**

Provide technical assistance and other resources to assist communities in the region to create and foster a business climate that is friendly to existing businesses, as well as entrepreneurs looking to start and grow new businesses.

Work in collaboration with the NW Small Business Development Center (NWSBDC) to promote, market, and deliver free business consulting services to small businesses and entrepreneurs.

Build the capacity of the region's communities to maintain existing assets, and develop new assets, which serve to make our communities attractive places for entrepreneurs to start new businesses, and that serve to retain a productive, educated workforce.

- **Retain, Grow and Recruit Businesses**

Continue to serve as host organization of NWSBDC in 2016.

Provide data and information to businesses to maximize economic growth opportunities and enhance local business and industry retention and expansion.

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Serve as a clearinghouse for business resources through direct contact with businesses as well as via website, monthly resources bulletins, and social media.

Work with regional broadband effort in creating a marketing plan for the region which will highlight the many assets the region has which make it an attractive place to do business, and an attractive place for broadband providers to make investments in broadband infrastructure.

Maintain the NWCCOG EDD website to serve as a marketing tool for doing business in the region.

Explore and create programs to encourage new businesses that complement the region's key economic drivers, and that also serve to diversify our economy.

- **Increase Access to Capital**

Continue to promote and market the Northwest Loan Fund (NLF). Highlight success stories of NLF clients to promote both the NLF and the businesses that benefitted.

Continue to research sources of grant funding available from both government and non-government sources; maintain a page on the website with funding opportunities. Disseminate this information via monthly resources bulletins.

Serve as a clearinghouse to businesses for information on financing/capital sources. Provide updates in monthly resources bulletins. Provide information on website.

- **Focus on Projects that Bolster Tourism (Create and Market a Stronger Colorado Brand)**

Maintain website for the NWCCOG Economic Development District which serves as a marketing tool for the region.

Encourage the expansion of the tourism/recreation and service industries through workshops, monthly resources bulletins, and website.

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.

- **Educate, Train, and Attract the Future Workforce**

Explore and implement initiatives, projects, and programs that build the capacity of the region's communities to attract and retain human capital.

Promote and market the services offered by the Colorado Workforce Center (CWFC). Partner with CWFC on projects and programs as appropriate.

Carry out the work of the regional Health and Wellness Sector Partnership, including implementation of the WorkWell Collaborative Initiative.

The EDD Director will continue to serve as the economic development representative on the Rural Resort Region Workforce Development Board.

- **Cultivate Innovation and Technology**

Work with the various organizations and projects in the region to support and build the capacity of the entrepreneurial regional ecosystem.

Assist entrepreneurs, growth companies, and existing businesses obtain financing through the Northwest Loan Fund as well by referral to other alternative sources of funding.

Continue to assist with the implementation of action steps outlined in NWCCOG Regional Broadband Strategic Plan as appropriate. This includes developing a regional marketing plan to attract private investment in broadband investment.

- **Strengthen the capacity of the region's Towns, Counties, and Economic Development Organizations**

Continue to provide a forum for intergovernmental cooperation on economic development issues to facilitate collaboration among towns, counties, and economic development organizations within the region. NWCCOG EDD provides this forum for exchange of ideas, needs, etc. at its bi-monthly working group meetings.

Continue to serve as a resource to assist local governments and economic development organizations with their economic development activities.

Maintain and convene an EDD Board of Directors that complies with EDA requirements.

Prepare and submit all EDA-required reports and documents.

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**ECONOMIC DEVELOPMENT DISTRICT**

