



2017 MEMBER HANDBOOK

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2017 MEMBER HANDBOOK

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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 the 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.**

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

**Blue River
Breckenridge
Dillon
Frisco
Montezuma**

Carbondale

Glenwood Springs

Steamboat Springs

WHO ARE OUR CUSTOMERS?

First and foremost, our customers are our member jurisdictions. The 28 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.

➤ *Network of Care (NOC)*

Region 12’s Network of Care is for older adults, people with disabilities and veterans, as well as their families, caregivers and service providers. The Region 12 Network of Care site, part of the Adult and Disability Resources of Colorado (ADRC) network, is coordinated by NWCCOG in conjunction with many local partners. This comprehensive, Internet-based resource is part of a broad effort to improve and better coordinate long-term support services and care regionally.

➤ *Alpine Area RSVP*

The Retired and Senior Volunteer Program (RSVP) is part of the federal Senior Corps programs. Funded in part by the Corporation for National and Community Service (CNCS), RSVP has been serving Eagle County since 2000. In 2015, Eagle County Public Health and Environment who had sponsored the program decided not to compete for the grant. Northwest Colorado Council of Governments applied to be the sponsor agency for the RSVP grant for the Eagle County program and was awarded the grant in March 2015, creating the Alpine Area RSVP.

➤ *Health Insurance Assistance*

Through a work agreement with the Colorado Division of Insurance the Health Insurance Assistance Program is serving as a lead SHIP (Senior Health Insurance Assistance

Program) and SMP (Senior Medicare Patrol) agency for Region 12 to enhance and build the capacity of Medicare insurance counseling and for Medicare fraud education and prevention activities.

Economic Development District

The NWCCOG's Economic Development Program was initiated in 2009. NWCCOG received its Economic Development District (EDD) 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. In 2016, the Comprehensive Economic Development Strategy (CEDS) update was completed following significant regional outreach. The contents of that report live on the website.

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.

Regional Business

The Regional Business cost center provides the administration, oversight, and leadership to the NWCCOG. Dues paid by the 28 local government members support the activities of the Regional Business program (also known as Member Services) and serve as matching funds to some program grants. The Regional Broadband Coordinator position falls under this heading.

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 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.

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 Division of Homeland Security and Emergency Management 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. The NLF is 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.

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
CEO	- Colorado Energy Office
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
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 (NWCCOG Program)
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	- United States Department of Agriculture
WS	- Watershed Services (NWCCOG Program)
WX	- Weatherization (NWCCOG Program)

2017 NWCCOG COUNCIL

COUNTIES

Eagle
Grand
Jackson
Pitkin
Summit

REPRESENTATIVES

Jeanne McQueeney
Richard Cimino
Betsy Blecha
Patti Clapper
Karn Stiegelmeier

ALTERNATE

Bryan Treu
Kristen Manguso
Jeff Benson
Steve Child
Dan Gibbs

MUNICIPALITIES

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

REPRESENTATIVES

Steve Barwick
Town Manager (vacant)
Toby Babich
Brian Waldes
Katrina Byars
Carolyn Skowrya
Anne McKibbin
Jeff Durbin
Deborah Shaner
vacant
Aaron Blair
Kathy Lewis
Jeff Shroll
vacant
Thomas Clark
Matt Scherr
Jake Still
Valarie Blevins
Alyssa Shenk
Winnie DelliQuadri
Patty McKenny
Sarah Wyatt
Drew Nelson

ALTERNATE

vacant
Susan Philp
Michelle Eddy
Eric Mamula
vacant
Kerstin Anderson
John Schneiger
vacant
Randy Ready
vacant
Paul Chavoustie
Jim White
Jeremy Rietmann
vacant
Mark Campbell
Willy Powell
Lesley Davis
Jake Spears
Bob Sirkus
Ginger Scott
vacant
James E. Dustin
Jimmy Lahrman

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.

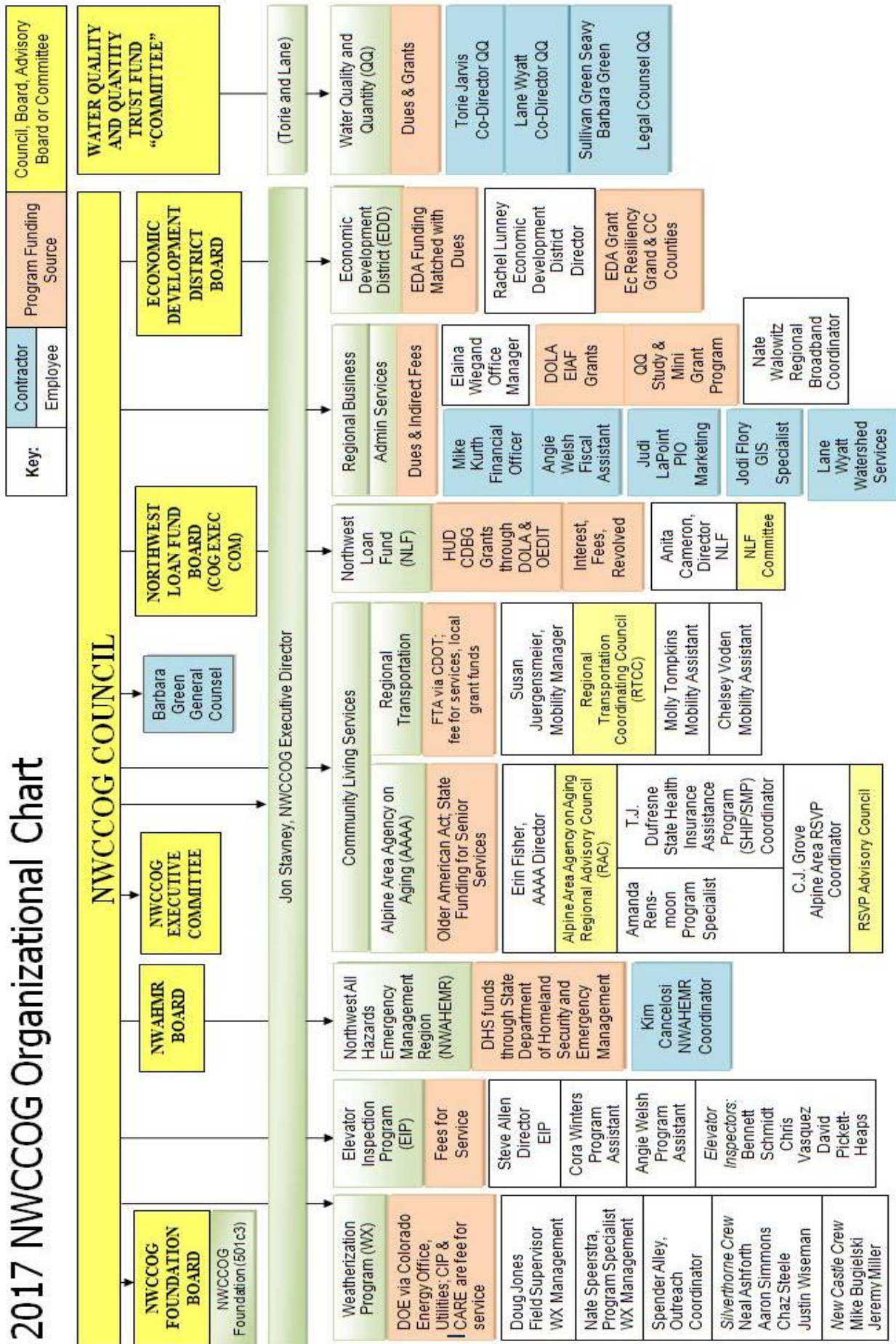
RELATIONSHIP OF STAFF TO COUNCIL

- ◆ 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 establishes policy for the organization. Staff implements policy.
- ◆ The relationship between the Executive Director and Council is one of cooperative teamwork.
- ◆ The Executive Director seeks the input of the council in 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
NWCCOG Phone 970 468-0295

Steve Allen	Director, Elevator Program, ext. 108
Spencer Alley	Weatherization Outreach Coordinator, ext. 115
Neal Ashforth	Weatherization Installer
Mike Bugielski	Weatherization Auditor/Inspector, (New Castle), 970-984-0917
Anita Cameron	Director, Northwest Loan Fund (NLF), ext. 119
Kim Cancelosi	Northwest All Hazards Emergency Management Coordinator (Contractor)
TJ Dufresne	SHIP/SMP Coordinator, ext. 120
Jodi Flory	GIS Specialist (Contractor), 970-409-9238
Barbara Green	Legal Counsel (Contractor), 303-355-4405
C.J. Grove	Alpine Area RSVP Coordinator, ext. 122
Erin Fisher	Director, Alpine AAA, ext. 107
Victoria Jarvis	QQ Program & Watershed Services (Contractor), 970-596-5039
Doug Jones	Weatherization Field Supervisor, ext.111
Susan Juergensmeier	RTCC Mobility Manager, ext. 110
Mike Kurth	Fiscal Officer (Contractor), ext. 112
Angie Welsh	Fiscal Assistant (Contractor), ext. 112
Rachel Lunney	Director, Economic Development District, ext. 106
Jeremy Miller	Weatherization Installer, (New Castle), 970-984-0917
David Pickett-Heaps	Elevator Inspector, ext. 108
Amanda Rens-moon	Alpine AAA Program Specialist, ext. 117
Bennett Schmidt	Elevator Inspector, ext. 108
Aaron Simmons	Weatherization Inspector, ext. 118
Nate Speerstra	Weatherization Program Specialist, ext. 102
Jon Stavney	Executive Director, ext. 123
Charles Steele	Weatherization Installer
Chris Vasquez	Elevator Inspector, ext. 108
Chelsey Voden	RTCC Call Center Support, ext. 113
Molly Tompkins	RTCC Mobility Assistant, ext. 105
Nate Walowitz	Regional Broadband Coordinator, 970-406-0252
Elaina Wieland	Office Manager, ext. 101
Angie Welsh	Fiscal Assistant (Contractor), ext. 112 & Elevator Administrative Assistant, ext. 114
Cora Winters	Elevator Administrative Assistant, ext.114
Justin Wiseman	Weatherization Installer
Lane Wyatt	QQ Program & Watershed Services (Contractor), 970-485-0561