ACCT #	ACCOUNT NAME	2014 ACTUAL	2015 BUDGET	2016 BUDGET
4100	FEDERAL CONTRACT	61,000	61,000	70,000
4200	STATE GRANT REVENUE	4,160		31,000
61000	NWCCOG MATCHING	61,000	61,000	70,000
4640	CARRY OVER REVENUE	5,073	13,060	5,455
	<b>TOTAL REVENUES</b>	<b>131,233</b>	<b>135,060</b>	<b>176,455</b>
6110	SALARIES- EXECUTIVE DIRECTOR	24,371	16,833	36,158
6121	SALARIES - STAFF	54,860	58,084	62,386
6210	TAXES & BENEFITS	26,490	27,265	31,944
6410	CONTRACT STAFF	155	-	-
6510	OUTSIDE CONTRACT	10,129	13,060	25,000
6610	OFFICE SUPPLIES	43	-	50
6640	POSTAGE	41	-	50
6660	ADVERTISING	2,345	-	-
6670	INTERNET / WEBSITE	316	-	150
6680	DUES & SUBSCRIPTIONS	454	250	805
6690	COPIER CHARGES	358	-	-
6720	RENT	2,178	\$2,180	\$1,791
7110	PROGRAM SUPPLIES	213	2,150	
7130	TRAVEL & MEETINGS	7,972	4,038	3,923
7150	TRAINING & TECH. ASSISTANCE	1,005	2,000	2,500
7910	INDIRECT COSTS APPLIED		9,200	11,697
8000	CARRIED FORWARD	84		
	<b>TOTAL EXPENSES</b>	<b>131,013</b>	<b>135,060</b>	<b>176,455</b>
	<b>REVENUES OVER EXPENDITURES</b>	<b>220</b>	<b>-</b>	<b>0</b>

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## ELEVATOR INSPECTION PROGRAM

### PROGRAM SUMMARY

Revenues for 2016 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, escalators, and related lifting equipment that do not comply with safety requirements required by ASME 17.1 the IBC, NFPA 72, NFPA 70 (NEC) and any other applicable codes. Elevators, escalators, and related lifting equipment are inspected a minimum of once a year.

For local government owned units of NWCCOG member jurisdictions, the annual inspection fee is \$100.

For other units within NWCCOG member jurisdictions, the fee is \$225 for elevators and related lifting equipment with up to 3 stops, \$275 for elevators and related lifting equipment with 4 to 6 stops, \$325 for elevators and related lifting equipment with 7 to 9 stops, and \$375 for elevators and related lifting equipment with 10 or more stops.

For units located in non-NWCCOG member jurisdictions, the fee is \$300 for elevators and related lifting equipment with up to three (3) stops, \$350 for elevators and related lifting equipment with 4 to 6 stops, \$400 for elevators and related lifting equipment with 7 to 9 stops, and \$450 for elevators and related lifting equipment with 10 or more stops.

Escalators will be charged at a rate of \$75 per hour. A permit fee will be charged for new elevator and modifications of existing elevator plan reviews. The permit fee is based upon the elevator valuation and applies to commercial and residential installations. The program will levy fines for elevators, escalators, and related lifting equipment of \$75 per day for units with void certificates over 90 days.

### 2016 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, ASME, NFPA and the IBC 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 and evaluate the program.

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

Complete inspections and certifications for approximately 1800 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	2014 ACTUAL	2015 BUDGET	2,016 BUDGET
4410	INSPECTION FEES	406,525	463,025	474,000
4430	OTHER SERVICES INCOME	28,806	63,800	45,000
4440	PERMIT REVIEW FEES	62,710	60,000	60,000
	<b>TOTAL REVENUES</b>	<b>498,041</b>	<b>586,825</b>	<b>579,000</b>
6112	SALARIES - PROGRAM DIRECTOR	78,675	83,500	88,093
6121	SALARIES - INSPECTORS	147,058	206,762	185,714
6131	SALARIES - OFFICE SUPPORT	30,131	31,583	38,272
6210	TAXES & BENEFITS	75,165	89,614	97,368
6510	CONTRACTOR	540	1,300	1,500
6610	OFFICE SUPPLIES	1,508	2,000	2,500
6630	CREDIT CARD FEES	2,410	2,400	2,000
6640	POSTAGE	544	1,200	1,500
6650	PRINTING	98	100	250
6660	ADVERTISING	0	2,000	2,000
6680	DUES & SUBSCRIPTIONS	1,054	875	1,200
6690	COPIER CHARGES	1,374	0	
6720	RENT & UTILITIES	5,507	6,856	7,500
6730	TELEPHONE	1,748	4,000	3,300
6760	INSURANCE	805	1,200	1,800
6800	EQUIP. MAINT. & REPAIRS	9	500	2,000
6811	VEHICLE SUPPLIES/TIRES	5	2,000	5,000
6840	TOOLS & EQUIPMENT	86	1,000	5,000
7120	LICENSE & PERMITS	6,577	2,900	6,000
7130	TRAVEL & MEETINGS	31,298	38,000	45,000
7150	TRAINING & TECH. ASSISTANCE	775	1,200	4,000
7910	INDIRECT COSTS APPLIED	18,141	39,523	37,044
8000	CAPITAL EXPENDITURES	0	40,000	20,000
	<b>TOTAL EXPENSES</b>	<b>403,509</b>	<b>558,513</b>	<b>557,041</b>
	<b>REVENUES OVER EXPENDITURES</b>	<b>94,532</b>	<b>28,312</b>	<b>21,959</b>