2017 NWCCOG Organizational Chart



NWCCOG Member Demographic Profiles

EAGLE COUNTY

2015	Eagle County	Basalt	Eagle	Gypsum	Minturn	Red Cliff	Vail
Total population	52,576	6,740	6,553	6,685	1,050	279	5,321
Median Age	35.6	43.7	36.0	36.3	41.5	40.3	40.2
Male population	27,887	3,646	3,565	3,653	566	144	2,958
Female population	24,689	3,094	2,988	3,032	484	135	2,363
White	46,556	6,102	6,032	6,005	880	224	5,131
Hispanic or Latino (of any race)	15,767	522	1,162	3,091	293	140	180
Not Hispanic or Latino	36,809	6,218	5,391	3,594	757	139	5,141
Total households	17,840	1,553	2,053	1,902	353	92	2,451
Families	11,541	1001	1,687	1,562	175	51	887
Average household size	2.9	2.5	3.1	3.4	2.9	2.9	2.1
Total housing units	31,474	1,766	2,474	2,123	501	116	7,209
Owner-occupied housing units	11,974	1,080	1,684	1,513	148	66	1,330
Renter-occupied housing units	5,866	473	369	389	205	26	1,121
Vacant for Seasonal/Recreational Use	13,634	100	186	0	108	9	4,531

2010	Eagle County	Basalt	Eagle	Gypsum	Minturn	Red Cliff	Vail
Total population	52,197	3,857	6,508	6,477	1,027	267	5,305
Median Age	34.0	36.6	33.8	31.3	36.1	38.5	35.0
Male population	27,820	1,935	3,326	3,399	553	145	3,053
Female population	24,377	1,922	3,182	3,078	474	122	2,252
White	43,402	3,319	5,684	4,601	886	215	4,953
Hispanic or Latino (of any race)	15,689	783	1,449	2,907	347	101	390
Not Hispanic or Latino	36,508	3,074	5,059	3,570	680	166	4,915
Total households	19,236	1,600	2,183	2,009	420	117	2,604
Families	11,991	921	1,666	1,593	226	66	916
Households with children under 18 yrs	6,749	497	1,081	1,058	106	28	327
Households with seniors (over 65 yrs)	2,211	195	212	160	58	20	413
Average household size	2.71	2.41	2.96	3.22	2.45	2.28	2.04
Total housing units	31,312	1,912	2,416	2,205	528	141	7,230
Occupied housing units	19,236	1,600	2,183	2,009	420	117	2,604
Vacant housing units	12,076	312	233	196	108	24	4,626
For seasonal, recreational, or occasional use	9,710	165	60	22	63	5	3,844
Owner-occupied housing units	12,343	1,015	1,477	1,508	192	90	1,264
Renter-occupied housing units	6,893	585	706	501	228	27	1,340

source for data: U.S. Census Bureau (ACS 5-yr Est; Census 2010; State Demog. Office for Population)

prepared by: Rachel Lunney, NWCCOG

4/28/2017

NWCCOG Member Demographic Profiles

GRAND COUNTY

2015	Grand County	Winter Park	Fraser	Granby	Grand Lake	Hot Sulphur Springs	Kremmling
Total population	14,411	578	1,102	1,864	329	772	2,090
Median Age	42.5	39.6	34.6	44.4	59.3	34.9	35.1
Male population	7,689	417	560	947	177	408	968
Female population	6,722	161	542	917	152	364	1,122
White	13,218	460	1,077	1,734	282	648	1,867
Hispanic or Latino (of any race)	889	0	104	165	18	44	421
Not Hispanic or Latino	13,522	578	998	1,699	311	728	1,669
Total households	5,250	248	394	741	166	211	591
Families	3,453	139	226	517	91	144	355
Average household size	2.6	2.2	2.6	2.5	1.9	3.1	3.3
Total housing units	16,209	2,559	990	1,637	1,015	287	702
Owner-occupied housing units	3,818	172	222	513	89	165	394
Renter-occupied housing units	1,432	76	172	228	77	46	197
Vacant for Seasonal/Recreational Use	10,959	1,871	490	738	716	40	18

2010	Grand County	Winter Park	Fraser	Granby	Grand Lake	Hot Sulphur Springs	Kremmling
Total population	14,843	662	1,224	1,864	471	663	1,444
Median Age	41.2	36.2	32.1	38.0	50.1	36.8	35.5
Male population	7,929	390	692	957	251	337	739
Female population	6,914	272	532	907	220	326	705
White	13,877	639	1,095	1,700	439	642	1,337
Hispanic or Latino (of any race)	1,116	9	167	182	35	51	172
Not Hispanic or Latino	13,727	653	1,057	1,682	436	612	1,272
Total households	6,469	318	540	778	239	253	614
Families	3,966	129	256	495	125	176	363
Households with children under 18 yrs	1,664	47	133	264	36	88	209
Households with seniors (over 65 yrs)	1,090	26	36	102	50	30	106
Average household size	2.3	2.04	2.26	2.4	1.96	2.49	2.35
Total housing units	16,061	1,231	1,096	1,531	918	309	694
Occupied housing units	6,469	318	540	778	239	253	614
Vacant housing units	9,592	913	556	753	679	56	80
For seasonal, recreational, or occasional use	8,273	703	439	506	588	21	19
Owner-occupied housing units	4,457	185	256	482	138	205	383
Renter-occupied housing units	2,012	133	284	296	101	48	231

source for data: U.S. Census Bureau (ACS 5-yr Est; Census 2010; State Demog. Office for Population)

prepared by: Rachel Lunney, NWCCOG

4/28/2017

NWCCOG Member Demographic Profiles

JACKSON COUNTY

2015	Jackson County	Walden
Total population	1,335	535
Median Age	50.8	44.3
Male population	709	316
Female population	626	219
White	1,244	512
Hispanic or Latino (of any race)	206	102
Not Hispanic or Latino	1,129	433
Total households	616	254
Families	360	153
Average household size	2.1	2
Total housing units	1,262	345
Owner-occupied housing units	418	180
Renter-occupied housing units	198	74
Vacant for Seasonal/Recreational Use	646	27

2010	Jackson County	Walden
Total population	1,394	734
Median Age	47.3	40.5
Male population	736	364
Female population	658	370
White	1,290	707
Hispanic or Latino (of any race)	150	51
Not Hispanic or Latino	1,244	683
Total households	649	330
Families	396	208
Households with children under 18 yrs	137	106
Households with seniors (over 65 yrs)	186	87
Average household size	2.14	2.21
Total housing units	1,286	397
Occupied housing units	649	330
Vacant housing units	637	67
For seasonal, recreational, or occasional use	495	30
Owner-occupied housing units	430	237
Renter-occupied housing units	219	93

source for data: U.S. Census Bureau (ACS 5-yr Est; Census 2010; State Demog. Office for Population)

prepared by: Rachel Lunney, NWCCOG

4/28/2017

NWCCOG Member Demographic Profiles

SUMMIT COUNTY

2015	Summit County	Breckenridge	Blue River	Dillon	Frisco	Montezuma
Total population	28,940	4682	784	865	2,855	57
Median Age	37.1	31	34.5	39.3	35.3	50.1
Male population	15,912	2,539	428	499	1,852	32
Female population	13,028	2,143	356	366	1,003	25
White	25,952	4,237	784	793	2,729	53
Hispanic or Latino (of any race)	4266	360	0	175	77	0
Not Hispanic or Latino	24,674	4,322	784	690	2,778	57
Total households	10,143	1,682	268	482	1,112	26
Families	6,009	911	164	264	631	6
Average household size	2.8	2.6	2.4	1.9	2.5	2.1
Total housing units	30,238	6,939	734	1,505	3,140	46
Owner-occupied housing units	6,728	1,127	231	231	650	15
Renter-occupied housing units	3,415	555	37	251	462	11
Vacant for Seasonal/Recreational Use	20,095	4,342	444	897	1,927	14

2010	Summit County	Breckenridge	Blue River	Dillon	Frisco	Montezuma
Total population	27,994	4540	849	904	2,683	65
Median Age	36.4	32.5	35.3	41.8	39.8	35.3
Male population	15,378	2,529	487	469	1,500	41
Female population	12,616	2,011	362	435	1,183	24
White	25,103	4,227	837	806	2,527	56
Hispanic or Latino (of any race)	3,989	410	24	98	139	7
Not Hispanic or Latino	24,005	4,130	825	806	2,544	58
Total households	11,754	1,946	336	455	1,298	25
Families	6,553	895	203	217	645	14
Households with children under 18 yrs	2,859	360	93	75	205	7
Households with seniors (over 65 yrs)	1,541	197	34	100	226	1
Average household size	2.36	2.28	2.53	1.99	2.07	2.6
Total housing units	29,842	6,911	726	1,290	3,117	55
Occupied housing units	11,754	1,946	336	455	1,298	25
Vacant housing units	18,088	4,965	390	835	1,819	30
For seasonal, recreational, or occasional use	15,222	4,387	316	768	1,566	18
Owner-occupied housing units	7,572	1,012	243	244	821	14
Renter-occupied housing units	4,182	934	93	211	477	11

source for data: U.S. Census Bureau (ACS 5-yr Est; Census 2010; State Demog. Office for Population)

prepared by: Rachel Lunney, NWCCOG

4/28/2017

NWCCOG Member Demographic Profiles

PITKIN COUNTY

2015	Pitkin County	Aspen	Snowmass Village
Total population	17,420	6,740	2,865
Median Age	43.4	43.7	40.0
Male population	9,235	3,646	1,500
Female population	8,185	3,094	1,365
White	16,452	6,102	2,797
Hispanic or Latino (of any race)	1,684	522	6
Not Hispanic or Latino	15,736	6,218	2,859
Total households	7,570	3,149	1,253
Families	3,538	1,200	546
Average household size	2.2	264	2.2
Total housing units	13,027	6,039	2,714
Owner-occupied housing units	4,934	1,981	708
Renter-occupied housing units	2,636	1,168	545
Vacant for Seasonal/Recreational Use	5,457	1,915	1087