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## 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 (formerly 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 in the NWCCOG region, including SourceGas, Atmos Energy, Colorado Natural Gas, and Holy Cross Electric, have begun participating in Weatherization. The State of Colorado also started using Severance Taxes to augment the Weatherization Assistance Program in 2012. The Energy Management budget may be revised during the 2016 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 two locations: the main office in Silverthorne and a Field Office located in New Castle (10 miles west of Glenwood Springs). NWCCOG also utilizes a network of subcontractors throughout the service territory.

### 2016 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  $\geq 1.0$ , while improving health and safety conditions that relate to weatherization.**

**OBJECTIVES:** Perform measures and install materials that demonstrate an SIR  $\geq 1.0$ .

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

Provide energy education to clients.

Provide safety checks on all gas or propane furnaces and water heaters in all weatherized homes.

**GOAL 2: Provide for cooperation and coordination 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, etc.**

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

Work with Alpine AAA to use "Part D" funding to help deliver services that are beyond weatherization's scope to the frail elderly.

## ENERGY MANAGEMENT

ACCT #	ACCOUNT NAME	2014 ACTUAL	2015 BUDGET	2016 BUDGET
4050	GAIN ON SALE / INSURANCE PROCEEDS			
4100	FEDERAL CONTRACT REVENUE	1,318,442	577,152	670,211
4200	STATE CONTRACT REVENUE	-	477,589	577,535
4520	XCEL/ATMOS/SOURCE CONTRACT	113,420	146,223	
4620	REIMBURSED EXPENSES		-	
	GAIN ON SALE / INSURANCE PROCEEDS			
	<b>TOTAL REVENUES</b>	<b>1,431,862</b>	<b>1,200,964</b>	<b>1,247,746</b>
6112	SALARIES - PROGRAM DIRECTOR	97,223	97,500	-
6115	SALARIES - ASSISTANT DIRECTOR	68,042	71,988	72,750
6121	SALARIES - WEATHERIZATION HOURLY	377,355	364,491	407,047
6121	SALARIES - ADMIN & PROCUREMENT			56,160
6131	SALARIES - OFFICE SUPPORT	37,225	36,311	38,183
6210	TAXES & BENEFITS	206,327	192,567	224,346
6410	CONTRACT STAFF	-	-	
6420	CONTRACT - FISCAL	31,058	24,000	31,697
6430	LEGAL EXPENSE - GENERAL	-	550	
6520	CONTRACT SERVICES	86,120	23,305	23,305
6610	OFFICE SUPPLIES	2,061	500	1,000
6640	POSTAGE	1,892	700	1,800
6650	PRINTING	1,016	600	300
6660	ADVERTISING	814	1,000	1,000
6680	DUES & SUBSCRIPTIONS	966	-	350
6690	COPIER CHARGES	2,212	-	-
6720	OUTSIDE RENT & UTILITIES	38,940	40,902	35,820
6720	COG RENT & UTILITIES	24,957	\$24,957	\$21,551
6730	TELEPHONE	5,863	8,760	7,000
6760	INSURANCE - VEHICLES & LEAD	11,829	10,343	10,000
6800	EQUIP. MAINT & REPAIR	413	500	500
6810	VEHICLE REPAIR/MAINT	4,076	11,100	5,000
6811	GAS, OIL & SUPPLIES	55,346	40,200	50,600
6840	TOOLS AND EQUIPMENT	57,299	567	1,000
7120	LICENSE & PERMIT FEES	77	4,500	4,000
7130	TRAVEL & MEETINGS	45,170	30,738	35,000
7150	TRAINING & TECH ASSISTANCE	175	10,080	10,000
7410	MATERIALS	219,217	135,044	141,187
7910	INDIRECT COSTS APPLIED	49,743	69,761	68,150
9160	DEFERRED EXPENSE	6,447	-	
8000	CAPITAL OUTLAY	-	-	
	<b>TOTAL EXPENSES</b>	<b>1,431,863</b>	<b>1,200,964</b>	<b>1,247,746</b>
	<b>REVENUES OVER EXPENDITURES</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>



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## 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. NWCCOG serves the NWAHEMR as the regional coordinator and fiscal agent for the region.