2010	Pitkin County	Aspen	Snowmass Village
Total population	17,148	6,658	2,826
Median Age	42.0	40.9	40.4
Male population	9,095	3,471	1,564
Female population	8,053	3,187	1,262
White	16,028	6,249	2,722
Hispanic or Latino (of any race)	1,561	499	170
Not Hispanic or Latino	15,587	6,159	2,656
Total households	8,152	3,516	1,327
Families	3,905	1,356	633
Households with children under 18 yrs	1,786	601	285
Households with seniors (over 65 yrs)	1,507	606	234
Average household size	2.09	1.88	2.12
Total housing units	12,953	5,929	2,355
Occupied housing units	8,152	3,516	1,327
Vacant housing units	4,801	2,413	1028
For seasonal, recreational, or occasional use	3,807	1,917	887
Owner-occupied housing units	4,904	1,860	722
Renter-occupied housing units	3,248	1,656	605

source for data: U.S. Census Bureau (ACS 5-yr Est; Census 2010; State Demog. Office for Population)

prepared by: Rachel Lunney, NWCCOG

4/28/2017

NWCCOG Member Demographic Profiles

AFFILIATED COMMUNITIES

2015	Carbondale	Glenwood Springs	Steamboat Springs
Total population	6,516	9,756	12,148
Median Age	35.3	36.8	38.2
Male population	3,503	5,024	6,331
Female population	3,013	4,732	5,817
White	5,714	8,488	11,416
Hispanic or Latino (of any race)	2,607	2,478	1,008
Not Hispanic or Latino	3,909	7,278	11,140
Total households	2,391	3,966	4,926
Families	1,661	2,359	2,503
Average household size	2.6	2.4	2.4
Total housing units	2,504	4,187	9,806
Owner-occupied housing units	1,412	1,919	3,066
Renter-occupied housing units	979	2,047	1,860
Vacant for Seasonal/Recreational Use	68	144	3,397

2010	Carbondale	Glenwood Springs	Steamboat Springs
Total population	6,427	9,614	12,088
Median Age	33.6	34.7	36.5
Male population	3,334	4,904	6,547
Female population	3,093	4,710	5,541
White	4,806	7,821	11,367
Hispanic or Latino (of any race)	2,529	3,031	1,025
Not Hispanic or Latino	3,898	6,583	11,063
Total households	2,251	3,778	5,201
Families	1,411	2,268	2,775
Households with children under 18 yrs	841	1,220	1,308
Households with seniors (over 65 yrs)	355	600	621
Average household size	2.81	2.5	2.27
Total housing units	2,468	4,113	9,966
Occupied housing units	2,251	3,778	5,201
Vacant housing units	217	335	4,765
For seasonal, recreational, or occasional use	76	77	3,779
Owner-occupied housing units	1,310	2,055	3,273
Renter-occupied housing units	941	1,723	1,928

source for data: U.S. Census Bureau (ACS 5-yr Est; Census 2010; State Demog. Office for Population)

prepared by: Rachel Lunney, NWCCOG

4/28/2017

**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.

**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 payments.

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 for internal programs. 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 filling 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
Cash Reserve Accounts Change	Bylaws – Art. V, Sec. 4	12/5/13

**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 members that broadly represent the principal economic interests of the region.

A. The EDD Board shall comprise the following representation:

- One representative from each of NWCCOG's Member County Governments (Eagle, Grand, Jackson, Pitkin, Summit).
- At least one representative from a municipality in each of NWCCOG Member Counties.
- At least one representative from a municipality in one of NWCCOG's affiliated member municipalities outside Region 12 (i.e. Steamboat Springs, Carbondale, or Glenwood Springs).
- One Economic Development Organization (EDO) Representative from each of NWCCOG's Member Counties (could be a Chamber of Commerce, Business Association, Visitor's Bureau, DMO, etc.).
- One representative from Workforce.
- One representative from Education.
- One representative from each of the region's key industries.

B. 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 twice 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.

STANDARDS OF OPERATIONS FOR THE NW COLORADO REGIONAL TRANSPORTATION COORDINATING COUNCIL (RTCC) revision approved 6/1/2016

ARTICLE I – Name

The name of this board shall be the Northwest Colorado Regional Transportation Coordinating Council (RTCC).

ARTICLE II – Objective

The objective of the RTCC is to serve as the local coordinating council for a seven (7) county rural area of Colorado, including Eagle, Garfield, Grand, Jackson, Routt, Pitkin, and Summit Counties, and to provide regional transportation coordination, especially for the veteran, people with disabilities, older adults, and low-income adult populations.

ARTICLE III – Members

The RTCC consists of the following 25 seats (see appendix A for the list of RTCC representatives):

- Transportation Service Providers: 7 seats
- Human Services Providers: 6 seats (one for each participating county) Current participating counties include Eagle, Garfield, Grand/Jackson, Pitkin, Routt, and Summit.
- Local government elected officials: 2 seats (1 municipal level representative + 1 county level representative)
- Veteran Service Providers: 2 seats
- Disability Community: 2 seats (Center for Independence & Mountain Valley Developmental)
- Older Americans Agencies: 1 seat (Alpine Area Agency on Aging)
- Volunteer Driver Programs: 1 seat (Summit County Seniors)
- Hospital Systems/Discharge Planners/Care Managers: 1 seat
- Workforce Center: 1 seat
- Single Entry Point: 1 seat
- Consumer: 1 seat

Each representative can identify an alternate. Only one vote per seat will be recognized.

ARTICLE IV – Officers

Section 1. The Officers of the RTCC shall consist of a Chairperson, Vice Chairperson, and Secretary, and each shall be a RTCC member.

Section 2. The Chairperson shall preside at all meetings of the RTCC.

Section 3. The Vice Chairperson shall, in the case of the absence or disability of the Chairperson, perform the duties of the Chairperson

Section 4. The Secretary shall, in the case of absence or disability of both the Chairperson and Vice Chairperson, perform the duties of Chairperson. The Secretary or designee shall

take responsibility for the recording and maintenance of meeting minutes and other regional documents.

Section 5. The officers shall perform the duties described in the parliamentary authority (e.g., Roberts Rules of Order) and these Standards of Operations.

Section 6. The officers shall be elected by vote at a regularly scheduled RTCC meeting to serve a term of two (2) years or until their successors are elected. Their term of office shall begin upon adjournment of the regular meeting during which the election took place.

Section 7. Elections shall be held at the RTCC meeting in February of every odd numbered year.

Section 8. In the event the Chairperson should resign from the RTCC or a vacancy is created, the Board can vote for a replacement to fill the position until the next scheduled election.

Section 9. In the event the Vice Chairperson should resign from the RTCC or a vacancy is created, the Board can vote for a replacement to fill the position until the next scheduled election.

Section 10. In the event the Secretary should resign from the RTCC or a vacancy is created, the Board can vote for a replacement to fill the position until the next scheduled election.

Section 11. No person shall hold office if he/she is not a member and no member shall hold more than one (1) office at a time.

ARTICLE V – Committees

Section 1. The direction and authority of subgroups or committees will be determined upon their formation.

ARTICLE VI – Meetings

Section 1. A regular meeting of the RTCC shall be held on the first Wednesday of even numbered months (February, April, June, August, October, and December). Special meetings may be called by the RTCC Chairperson. Meetings will be held in Eagle County between the hours of 10 a.m. and 3 p.m. and will include a conference call option for participants who wish to call-in. With prior approval of the RTCC board, representatives may vote via electronic means.

Section 2. Notice will be sent to each RTCC member by the RTCC's Coordinator for regular meetings at least one (1) week in advance.

Section 3. All meetings of the RTCC shall be open to the public and interested participants are encouraged to attend.

Section 4. Minutes shall be recorded at every meeting and sent to the RTCC within one (1) week of the meeting.

Section 5. 51% of the membership of the RTCC shall constitute a quorum. There shall be no proxy votes. Designated alternates may vote in the absence of the appointed representative.

Section 6. Decisions will be made through consensus whenever possible. If a vote is needed, a motion may be passed by the majority of the RTCC members in attendance, providing a quorum has been reached.

Section 7. The RTCC may decide to go into Executive Session for matters of personnel or contractual issues.

ARTICLE VII – Regional Coordination

The RTCC is served by a Regional Mobility Manager. The Regional Mobility Manager is selected by the RTCC. The primary responsibilities of the Regional Mobility Manager are to:

Section 1. Serve as the single contact point to the RTCC and work with the RTCC Chairperson to coordinate and facilitate all meetings, including conference calls, and maintain minutes and summaries of all meetings

Section 2. Work with the Northwest Colorado Council of Governments (NWCCOG) Fiscal Officer to ensure that accountings of all financial activity pertaining to the RTCC, including quarterly grant reports and year-end audits, are completed accurately and in a timely manner.

Section 3. Serve as the purchasing contact for all equipment and training expenditures.

Section 4. Implement and maintain a regional One Click/One Call center. Develop partnerships with all relevant organizations and jurisdictions with the RTCC region.

Section 5. Prepare grant applications for all subsequent grants pertaining to the RTCC.

ARTICLE VIII – Amendment

These Standards of Operations may be amended at any regular or special meeting of the RTCC by a two-thirds (2/3) or greater vote of the RTCC in attendance, provided that previous notice of the amendment was given to all members at least 1 (one) week in advance and a quorum is present.



Alpine Area Agency on Aging Regional Advisory Council (RAC) By-Laws

Adopted November, 2000
Amended: January 10, 2001
Amended: June 8, 2005
Amended: March 12, 2008
Amended: April 12, 2017

ARTICLE I AGENCY

Section 1. Name & Mission of Agency The Agency shall be called the Alpine Area Agency on Aging (Alpine AAA). The mission of the Alpine AAA is to provide and connect the community with supports and services that promote aging with independence and dignity for individuals sixty and older and their caregivers in their community of choice.

Section 2. Governing Council The Northwest Colorado Council of Governments Board of Directors shall be the Governing Council, 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 Council There shall be an Advisory Council to the Agency consisting of older adults who are participants or who are eligible to participate in programs assisted under the Older Americans Act, family caregivers of such individuals, representatives of older individuals, service providers, representatives of the business community, local elected officials, providers of veterans' health care, and the general public. This Advisory Council shall be known as Alpine Area Agency on Aging Regional Advisory Council (RAC).

Section 4. Area The area to be served by the Advisory Council consists of State Planning and Service Area Region XII. The counties in this region are Eagle, Grand, Jackson, Pitkin, and Summit counties.

Section 5. Nondiscrimination Policy The Regional Advisory Council does not discriminate on the basis of gender, race, ethnicity, religion/no religion, national origin, language, education, marital status, body size, political affiliation/philosophy, sexual orientation, gender identity/expression or variance, physical and mental ability, social-economic status, genetic information and HIV and veteran status.

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. Advise continuously the Alpine AAA on all matters relating to the development of the area plan, the administration of the plan, and operations conducted under the plan.
- b. Advice and recommendations on Alpine AAA's policies and procedures.
- c. Review and comment on community policies, programs and actions affecting older individuals; the conduct of public hearings; represent the interests of older persons; and encourage the involvement of older persons.
- d. Review and recommend policies related to how Alpine AAA will address the needs of older people, particularly low income minority older adults, older adults living in geographically isolated areas, and older adults eligible to participate in the program.
- e. 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.
- f. Assist Alpine AAA with 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.

- g. Assist Alpine AAA in monitoring and assessing the progress of the subcontractors providing services.

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 have broad representation on the RAC
- b. To increase the base of support and connection to the senior community
- c. To increase visibility of senior services
- d. To increase possibilities for joint programming and cooperation across the counties and with other agencies
- e. To share experiences, programs, and best practices across Service Area Region XII

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

- a. Senior service areas
- b. The business community
- c. Community organizations
- d. Legislative and political administrators
- e. Caregivers

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

- a. At least 50% older adults
- b. One (1) local elected official selected by the Northwest Colorado Council of Governments Board of Directors.
- c. County Representative. Two (2) representatives from each county in the Region XII planning and service area. The entity in each

county that represents older adults shall appoint these two representatives (County Council on Aging, Senior Center Board, etc.)

- d. Community Representative. Up to ten (10) 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:

-Social Services	-Health Services
-Mental Health	-Legal
-Business	-County Government Staff
-Hospital	-Town Government Staff
-Accounting	-Caregiver
-Faith-Based Organizations	-Community Organizations
-Local Leaders	-General Public
-Education	-Media
-Transportation	-Elected Officials: County & Town
-Surrounding counties	-Veteran's Services

- e. Senior Center Directors. One (1) representatives from each county senior center in the Region XII planning and service area
- f. Each RAC 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 shall be appointed in odd numbered years for two-year terms beginning on July 1.
- b. County Representatives shall be appointed for two year terms beginning on July 1. Terms shall be staggered with new member representatives from:
- i) Jackson, Summit and Pitkin counties appointed in even numbered years
 - ii) Eagle and Grand counties appointed in odd numbered years.
- c. Community Representatives serve two year terms.
- d. Senior Center Directors serve so long as they are so employed

- e. Each RAC member shall be limited to 3 consecutive terms, unless a waiver is granted by a quorum.

Section 4. Absences After two (2) consecutive unexplained absences from regular meetings in one year, the RAC shall notify the RAC member in writing that if they have a third (3rd) unexplained absence, their RAC membership shall be terminated.

Section 5. Recruitment The RAC shall assist in the recruitment of the Community Representatives. The entity in each county that represents older adults and the NWCCOG Board of Directors shall be responsible for the recruitment of their designated representatives.

Section 6. The Regional Advisory Council shall have an obligation to conduct business in a manner that both recognizes and prohibits actual or potential conflict of interest.

- a. An actual or potential conflict of interest occurs when a RAC member is in a position to influence a decision that may result in a personal gain for that Regional Advisory Council (RAC) member or relative as a result of the region's business dealings. For the purposes of this policy, a relative is any person who is related by blood or marriage, or whose relationship with the employee is similar to that of persons who are related by blood or marriage.
- b. No "presumption of guilt" is created by the mere existence of a relationship with outside firms. However, if the RAC members have 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 so that the designated policy can be followed.
- c. Members of the RAC who are board members of agencies, or otherwise affiliated with an agency, that have submitted applications for an award of funds to the Alpine AAA shall not take part in the review process that evaluates such applications and shall abstain from casting a vote to approve or disapprove of such application. Neither shall there be participation in any evaluation, assessment, or review of an Alpine AAA's grantee's operations on the part of RAC member, nor participation in any other activity that can be considered a conflict of interest

because such member's official relationship with the grantee organization.

- d. Members may still be involved in the review, evaluation, and assessment process for services where a conflict of interest does not exist.

ARTICLE IV GRANT REVIEW COMMITTEE

- Section 1. Purpose The Grant Review Committee shall review applications for funds and recommend the allocation of funds for services.
- Section 2. Membership Regional Advisory Council members or other interested persons who have no conflict of interest can serve on the Grant Review Committee. The Committee shall have at least five (5) and no more than nine (9) members. Preference to be being given to membership from each county and shall be selected for two years.
- Section 3. Conflict of Interest See Article III, Section 6

ARTICLE V OFFICERS

- Section 1. Officers The officers of the Alpine Area Agency on Aging Regional Advisory Council shall be a Chairperson and Vice-Chairperson. The Chairperson and Vice-Chairperson shall be elected by the RAC at a biennial meeting for a term of at least two successive years. Terms of officers begin July 1.
- Section 2. Vacancy A vacancy in the office of Chairperson or Vice-Chairperson 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. Removal of Officers Upon an affirmative vote of a majority of the members of the RAC, any officer may be removed, either with or without cause, and his/her successor elected at any regular meeting of the RAC, or at any special meeting of the RAC called for such purpose.
- Section 6. Officers shall be limited to 3 consecutive terms, unless a waiver is granted by a quorum.

ARTICLE VI MEETINGS

- Section 1. Annual Meetings An Annual meeting shall be held in the month of June each year.
- Section 2. Regular Meetings At least four (4) regular meetings shall be held on a schedule approved by the RAC, 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 member.
- Section 3. Special Meetings Special meetings of the RAC may be called by the Chairperson or at least five RAC 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 member.
- Section 4. Quorum A quorum shall consist of 51% of the RAC members. Presence at a meeting shall be in person, by electronic means or such other method that allows the member to participate.
- Section 5. Waiver of Notice Attendance at Meeting. Any notice provided or required to be given to the members may be waived in writing or electronically by any of them, whether before, at, or after the time stated therein. Attendance of a member at any meeting shall constitute a waiver of notice of such meeting except where the member attends for the express purpose, and so states at the opening of the meeting, of objecting to the transaction of any business because the meeting is not lawfully called or convened.

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 two-thirds (2/3) majority of members in attendance having been given, at least, seven days (7) written notice.

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 ADMINISTRATIVE REVIEW PROCEDURES

- Section 1. Review and Decision Procedures The Alpine Area Agency on Aging shall abide by NWCCOG 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 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.

**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.

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-leveled 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.



MEMORANDUM

To: Member Handbook
From: Jon Stavney, Executive Director
Date: Spring 2017
Re: Enclosed Budget Documents

As a point of reference for the two budget documents enclosed in this notebook, the first document is the proposed 2017 NWCCOG budget first submitted in September of 2016 which is enclosed largely because of the useful narratives. That document is a mash-up of Word documents and Quickbooks data transposed to an abbreviated Excel format. This document is not re-written upon adoption because it is primarily of use as a tool for proposing the budget to the Council annually in a digestible format.

The second document is a summary spreadsheet of the approved 2017 budget. The two documents will not be entirely consistent because one reflects the start of the budget process in mid- 2016, and the other reflects the end of that process.

Staff has line item spreadsheets by department of the approved budget which it utilizes through the year in Quickbooks. . In that Quickbooks format these spreadsheets, even when printed in very small font, confusingly extend across multiple pages, so it was determined to not enclose them in this document.

I hope you find these documents useful for reference.



2017 BUDGET

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LETTER FROM THE EXECUTIVE DIRECTOR & FISCAL OFFICER

We are pleased to present the 2017 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 2017 NWCCOG member dues total \$221,070 and are 4.4% of the total budget. The dues assessment for each member jurisdiction was calculated using a formula applying a \$.52 multiplier on population and .009 mills multiplier on assessed valuation as approved by the NWCCOG Council.