NWAHEMR was awarded \$249,729 for federal fiscal year 2015 State Homeland Security grant. 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.

### 2016 PROGRAM GOALS AND OBJECTIVES

**GOAL 1:**        **Administer the FY 2015\* State Homeland Security grant according to the provisions contained within the grant award letter. Successfully complete the FY 2014\* SHSG grant and close out the award by the expiration date.**

**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 Office of Preparedness, Division of Homeland Security and Emergency Management, Colorado Department of Public Safety.

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**

		<b>2014</b>	<b>2015</b>	<b>2016</b>
<b>ACCT #</b>	<b>ACCOUNT NAME</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>BUDGET</b>
4100	FEDERAL FUNDS - SHSG	443,994	21,750	67,468
4100	FEDERAL FUNDS - M & A	0	0	12,486
	<b>TOTAL REVENUES</b>	<b>443,994</b>	<b>21,750</b>	<b>79,954</b>
6410	CONTRACT STAFF		0	30,000
6420	FISCAL CONTRACT	3,600	2,500	8,986
6440	AUDIT EXPENSE	4,000	4,000	2,500
6610	OFFICE SUPPLIES		0	1,000
6640	POSTAGE	297	250	
6650	PRINTING	14	0	
6720	RENT	1,837	0	
6840	TOOLS & EQUIPMENT	8,855	0	
7130	TRAVEL & MEETINGS	18,853	15,000	15,000
7160	EXERCISE	29,592		
8000	CAPITAL OUTLAY	376,946		22,468
	<b>TOTAL EXPENSES</b>	<b>443,994</b>	<b>21,750</b>	<b>79,954</b>
	<b>REVENUES OVER EXPENDITURES</b>	<b>-</b>	<b>-</b>	<b>-</b>

## NORTHWEST LOAN FUND

### PROGRAM SUMMARY

The Northwest Loan Fund (NLF) an economic development organization that makes loans to start-up and/or 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 NLF Board which is one and the same with the NWCCOG Council. The loan committee is comprised of a volunteer from each of the nine counties in the service territory and the Executive Director of NWCCOG. Loan size ranges from \$5,000 to \$500,000 with a one-job-per-\$20,000-loaned guideline, with over 51% of the new jobs filled by persons from low to moderate income backgrounds.

### 2016 PROGRAM GOALS AND OBJECTIVES

- GOAL 1:        Serve businesses in the 9 counties with:**
- **referrals and networking to funding sources**
  - **education regarding funding and**
  - **loans made with the OEDIT Grant funds**

**OBJECTIVES:** Marketing of the NLF to banks, chambers of commerce, and other business support organizations to increase awareness of the NLF.

- GOAL 2:        Service and collection, on all active 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.

## NORTHWEST LOAN FUND

ACCT #	ACCOUNT NAME	2014 ACTUAL	2015 BUDGET	2016 BUDGET
4200	STATE CONTRACT	408,969	390,000	500,000
4250	STATE CONTRACT- ADMIN			80,000
4620	REIMBURSED EXPENSES	2,306		
4710	INTEREST EARNINGS	18		0
4720	REVOLVED INTEREST	7,626	6,500	32,000
4730	ORGINATION FEE	5,895	2,000	10,000
4770	LOAN RECOVERY	7,933	23,000	-
	<b>TOTAL REVENUES</b>	<b>432,747</b>	<b>421,500</b>	<b>622,000</b>
6112	SALARIES - PROGRAM DIRECTOR	55,407	57,437	68,088
6210	TAXES & BENEFITS	12,816	13,597	15,120
6420	FISCAL SERVICES	2,100	2,160	2,160
6510	OUTSIDE CONTRACT SERVICES	1,040	1,000	1,500
6610	OFFICE SUPPLIES	746	889	1,000
6615	BAD DEBTS EXPENSE	1,210		
6640	POSTAGE	102	150	600
6650	PRINTING	8	200	800
6680	DUES & SUBSCRIPTIONS	1,817	850	1,500
6690	COPIER CHARGES	454	-	
6720	RENT & UTILITIES	2,344	2,344	2,344
6730	TELEPHONE EXPENSE	718	720	700
6940	CLOSING COSTS	137		
7110	PROGRAM SUPPLIES	153	0	
7130	TRAVEL & MEETINGS	9,381	7,500	9,000
7150	TRAINING & TECH. ASSISTANCE	69	-	
7321	PASSTHROUGH - LOANS MADE	-	327,600	
7910	INDIRECT COSTS APPLIED	3,373	7,053	8,082
8000	CAPITAL OUTLAY		-	1,000
	<b>TOTAL EXPENSES</b>	<b>91,874</b>	<b>421,500</b>	<b>111,895</b>
	<b>REVENUES OVER EXPENDITURES</b>	<b>340,873</b>	<b>(0)</b>	<b>510,105</b>
			<b>* AMOUNT TO BE LOANED OUT</b>	<b>500,000</b>
			<b>NET</b>	<b>10,105</b>

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**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 board members of the NWCCOG Foundation, Inc. are the officers of the NWCCOG Council. NWCCOG staff provides administration of the NWCCOG Foundation Inc., and the cost of administration is established at 5% of active accounts, which is waived for NWCCOG programs and members.

**2016 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.

**GOAL 3: Serve as the host/fiscal agent for the NW region's Small Business Development Center (SBDC).**

OBJECTIVES: Serve as the fiscal agent for the SBDC by accepting grant funding and contributions through the Foundation, sending donation acknowledgement letters when appropriate, paying approved invoices, and providing financial reports as needed.

## NWCCOG FOUNDATION, INC.

ACCT #	ACCOUNT NAME	2014 ACTUAL	2015 BUDGET	2016 BUDGET
4003	FUNDRAISING INCOME		25,000	25,000
4200	STATE GRANT INCOME	57,819	77,500	82,000
4400	FOUNDATION & TRUSTS	106,315		
4250	DONATIONS	21,763		
4800	PROGRAM FEES	3,953	4,000	5,500
4300	LOCAL FUNDING / MATCH		2,200	
	<b>TOTAL REVENUES</b>	<b>189,851</b>	<b>108,700</b>	<b>112,500</b>
6050	CONTRACT LABOR	133,802	75,000	87,000
6240	INTERNET/WEBSITE	61		
6270	PROFESSIONAL FEES	14,001		
6520	OUTSIDE CONTRACT		2,200	
6610	OFFICE SUPPLIES	975	1,500	500
6640	POSTAGE	180		
6650	PRINTING	175		
6655	CONSULTING		20,000	20,000
6660	ADVERTISING	658		
6680	DUES & SUBSCRIPTIONS	120		
6690	COPIER CHARGES			
7130	TRAVEL & MEETINGS	7,828	10,000	5,000
7320	PASS THROUGH FUNDS	21,959		
	<b>TOTAL EXPENSES</b>	<b>179,759</b>	<b>108,700</b>	<b>112,500</b>
	<b>REVENUES OVER EXPENDITURES</b>	<b>10,092</b>	<b>-</b>	<b>-</b>

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## 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 Regional Business provides match dollars to the Area on Aging program, Watershed Services, Regional Broadband project and the NWCCOG - Economic Development District.

#### 2016 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 unexpected expenditure, and provide adequate program diversity and funding to support the necessary activities of an umbrella organization.

**GOAL 2:        Implement the Regional Broadband Strategic Plan**

OBJECTIVES: Employ a Regional Broadband Coordinator to implement the recommendations provided in the Regional Broadband Strategic Plan under the guidance of the Regional Broadband Steering Committee.

**GOAL 3:        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 planning meeting with the Council to provide guidance on direction for upcoming year.