The 2017 QQ member dues total \$155,530. 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. In 2016, QQ members agreed to a 3% increase in their dues 2017.

The 2017 indirect budget totals \$203,457 and is 4% of the total budget. Indirect costs are shared by all of the NWCCOG programs and each program contributes to these costs based on 12.20% of that program's total salaries and wages.

The 2017 budget includes a 2.8% cost of labor increase (total \$42,784) and a potential 3% merit increase (maximum total \$45,840) for the 27 employees. County Health Pool premiums for employee health insurance have increased by less than 1% and dental has increased by 3% for 2017. There is no increase to the 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 2017, the following match amounts are submitted for approval:

Alpine AAA	\$ 29,633
Broadband	\$ 25,369
Economic Development District	\$ 70,000
Watershed Services	\$ 7,000
TOTAL	<u>\$ 132,002 (58% of dues)</u>

The 2017 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 \$389,334. The balance of the Reserved Fund is \$415,918 at the beginning of 2017 and anticipated to be \$439,813 at the end of 2017, which would equal 11% of the internal program budgeted revenues. We feel confident that the 2017 Budget continues the NWCCOG commitment to provide high quality, cost-effective services to our members.

Jon Stavney, 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	Kristin Manguso, Commissioner
Jackson	Betsy Blecha, Commissioner
Pitkin	Patti Clapper, Commissioner
Summit	Karn Stiegelmeier, Commissioner

MUNICIPALITIES

City of Aspen - Steve Barwick, Town Manager
Town of Basalt - Vacant
Town of Blue River - Michelle Eddy, Town Manager
Town of Carbondale - Vacant
Town of Dillon - Carolyn Skowyra, Town Council member
Town of Eagle - Vacant
Town of Fraser - Jeff Durbin, Town Manager
Town of Frisco - Debra Shaner, Town Council member
City of Glenwood Springs - Kathryn Trauger, City Council member
Town of Granby - Paul Chavoustie, 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 - Valarie Blevins, 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 - Vacant
Town of Winter Park - Drew Nelson, Town Manager

2017 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 an 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.

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.

2017 DUES SUMMARY

County	2017 NWCCOG DUES	2017 Q/Q DUES	2017 TOTAL DUES
Eagle County	\$55,047	\$22,145	\$77,192
Grand County	\$13,729	\$22,145	\$35,874
Gunnison County	n/a	\$5,150	\$5,150
Jackson County	\$1,194	n/a	\$1,194
Park County	n/a	\$4,635	\$4,635
Pitkin County	\$35,773	\$22,145	\$57,918
Summit County	\$31,361	\$22,145	\$53,506
Municipality			
Aspen	\$17,121	\$7,004	\$24,125
Avon	n/a	n/a	\$0
Basalt (Eagle & Pitkin)	\$3,432	\$1,288	\$4,720
Blue River	\$845	n/a	\$845
Breckenridge	n/a	\$5,408	\$5,408
Carbondale	\$4,609	\$3,348	\$7,957
Crested Butte	n/a	\$1,545	\$1,545
Dillon	\$1,085	\$773	\$1,858
Eagle	\$4,516	\$1,803	\$6,319
Fraser	\$915	\$721	\$1,636
Frisco	\$3,141	\$1,803	\$4,944
Glenwood Springs	\$7,078	n/a	\$7,078
Granby	\$1,410	\$721	\$2,131
Grand Lake	\$596	\$721	\$1,317
Gypsum	\$4,654	\$2,060	\$6,714
Hot Sulphur Springs	\$414	\$206	\$620
Kremmling	\$834	\$1,030	\$1,864
Minturn	\$792	\$670	\$1,462
Montezuma	\$56	n/a	\$56
Red Cliff	\$178	\$258	\$436
Silverthorne	n/a	\$1,751	\$1,751
Snowmass Village	\$5,899	n/a	\$5,899
Steamboat Springs	\$12,229	\$2,575	\$14,804
Vail	\$12,456	\$6,438	\$18,894
Walden	\$348	n/a	\$348
Winter Park	\$1,358	\$1,288	\$2,646
Yampa	n/a	\$206	\$206
Associations			
20 Water & Sanitation Districts	n/a	\$15,553	
Total Dues	\$221,070	\$155,530	\$376,600

2017 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 2017 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
2015	12.92%
2014	10.62%
2013	12.11%
2012	13.16%
Four Year Total	48.81%
Four Year Average	12.20%

INDIRECT COST CENTER

			Revised	
		2015	2016	2017
ACCT #	ACCOUNT NAME	ACTUAL	BUDGET	BUDGET
4540	OTHER INCOME	688		
4550	INTERNAL INDIRECT REVENUE	182,435	185,350	199,668
4560	EXTERNAL INDIRECT REVENUE	8,749	8,968	9,190
	TOTAL REVENUES	191,872	194,318	208,858
6110	SALARIES - EXECUTIVE DIRECTOR	12,772	9,016	5,671
6131	SALARIES - OFFICE SUPPORT	30,957	33,000	39,612
6210	TAXES & BENEFITS	18,812	10,690	14,144
6310	FLEX PLAN ADMIN	662	700	700
6311	BACKGROUND CHECK	-	75	-
6420	FISCAL OFFICER CONTRACT	38,951	39,990	40,693
6440	AUDIT SERVICES	13,000	27,500	27,500
6510	CONTRACT SERVICES- GENERAL	7,496	2,500	2,500
6610	OFFICE SUPPLIES	7,601	9,259	8,500
6640	POSTAGE	312	618	600
6650	PRINTING & PUBLICATION	-	-	100
6660	ADVERTISING	759	105	-
6670	INTERNET/WEB SITE ADMIN	6,116	1,842	2,000
6680	DUES & SUBSCRIPTIONS	5,115	1,390	5,172
6690	COPIER CHARGES	507	818	-
6720	RENT	13,646	17,361	17,361
6730	TELEPHONE	5,598	3,390	12,000
6750	OFFICE REPAIRS, JANITOR & MAINT.	3,443	600	600
6760	INSURANCE	10,908	11,767	12,000
6800	EQUIP. MAINT. & REPAIRS	363	-	-
6830	EQUIPMENT LEASE - Copier	12,369	13,389	13,000
6830	EQUIPMENT LEASE - Postage	1,729	1,730	1,730
7130	TRAVEL & MEETINGS	440	896	500
8000	CAPITAL OUTLAY	414	5,527	2,000
9100	CONTINGENCY			
	TOTAL EXPENSES	191,971	192,163	206,383
	REVENUE OVER EXPENDITURES	(99)	2,155	2,475

BUILDING - 249 WARREN AVENUE

ACCT #	ACCOUNT NAME	2015 ACTUAL	2016 BUDGET	2017 BUDGET
4530	DIRECT CHARGES INCOME	72,057	75,648	75,648
4810	RENTAL INCOME	416	0	0
	TOTAL REVENUES	72,473	75,648	75,648
6121	PROGRAM STAFF	1,132	0	0
6210	TAXES & BENEFITS	115		0
6510	CONTRACT SERVICES- GENERAL		2,000	2,000
6710	MORTGAGE EXPENSE	38,160	38,160	38,160
6720	RENT - COG Storage/ Parking Spaces	6,000	6,000	6,000
6740	CAM FEES	18,430	16,700	16,700
6800	REPAIRS & MAINTENANCE	1,513	5,000	5,000
6750	JANITORIAL/TRASH EXPENSE		3,154	3,400
	TOTAL EXPENSES	65,350	71,014	71,260
	REVENUE OVER EXPENDITURES	7,124	4,634	4,388
	REPLACEMENT FUND -BEGIN	17,700	24,823	29,457
	YTD NET	7,124	4,634	4,388
	REPLACEMENT FUND -END	24,823	29,457	33,845

MOTOR POOL

ACCT #	ACCOUNT NAME	Revised		
		2015 ACTUAL	2016 BUDGET	2017 BUDGET
4530	MOTOR POOL BILLINGS	36,901	41,000	40,000
4610	INSURANCE PROCEEDS			
4620	REIMBURSED EXPENSES			
4010	GAIN ON SALE			
	TOTAL REVENUES	36,901	41,000	40,000
6131	SALARY - ADMIN. ASST.	0	0	
6210	BENEFITS - ADMIN. ASST.	0	0	
6260	LICENSE & PERMITS	0	0	
6420	CONTRACT- FISCAL OFFICE	2,415	2,700	2,768
6660	ADVERTISING	0	0	
6680	DUES & SUBSCRIPTIONS	0	0	
6760	INSURANCE	2,069	1,800	2,500
6761	INSURANCE-DEDUCTIBLE	0	0	
6800	COPIER EXPENSE	0	0	
6810	REPAIR & MAINTENANCE	3,657	1,500	4,000
6811	GAS, OIL & VEHICLE SUPPLIES	17,096	8,500	15,000
6990	DEPRECIATION	0	0	
7130	TRAVEL & MEETING	50	0	
8000	CAPITAL OUTLAY	0	0	20,000
	CARRY FORWARD	0	0	
9,130	TRANSFERRED BETWEEN PROGRAMS			
	TOTAL EXPENSES	25,288	14,500	44,268
	REPLACEMENT FUND -BEGIN	38,316	49,929	76,429
	YTD NET	11,613	26,500	(4,268)
	REPLACEMENT FUND -END	49,929	76,429	72,161

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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, including 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.

The Alpine AAA is funded through the Federal Older Americans Act, Older Coloradans Program funds, and with local match funds for services to persons who are 60 years of age and older and their family caregivers. The Administration for Community Living (ACL) oversees the Older Americans Act at the national level and requires that each individual Area Agency on Aging to submit a plan for how they will use the funds and how they will work on the initiatives set forth by the ACL to its respective State department. The current 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 Alpine AAA's centralized infrastructure to coordinate activities in order to meet the needs of older individuals.**

The Alpine AAA went through a substantial change in December 2015 when the Director, Jean Hammes, resigned, and a new Director, Erin Fisher, took her place. This created an opportunity within the Alpine AAA to review the current operations. One of the outcomes was an updated mission and vision:

Vision: The expert voice that supports and promotes independence for older adults in our community through sustainable, relevant programs.

Mission Statement: The Alpine Area Agency on Aging provides and connects our community with supports and services that promote aging with independence and dignity for individuals sixty and older and their caregivers in their community of choice.

The Alpine AAA was awarded \$927,279 for state fiscal year 2017 Title III & Title VII & State Funding for Senior Services contract. During the 2017 calendar year, the Alpine AAA plans to focus on core competencies as they continue to learn the program and operate with efficiency and innovation.

2017 PROGRAM GOALS AND OBJECTIVES

- GOAL 1:** Program Development: Provide the most innovative and highest quality programs and services.
- OBJECTIVES:** Develop and implement a volunteer caregiver respite program in conjunction with the RSVP/Volunteer program

GOAL 2:	Cultural Alignment: Cultivate a positive environment that actively engages program staff, council and volunteers to achieve priorities and realize the program's vision.
OBJECTIVES:	<p>Focus the program's leadership and the Region 12 aging services network, on the prioritized opportunities and resources.</p> <p>Train staff and providers in LGBTQ cultural competency with the assistance of various statewide and national organizations like SAGE and Project Visibility.</p> <p>Engage older adults, caregivers, and adults with disabilities in establishing diverse programs that result in sustainability and growth.</p>
GOAL 3:	Education & Outreach: Educate the community about services available through the Alpine AAA, including the SHIP Medicare program, and RSVP/Volunteer program. The community includes seniors 60+, their caregivers, providers, and stakeholders.
OBJECTIVES:	<p>Marketing through the new Alpine AAA website, radio ads, and print material.</p> <p>Presentations about services and supports available through the Alpine AAA at senior and community centers</p>

Community Living Services
ALPINE AREA AGENCY ON AGING

ACCT #	ACCOUNT NAME	2015 ACTUAL	2016 BUDGET	2017 BUDGET
	Revenue			
4100	FEDERAL CONTRACT REVENUE	353,225	438,902	489,159
4120	FEDERAL REVENUE - NSIP/usda	17,500	17,500	17,500
4200	STATE CONTRACTS REVENUE	335,455	500,234	534,813
4200	HCPF LOW INCOME DENTAL GRANT		25,400	25,400
4620	REIMBURSED FEES - SR ID, ETC	(122)	0	0
4630	LOCAL CASH MATCH - NWCCOG	24,493	27,400	29,633
4640	FEDERAL CONTRACT CARRYOVER	(3,439)	0	10,647
4400	FOUNDATIONS & TRUSTS		38,705	78,081
	IN-KIND MATCH		16,340	0
	TOTAL REVENUES	727,112	1,064,481	1,185,233
	Expenses			
6010	SALARIES - PROGRAM - STAFF		45,365	47,754
6010	SALARIES - PROGRAM - STAFF		50,000	54,201
6112	SALARIES - PROGRAM DIRECTOR	81,614	81,151	74,060
6121	SALARIES - PROGRAM ASSISTANT	61,640	48,423	42,318
6131	SALARIES - OFFICE	3,480	2,304	6,470
6210	TAXES & BENEFITS	29,993	69,138	79,305
6400	CONTRACT SERVICES-Other	1,326	0	0
6420	CONTRACT - FISCAL	4,668	0	2,924
6430	LEGAL EXPENSE	-	165	0
	BACKGROUND CHECKS			250
6560	OTHER CONTRACTOR		12,812	16,725
6610	OFFICE SUPPLIES	2,439	1,850	5,350
6620	BANK CHARGES	30		
6640	POSTAGE	1,719	1,392	3,500
6650	PRINTING	-	325	2,600
6660	ADVERTISING	471	3,570	7,694
6670	INTERNET/WEBSITE	13	4,026	4,191
6680	DUES & SUBSCRIPTIONS	327	4,865	5,065
6720	RENT	6,104	12,784	12,944
6730	TELEPHONE	543	2,124	750
6800	EQUIP REPAIR/MAINTENANCE	-	550	0
7110	PROGRAM SUPPLIES	201	2,408	5,500
7130	TRAVEL & MEETINGS	7,764	15,429	12,150
7150	TRAINING & TECHNICAL ASSISTANCE	1,474	5,400	8,000
7310	SENIOR AWARDS CEREMONY	1,079	0	3,000
7311	RSVP RECOGNITION EVENT		2,300	6,000
7312	RAC & NoC TRAVEL/MEETINGS	729	5,635	1,500
7313	VOLUNTEER TRAVEL REIMBURSEMENT		29,615	15,400
7320	PASS THRU SERVICE FUNDS -SUBCONTRACTOR	487,022	495,683	496,000
7340	PASS THRU NSIP FUNDS - SUBCONTRACTORS		17,500	17,500
7340	AAAA - DIRECT SERVICES DELIVERY	-	106,353	227,398
7910	INDIRECT COSTS APPLIED	18,994	26,974	26,684
7950	LOCAL MATCH COST-Grant funds	8,946	0	0
9130	TRANSFERED BETWEEN PROGRAMS	7,299	0	0
9160	DEFERRED EXPENSE	(762)	0	0
	IN-KIND SERVICES		16,340	0
	TOTAL EXPENSES	727,112	1,064,481	1,185,233
	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.

		2015	2016	2017
ACCT #	ACCOUNT NAME	ACTUAL	BUDGET	BUDGET
4640	CARRY OVER REVENUE	1,095	2,340	1,200
	TOTAL REVENUES	1,095	2,340	1,200
6510	OUTSIDE CONTRACT	694	800	800
6640	POSTAGE	2		-
6680	DUES & SUBSCRIPTIONS	-	-	-
6690	COPIER CHARGES		-	-
7130	TRAVEL & MEETINGS	400	340	400
9310	CARRY FORWARD		1,200	-
	TOTAL EXPENSES	1,096	2,340	1,200
	REVENUES OVER EXPENDITURES	-	-	-

ECONOMIC DEVELOPMENT DISTRICT

PROGRAM SUMMARY

NWCCOG is an officially designated Economic Development District under the auspices of the U.S. Department of Commerce Economic Development Administration. This EDA designation serves as a foundation for economic development projects and programs that aim to build the capacity of our member communities in creating and sustaining healthy, vibrant, and diverse economies. The EDA's mission is to "lead the federal economic agenda by promoting innovation and competitiveness, 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.

2017 PROGRAM GOALS AND OBJECTIVES

GOAL 1: Maintain the 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, education and workforce, and private industry to engage in a meaningful conversation about what capacity building efforts will best serve economic development in the region. It takes into account, integrates and leverages other regional planning efforts. NWCCOG updated its CEDS in 2016. One of the main purposes of the planning partnership funds provided by the EDA is to maintain the CEDS. To compliment the CEDS, NWCCOG created a website that serves as an on-line clearinghouse of data. This website both serves to compliment the CEDS as well as serve as a marketing tool for the region. Maintenance and enhancement of this website is also an element of the scope of work of the EDD for 2017.

GOAL 2: Provide technical assistance and other resources to assist communities in building a business-friendly environment.

This includes maintaining the EDD website (nwcoloradobusines.org), responding to inquiries from existing businesses and those looking to do business in the region, creating and distributing monthly resources e-bulletins, and working to develop a small business resource network in the region.

GOAL 3: Build the capacity of the region's communities to make our communities attractive places for entrepreneurs to start new businesses

The EDD will provide information on funding opportunities available to towns, counties, nonprofits through monthly resources bulletins as well as through partnerships with economic development stakeholders such as chambers. The EDD will assist with obtaining grant funds or our communities, where appropriate. The EDD will feature different communities throughout the region in newsletters, on the website, and through social media, highlighting the community's assets and the benefits to doing business in that community.

GOAL 4: Provide data and information to businesses to maximize economic growth opportunities and enhance local business and industry retention and expansion.

The EDD will serve as clearinghouse for business resources through direct contact with businesses as well as via website, monthly resources bulletins, and social media.

GOAL 5: Serve as a clearinghouse to businesses for information on financing/capital sources

The EDD will promote and market the Northwest Loan Fund by highlighting success stories of NLF clients to promote both the NLF and the businesses that benefitted. The EDD will research sources of grant funding

available from both government and non-government sources and maintain a page on the website with funding opportunities.

GOAL 6: Focus on Projects that Bolster Tourism

The EDD will encourage the expansion of the tourism/recreation and service industries through workshops, monthly resources bulletins, and website. The EDD will support area tourism businesses and agencies with their activities where appropriate. The EDD will provide information to towns, counties, nonprofits, and other regional stakeholders on funding opportunities available that support environmental assets in the region including parks, open space, trails, wildlife preservation, etc.

GOAL 7: Educate, Train, and Attract the Future Workforce; Support the Current Workforce

The EDD will advocate for issues that affect the workforce including improvements to the affordability and availability of housing and childcare. This may include compiling best practices, success stories, researching partnerships that have been successful, and researching funding opportunities. The EDD will partner with the Workforce Center on projects and programs as appropriate, and will continue to serve on the Rural Resort Region Workforce Development Board as Economic Development representative. The EDD Director will continue to serve as regional convener of any/all sector partnerships that emerge. The EDD will partner with organizations/agencies to bring educational workshops to the region, as appropriate.