**GOAL 4:        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	2014 ACTUAL	2015 BUDGET	2016 BUDGET
4200	STATE GRANT REVENUE	62,232	149,000	127,000
4310	COUNTY PLEDGES	130,544	127,199	128,081
4320	MUNICIPAL PLEDGES	82,961	81,250	78,273
4520	OTHER LOCAL FUNDING	28,686	28,500	35,256
4820	INTEREST INCOME	673	800	800
	CARRY FORWARD		20,376	0
	<b>TOTAL REVENUES</b>	<b>305,096</b>	<b>407,125</b>	<b>369,410</b>
6110	SALARIES - EXECUTIVE DIRECTOR	70,087	86,895	65,609
6121	SALARIES - PROGRAM STAFF	44,149	68,770	83,102
6131	SALARIES - OFFICE SUPPORT	811	0	0
6210	TAXES & BENEFITS	25,954	39,708	38,731
6410	CONTRACT STAFF	25,450	49,000	54,000
6430	LEGAL EXPENSES		0	500
6510	OUTSIDE CONTRACT LABOR	16,654	15,000	10,000
6610	OFFICE SUPPLIES	1,862	700	100
6620	BANK SERVICE CHARGES	1,364	1,000	1,500
6630	CREDIT CARD FEES	583		0
6640	POSTAGE	215	200	200
6660	ADVERTISING	122	0	0
6680	DUES & SUBSCRIPTIONS	4,935	1,170	750
6690	COPIER CHARGES	7,704	0	0
6710	MORTGAGE EXPENSE	100,000		0
6720	RENT & UTILITIES	5,739	3,561	3,561
6730	TELEPHONE	622		720
7130	TRAVEL & MEETINGS	9,180	10,000	8,000
7321	PASSTHROUGH - MINI GRANTS		30,000	0
7910	INDIRECT COSTS APPLIED	12,257	19,127	17,652
7950	CASH MATCH TO PROGRAMS	88,470	92,493	104,400
8000	CAPITAL OUTLAY		0	0
	<b>TOTAL EXPENSES</b>	<b>416,159</b>	<b>417,624</b>	<b>388,826</b>
	<b>REVENUE OVER EXPENDITURES</b>	<b>(111,063)</b>	<b>(10,499)</b>	<b>(19,416)</b>



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*Community Living Services*

**REGIONAL TRANSPORTATION COORDINATING COUNCIL**

**PROGRAM SUMMARY**

*Regional Mobility Management & Mountain Ride Transportation Resource Center*

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 veterans, people with disabilities, older, and low-income adults. 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. The RTCC currently has two main projects: the Mountain Ride Transportation Resource (One Call/One Click) Center and the regional Non-Emergent Medical Transportation Billing project. The RTCC was recognized in 2014 by the Colorado Association of Transit Agencies for the dedicated participation of its members at RTCC meetings, on sub-committees and their agencies financial support.

The Mountain Ride Transportation Resource Center began operation in August 2014. In the first year of operation 3,127 trips were coordinated across the region. The Mountain Ride website provides information and referral for transportation in the seven-county area and regional transportation information for travel to both Denver and Grand Junction. Clients can request trips on the website or by using a toll free phone number. We maintain a collaborative network of transportation providers in the region and are constantly working to expand the transportation provider network.

**2016 PROGRAM GOALS AND OBJECTIVES**

- GOAL 1:** to operate effectively the *Mountain Ride* Transportation Resource Center for regional ride coordination for veterans, older adults, low income and people with disabilities.
- GOAL 2:** to continue to grow the Non-Emergent Medical Transportation Medicaid Billing project with a mechanism which eventually will be able to bill all payor sources.
- GOAL 3:** continue to 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.
- GOAL 4:** participation on regional and county transportation coordination planning groups including the Intermountain Transportation Planning Region and the Northwest Transportation Planning Region CDOT statewide transportation planning group, I-70 Coalition, and County transportation planning meetings.
- GOAL 5:** to continue to be the "go to" agency for region wide transportation information

*Community Living Services*

**REGIONAL TRANSPORTATION COORDINATING COUNCIL**

		<b>2014</b>	<b>2015</b>	<b>2016</b>
<b>ACCT#</b>	<b>ACCOUNT NAME</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>BUDGET</b>
4200	CDOT LCC CONTINUATION FUNDS	71,563	24,900	10,000
4100	FTA VTCLI-1 CALL CENTER - EQUIPMENT	166,446	100,000	72,147
4100	FTA VTCLI-2 MARKETING	0	42,000	0
4301	LOCAL REVENUE - FASTER FUNDS	23,150	20,000	14,429
4301	LOCAL REVENUE - MATCH	0	16,000	16,000
4200	FTA 5310 MOBILITY MANAGEMENT FUNDS	0	70,000	72,000
4520	OTHER LOCAL FUNDING	23,932	-	5,600
4620	REIMBURSED EXPENSES		9,900	7,500
4640	CARRY OVER FUNDS	(21,821)	44,456	5,240
	<b>TOTAL REVENUES</b>	<b>263,270</b>	<b>327,256</b>	<b>202,916</b>
6112	SALARIES - PROGRAM DIRECTOR	52,062	55,082	58,057
6112	SALARIES - PROGRAM STAFF	27,177	37,411	57,867
6210	TAXES AND BENEFITS	17,225	23,139	26,081
6520	OUTSIDE CONTRACTORS	113,938	127,500	4,600
6610	OFFICE SUPPLIES & MATERIALS	3,076	3,000	1,500
6640	POSTAGE	92	1,300	250
6650	PRINTING	248	5,000	1,500
6660	ADVERTISING	0	6,500	1,000
6670	INTERNET/WEBSITE	0	2,000	200
6680	DUES AND SUBSCRIPTIONS	725	200	220
6690	COPIER CHARGES	1,029	0	0
6720	RENT & UTILITIES	8,493	8,493	8,493
6730	TELEPHONE	735	2,000	1,200
7130	TRAVEL & MEETINGS	6,664	10,292	8,188
7150	TRAINING & TECHNICAL ASSISTANCE	0	22,000	2,000
7320	PASS THROUGH FUNDS	19,861	9,900	
7910	INDIRECT COSTS	11,946	10,439	13,760
8000	CAPITAL OUTLAY	0	3,000	18,000
	CARRY FORWARD	-	-	
	<b>TOTAL EXPENSES</b>	<b>263,271</b>	<b>327,256</b>	<b>202,916</b>
	<b>REVENUES OVER EXPENDITURES</b>	<b>(0)</b>	<b>(0)</b>	<b>0</b>

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**SUMMIT WATER QUALITY COMMITTEE**

ACCT #	ACCOUNT NAME	2014 ACTUAL	2015 BUDGET	2016 BUDGET
	REIMBURSED EXPENSES			
4510	LOCAL REVENUE - SWQC	33,500	32,000	32,000
4300	LOCAL REVENUE - PERMIT REVIEWS			
	LOCAL REVENUE - COG			
4640	CARRY OVER	0	22,425	28,000
4420	OTHER SERVICE INCOME	500		
<b>TOTAL REVENUES</b>		<b>34,000</b>	<b>54,425</b>	<b>60,000</b>
6131	SALARIES - ADM SECY		95	0
6210	TAXES & BENEFITS		5	0
6410	CONTRACT STAFF	25,450	26,500	25,000
6510	OUTSIDE CONTRACT SERVICES		500	1,000
6610	OFFICE SUPPLIES			
6640	POSTAGE	6	25	25
6660	ADVERTISING	515		
6680	DUES & SUBSCRIPTIONS		75	75
6690	COPIER CHARGES	153	75	75
6720	RENT & UTILITIES		0	0
6730	TELEPHONE	1,920	1,920	1,920
6800	EQUIP RENT/MAINT/SUPPLIES	66	50	50
7130	TRAVEL & MEETINGS	2,343	2,214	2,300
7910	INDIRECT COSTS APPLIED	2,116	1,000	1,025
8000	CAPITAL OUTLAY			
9130	CARRY FORWARD	1,431	21,966	28,530
<b>TOTAL EXPENSES</b>		<b>34,000</b>	<b>54,425</b>	<b>60,000</b>
<b>REVENUES OVER EXPENDITURES</b>		<b>-</b>	<b>0</b>	<b>-</b>

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## 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.

### 2016 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.

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

**GOAL 2:       Continue Straight Creek TMDL Monitoring.**

**OBJECTIVES:** Organize 2015 monitoring for TMDL parameters.

Compile and summarize 2014 field data collected for Straight Creek TMDL parameters.

**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.

**GOAL 4:       Assist Summit County Entities with Nutrient Monitoring**

**OBJECTIVES:** Work with major municipal dischargers in Summit County to implement a coordinated watershed approach to nutrient monitoring required under WQCC Regulation #85.

Coordinate the annual upload of data to CDPHE database.