GOAL 8: Engage in programs that cultivate innovation and technology

The EDD will partner with stakeholders in the region to support and build the capacity of the entrepreneurial regional ecosystem. This may include partnering with co-working spaces, Startup Weekends, Colorado Mountain College, NWCOSBDC, and accelerators.

GOAL 9: Strengthen the capacity of the region's Towns, Counties, and Economic Development Organizations

The EDD will continue to provide a forum for intergovernmental cooperation on economic development issues and 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. The EDD will continue to serve as a resource to direct local governments and stakeholders in the region to appropriate federal, state, regional and local resources.

ECONOMIC DEVELOPMENT DISTRICT

			Revised	
		2015	2016	2017
ACCT #	ACCOUNT NAME	ACTUAL	BUDGET	BUDGET
4100	FEDERAL CONTRACT	61,000	67,000	73,000
4200	STATE GRANT REVENUE	17,667	31,000	5,760
4250	REIMBURSED EXPENSES	8,571	32,000	-
4520	LOCAL FUNDING / DONATIONS	-		200,000
61000	NWCCOG MATCHING	61,000	66,000	70,000
4640	CARRY OVER REVENUE	3,960	5,455	-
	TOTAL REVENUES	152,198	201,455	348,760
6110	SALARIES- EXECUTIVE DIRECTOR	13,847	32,332	27,394
6121	SALARIES - STAFF	57,905	61,090	65,929
6210	TAXES & BENEFITS	27,143	31,067	33,977
6410	CONTRACT STAFF	19,901	-	-
6510	OUTSIDE CONTRACT	2,130	25,000	200,000
6610	OFFICE SUPPLIES	282	50	-
6640	POSTAGE	81	50	50
6660	ADVERTISING	5,223	32,000	-
6670	INTERNET / WEBSITE	161	150	2,000
6680	DUES & SUBSCRIPTIONS	1,684	805	500
6720	RENT	2178	1791	1791
6910	CHAIRTABLE DONATIONS	5150	0	0
7110	PROGRAM SUPPLIES	204	-	-
7130	TRAVEL & MEETINGS	4,094	3,923	4,042
7150	TRAINING & TECH. ASSISTANCE	3,404	1,500	2,000
7320	PASSED THROUGH			
7910	INDIRECT COSTS APPLIED	8,811	11,697	11,077
	TOTAL EXPENSES	152,198	201,455	348,760
	REVENUES OVER EXPENDITURES	-	-	-

ELEVATOR INSPECTION PROGRAM

PROGRAM SUMMARY

Revenues for 2017 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 NWCCOG member jurisdictions the fee is \$225 for elevators and related lifting equipment with up to three (3) stops, \$275 for elevators and related lifting equipment with four (4) to six (6) stops, \$325 for elevators and related lifting equipment with seven (7) to nine (9) stops and \$375 for elevators and related lifting equipment with ten (10) or more stops. For NWCCOG governmental member jurisdictions the fee is \$100. For non-NWCCOG member jurisdictions the fee is \$300.00 for elevators and related lifting equipment with up to three (3) stops, \$350 for elevators and related lifting equipment with four (4) to six (6) stops, \$400 for elevators and related lifting equipment with seven (7) to nine (9) stops and 450 for elevators and related lifting equipment with ten (10) or more stops. Escalators will be charged at a rate of \$75.00 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. Five year witnessing inspections and other hourly rate work will be charged at a rate of \$150.00 per hour. The program will levy fines of \$75.00 per day for units with void certificates over 90 days.

2017 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 & evaluate the program.

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

Complete inspections and certifications for the more than 1,800 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

	Revised		
	2015	2016	2017
ACCOUNT NAME	ACTUAL	BUDGET	BUDGET
INSPECTION FEES	450,588	474,000	494,000
OTHER SERVICES INCOME	32,981	85,000	150,000
PERMIT REVIEW FEES	68,267	65,000	80,000
TOTAL REVENUES	551,836	624,000	724,000
SALARIES - PROGRAM DIRECTOR	77,855	88,093	93,026
SALARIES - INSPECTORS	184,066	185,714	254,284
SALARIES - OFFICE SUPPORT	31,830	38,272	40,492
TAXES & BENEFITS	86,054	97,368	101,732
CONTRACTOR	3,440	1,500	1,000
OFFICE SUPPLIES	1,988	2,500	2,500
CREDIT CARD FEES	2,330	2,000	2,000
POSTAGE	1,414	1,500	1,000
PRINTING	336	250	250
ADVERTISING	1,729	2,000	1,000
DUES & SUBSCRIPTIONS	1,353	1,200	2,000
RENT & UTILITIES	5,507	7,500	7,763
TELEPHONE	2,714	3,300	3,000
INSURANCE	480	1,800	500
EQUIP. MAINT. & REPAIRS	620	2,000	0
VEHICLE SUPPLIES/TIRES	0	5,000	4,500
TOOLS & EQUIPMENT	1,616	5,000	4,000
PROGRAM SUPPLIES			200
LICENSE & PERMITS	1,252	6,000	2,000
TRAVEL & MEETINGS	29,137	45,000	60,000
TRAINING & TECH. ASSISTANCE	1,310	4,000	3,000
INDIRECT COSTS APPLIED	36,727	37,044	47,312
CAPITAL EXPENDITURES	36,495	20,000	30,000
TOTAL EXPENSES	508,254	557,041	661,559
REVENUES OVER EXPENDITURES	43,582	66,959	62,441

ENERGY MANAGEMENT / WEATHERIZATION PROGRAM

PROGRAM SUMMARY

The Weatherization Program provides energy conservation services to qualified low income homes across 24,000 square miles of Northwest Colorado. The program is administered statewide by the Colorado Energy Office (CEO) and is funded predominantly by three sources this year: The Department of Energy (DOE), the Low-Income Energy Assistance Program (LEAP), and rebates from utility providers: Xcel Energy, Source Gas, Atmos Energy, Colorado Natural Gas, Black Hills Energy, and Holy Cross Electric. The Weatherization budget will be augmented this year through a partnership with Energy Outreach Colorado (EOC) to sub-contract the Crisis Intervention Program (CIP) as well as providing energy conservation measures to low and moderate income families thru EOC's Colorado Affordable Residential Energy Program (CARE).

The NWCCOG Weatherization 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. The Weatherization Program also utilizes a network of subcontractors throughout the service territory.

2017 PROGRAM GOALS AND OBJECTIVES

GOAL 1: Weatherize the number of homes that we have contracted with CEO for Program Year 16/17 providing energy conservation services that have a Savings to Investment Ratio (SIR) of ≥ 1.0 over the life of the measure, while attending to health and safety conditions that relate to Weatherization.

OBJECTIVES: Execute measures and install materials in our client's home that demonstrate cost-effectiveness in energy savings.

Inspect and correct (if necessary) health and safety conditions that relate to weatherization.

Provide energy education to clients.

Perform safety checks on all natural gas or propane appliances in all weatherized homes.

GOAL 2: Generate new avenues of revenue to stabilize yearly fluctuations in our budget.

OBJECTIVES: Develop mutually beneficial relationships thru EOC with CARE providers to install weatherization measures in qualified homes.

Sub-Contract CIP throughout our territory; providing emergency services to diagnose and fix malfunctioning heating systems.

ENERGY MANAGEMENT / WEATHERIZATION PROGRAM

			Revised	
		2015	2016	2017
ACCT #	ACCOUNT NAME	ACTUAL	BUDGET	BUDGET
4100	FEDERAL CONTRACT REVENUE	1,195,796	1,260,020	809,519
4200	STATE CONTRACT REVENUE	-	-	122,340
4520	CARE/CIP REVENUE	-	8,683	157,639
4620	REIMBURSED EXPENSES	13,077	3,149	-
4640	CARRYOVER REVENUE	22,153		-
	TOTAL REVENUES	1,231,027	1,271,852	1,089,498
6112	SALARIES - PROGRAM DIRECTOR	56,785	-	-
6115	SALARIES - FIELD SUPERVISOR	71,780	75,464	80,000
6115	SALARIES - ADMIN & PROCUREMENT	-	61,143	64,764
6121	SALARIES - WEATHERIZATION HOURLY	393,469	359,901	331,219
6131	SALARIES - OFFICE SUPPORT	12,063	25,431	39,612
6210	TAXES & BENEFITS	196,994	175,367	164,367
6420	CONTRACT - FISCAL	25,948	31,793	32,588
6430	LEGAL EXPENSE - GENERAL	-	-	275
6520	CONTRACT SERVICES	41,479	32,229	26,572
6610	OFFICE SUPPLIES	2,873	3,629	300
6630	CREDIT CARD FEES	160	26	-
6640	POSTAGE	1,704	1,554	986
6650	PRINTING	-	-	225
6660	ADVERTISING	1,654	663	600
6680	DUES & SUBSCRIPTIONS	1,075	300	-
6720	OUTSIDE RENT & UTILITIES	35,647	49,202	35,820
6,720	COG RENT & UTILITIES	25,748	10,776	\$21,551
6730	TELEPHONE	7,943	6,075	6,073
6760	INSURANCE - VEHICLES & LEAD	11,246	10,033	10,500
6800	EQUIP. MAINT & REPAIR	221	1,043	400
6810	VEHICLE REPAIR/MAINT	8,228	13,423	7,185
6811	GAS, OIL & SUPPLIES	31,534	23,437	23,474
6840	TOOLS AND EQUIPMENT	42,055	53,180	1,674
7120	LICENSE & PERMIT FEES	100	935	1,500
7130	TRAVEL & MEETINGS	41,718	81,244	29,868
7150	TRAINING & TECH ASSISTANCE	-	4,120	6,654
7410	MATERIALS	173,665	189,206	142,090
7910	INDIRECT COSTS APPLIED	66,702	61,677	61,201
9160	DEFERRED EXPENSE	(19,764)		-
	TOTAL EXPENSES	1,231,027	1,271,852	1,089,498
	REVENUES OVER EXPENDITURES	-	(0)	-

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 \$243,331 for federal fiscal year 2016 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.