### WATERSHED SERVICES PROGRAM

ACCOUNT NAME	2014 ACTUAL	2015 BUDGET	2,016 BUDGET
FEDERAL GRANT REVENUE - Snake		0	
STATE CONTRACT -208	13,901	11,300	11,300
LOCAL REVENUE - PERMIT REVIEWS		0	
LOCAL REVENUE - COG	7,000	7,000	7,000
CARRY OVER	12,993	8,512	15,000
		0	
<b>TOTAL REVENUES</b>	<b>33,894</b>	<b>26,812</b>	<b>33,300</b>
SALARIES - OFFICE WAGES	0	100	0
TAXES & BENEFITS	0	20	0
CONTRACT STAFF	15,638	18,000	19,000
DUES & SUBSCRIPTIONS	50	0	50
OUTSIDE CONTRACT SERVICES	15,347	500	500
POSTAGE	0	100	100
OFFICE SUPPLIES	37	0	0
PRINTING	0	100	100
COPIER CHARGES	0	100	100
RENT & UTILITIES	0	0	0
TRAVEL & MEETINGS	728	857	1,000
INDIRECT COSTS APPLIED	1,111	1,111	1,139
CARRY FORWARD	983	5,924	11,311
<b>TOTAL EXPENSES</b>	<b>33,894</b>	<b>26,812</b>	<b>33,300</b>
<b>REVENUES OVER EXPENDITURES</b>	<b>-</b>	<b>-</b>	<b>0</b>

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## WATER QUALITY / QUANTITY COMMITTEE (QQ)

### PROGRAM SUMMARY

The Water Quality/Quantity Committee (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.

### 2016 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 the Colorado Water Plan development.

Monitor, participate and provide input in the 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.

Participate in and monitor the Colorado Water Plan formulation, especially as it relates to new water supply development.

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

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 instream water uses.

Develop strategies to improve conservation measures on the West Slope.

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

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

ACCT #	ACCOUNT NAME	2014 ACTUAL	2015 BUDGET	2016 BUDGET
4310	COUNTY PLEDGES	95,500	95,500	95,500
4320	MUNICIPAL PLEDGES	41,800	42,150	40,400
4330	ASSOCIATE MEMBER PLEDGES	3,800	4,000	3,800
4350	WATER & SAN. DIST. PLEDGES	11,100	11,100	11,100
4620	REIMBURSED EXPENSES	1,671	2,000	1,200
	CWCB GRANT LEFTOVER	1,470	8,410	-
4820	INTEREST INCOME	5	-	-
	<b>TOTAL REVENUES</b>	<b>155,346</b>	<b>163,160</b>	<b>152,000</b>
6410	QQ CONTRACT STAFF	118,784	108,400	108,400
6520	PROFESSIONAL SERVICES	13,915	44,594	21,285
6610	OFFICE SUPPLIES	67	100	500
6640	POSTAGE	269	100	100
6650	PRINTING	51	100	100
6680	DUES & SUBSCRIPTIONS	14	1,700	1,700
6690	COPIER CHARGES	1,647	500	500
6720	RENT	398	-	-
6730	TELEPHONE	300	360	360
6760	INSURANCE	1,050	1,800	1,800
7130	TRAVEL & MEETINGS	12,140	10,451	10,451
7610	INDIRECT COSTS APPLIED	6,457	6,638	6,804
	<b>TOTAL EXPENSES</b>	<b>155,091</b>	<b>174,743</b>	<b>152,000</b>
	<b>REVENUES OVER EXPENDITURES</b>	<b>255</b>	<b>(11,583)</b>	<b>-</b>
	BEGINNING FUND BALANCE	124,930	125,184	136,767
	CURRENT YEAR NET INCOME (LOSS)	255	(11,583)	-
	ENDING FUND BALANCE	125,184	136,767	136,767



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

**ASSOCIATE MEMBERS AND  
WATER & SANITATION DISTRICT DUES**

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

<b>ORGANIZATION</b>	<b>2016 DUES</b>
Basalt Sanitation District	100.00
Bellyache Ridge Metro District	100.00
Colorado River Water Conservation District	3,500.00
Copper Mountain Consolidated Metro District	900.00
Dillon Valley District	500.00
Eagle River Water & Sanitation District	2,000.00
East Dillon Water District	500.00
Granby Sanitation District	500.00
Grand County Water & Sanitation District	500.00
Hamilton Creek Metro District	100.00
Kremmling Sanitation District	100.00
Mid Valley Metro District	100.00
Silver Creek Water & Sanitation District	100.00
Snake River Water District	500.00
Snowmass Water & Sanitation	2,000.00
Town of Silverthorne - SDJSA	2,000.00
Upper Gunnison River Water Conservation	300.00
White Horse Springs Water District	100.00
Winter Park Ranch Water & Sanitation District	500.00
Winter Park Water & Sanitation District	500.00
	14,900.00