2017 PROGRAM GOALS AND OBJECTIVES

GOAL 1: Administer the FY 2015 and FY 2016 State Homeland Security grants according to the provisions contained within the grant award letter.

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

Plan, organize and host the annual Summit Meeting for first responders, functional representatives and community members on the 2017 SHGP grant process for regional project proposals.

Purchase, distribute and monitor 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.

Plan, organize and facilitate compliance with all grant deliverables and filing requirements for 2015 and 2016 grants, and the application for 2017.

Develop and maintain effective communications between all 10 counties within the region. Serve as liaison between the regional county members and state agencies.

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.

**NORTHWEST COLORADO ALL HAZARDS EMERGENCY MANAGEMENT
REGION**

		2015	2016	2017
ACCT #	ACCOUNT NAME	ACTUAL	BUDGET	BUDGET
4100	FEDERAL FUNDS - SHSG	97,198	236,540	231,165
4100	FEDERAL FUNDS - M & A	0	12,486	12,166
	TOTAL REVENUES	97,198	249,026	243,331
6410	CONTRACT STAFF	22,880	30,000	45,000
6420	FISCAL CONTRACT	3,600	8,986	8,986
6440	AUDIT EXPENSE	2,500	2,500	2,500
6610	OFFICE SUPPLIES	459	1,000	680
6640	POSTAGE*	202	0	0
6670	INTERNET / WEBSITE	10	0	0
6720	RENT	371	0	0
7130	TRAVEL & MEETINGS	7,851	15,000	15,000
7160	EXERCISE/Training			5,000
8000	CAPITAL OUTLAY	59,327	191,540	166,165
	TOTAL EXPENSES	97,198	249,026	243,331
	REVENUES OVER EXPENDITURES	-	-	-
	*expenses included in office Supply budget line			

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 the Northwest Colorado Council of Governments. 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.

2017 PROGRAM GOALS AND OBJECTIVES

- GOAL 1:** **Serve businesses in the nine 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 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	2015 BUDGET	2016 BUDGET	2017 BUDGET
4200	STATE CONTRACT	540,571	500,000	500,000
4250	STATE CONTRACT- ADMIN	86,491	80,000	80,000
4620	REIMBURSED EXPENSES	387		
4710	INTEREST EARNINGS		0	
4720	REVOLVED INTEREST	26,760	32,000	29,000
4730	ORGINATION FEE	10,674	10,000	10,000
4770	LOAN RECOVERY	1,933	-	-
	TOTAL REVENUES	666,816	622,000	619,000
	* Less AMOUNT TO BE LOANED OUT	540,571	500,000	500,000
	NET REVENUES	126,245	122,000	119,000
Operating Expense				
6112	SALARIES - PROGRAM DIRECTOR	64,538	68,088	71,900
6131	SLAARIES - OFFICE	630		
6210	TAXES & BENEFITS	14,489	15,120	15,450
6420	FISCAL SERVICES	2,100	2,160	2,214
6510	OUTSIDE CONTRACT SERVICES	1,915	1,500	3,300
6610	OFFICE SUPPLIES	2,189	1,000	1,000
6640	POSTAGE	429	600	300
6650	PRINTING	1,188	800	
6680	DUES & SUBSCRIPTIONS	1,264	1,500	800
6720	RENT & UTILITIES	2,344	2,344	2,344
6730	TELEPHONE EXPENSE	686	700	700
6930	BAD DEBTS - WRITTEN OFF	13,090		
6940	ADVERTISING			500
7110	PROGRAM SUPPLIES	0		1,000
7120	LICENSE-PERMITS	457		30
7130	TRAVEL & MEETINGS	7,681	9,000	9,000
7321	PASSTHROUGH - LOANS MADE	171		
7910	INDIRECT COSTS APPLIED	8,003	8,082	8,772
7920	ADMINISTRATION EXPENSE	1,000		
8000	CAPITAL OUTLAY	-	1,000	
	TOTAL EXPENSES	122,175	111,895	117,310
	REVENUES OVER EXPENDITURES	4,070	10,105	1,690

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.

2017 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.

ACCT #	ACCOUNT NAME	2015 BUDGET	2016 BUDGET	2017 BUDGET
4003	FUNDRAISING INCOME	25,000	25,000	
4200	STATE GRANT INCOME	77,500	82,000	
4400	FOUNDATION & TRUSTS			
4250	DONATIONS			
4800	PROGRAM FEES	4,000	5,500	
4300	LOCAL FUNDING / MATCH	2,200		
	TOTAL REVENUES	108,700	112,500	-
6050	CONTRACT LABOR	75,000	87,000	
6240	INTERNET/WEBSITE			
6270	PROFESSIONAL FEES			
6520	OUTSIDE CONTRACT	2,200		
6610	OFFICE SUPPLIES	1,500	500	
6640	POSTAGE			
6650	PRINTING			
6655	CONSULTING	20,000	20,000	
6660	ADVERTISING			
6680	DUES & SUBSCRIPTIONS			
6690	COPIER CHARGES			
7130	TRAVEL & MEETINGS	10,000	5,000	
7320	PASS THROUGH FUNDS			
	TOTAL EXPENSES	108,700	112,500	-
	REVENUES OVER EXPENDITURES	-	-	-

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 matching funds to the Area Agency on Aging program, Watershed Services, Regional Broadband project and the NWCCOG – Economic Development District.

2017 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

			REVISED	
		2015	2016	2017
ACCT #	ACCOUNT NAME	ACTUAL	BUDGET	BUDGET
4200	STATE GRANT REVENUE	133,921	196,636	236,121
4100	FERERAL GRANT INCOME	25,000		20,500
4310	COUNTY PLEDGES	127,199	128,081	137,104
4320	MUNICIPAL PLEDGES	78,288	78,383	83,966
4520	OTHER LOCAL FUNDING	22,763	37,463	60,956
4620	REIMBURSED EXPENSES		16,250	0
4820	INTEREST INCOME	851	1,800	1,800
	CARRY FORWARD	20,376	0	0
	TOTAL REVENUES	408,398	458,613	540,447
6110	SALARIES - EXECUTIVE DIRECTOR	76,915	69,210	80,364
6121	SALARIES - PROGRAM STAFF	76,270	166,152	135,200
6210	TAXES & BENEFITS	68,966	46,048	54,513
6410	CONTRACT STAFF	49,075	66,400	78,400
6430	LEGAL EXPENSES	578	17,290	500
6510	OUTSIDE CONTRACT LABOR	13,735	12,000	12,000
6610	OFFICE SUPPLIES	37	1,000	1,000
6620	BANK SERVICE CHARGES	1,686	1,200	1,200
6640	POSTAGE	157	200	200
6660	ADVERTISING	95	900	0
6680	DUES & SUBSCRIPTIONS	2,098	1,500	1,650
6720	RENT & UTILITIES	5,739	3,561	3,561
6730	TELEPHONE	726	720	750
7130	TRAVEL & MEETINGS	10,162	6,000	12,100
7321	PASSTHROUGH - MINI GRANTS	54,171	0	50,500
7910	INDIRECT COSTS APPLIED	22,909	23,765	26,299
7950	CASH MATCH TO PROGRAMS	92,493	90,786	106,633
8000	CAPITAL OUTLAY	0	1,500	3,750
	TOTAL EXPENSES	475,812	508,231	568,619
	REVENUE OVER EXPENDITURES	(67,414)	(49,618)	(28,172)

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. As of October, 2016 12,023 trips have been 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.

2017 PROGRAM GOALS AND OBJECTIVES

- GOAL 1:** To effectively operate the *Mountain Ride* Transportation Resource Center for regional ride coordination for veterans, older adults, low income and people with disabilities.
- GOAL 2:** To continue 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
- GOAL 6:** Through a Local Coordination Council grant from CDOT outreach efforts will be made to Moffatt, Rio Blanco and Lake Counties to participate in the RTCC.

Community Living Services

REGIONAL TRANSPORTATION COORDINATING COUNCIL

			Revised	
		2015	2016	2017
ACCT#	ACCOUNT NAME	BUDGET	BUDGET	BUDGET
4100	FTA 5310 MOBILITY MANAGEMENT FUNDS	69,995	72,000	72,000
4100	FTA VTCLI-1 CALL CENTER - EQUIPMENT	67,458	72,147	47,999
4100	FTA VTCLI-2 MARKETING	36,346	6,854	0
4200	CDOT LCC CONTINUATION FUNDS	24,800	10,000	22,000
4200	VTCLI-1 STATE (FASTER)	13,490	14,429	0
4200	NEMT	131,633	0	0
4301	LOCAL REVENUE - FASTER FUNDS	0	0	0
4301	LOCAL REVENUE - MATCH	16,849	16,000	16,000
4520	OTHER LOCAL FUNDING	-	5,600	24,000
4620	REIMBURSED EXPENSES	-	7,500	7,500
4640	CARRY OVER FUNDS	(166)	7,367	20,000
	TOTAL REVENUES	360,404	211,897	209,499
6112	SALARIES - PROGRAM DIRECTOR	55,030	58,057	61,308
6112	SALARIES - PROGRAM STAFF	37,324	70,432	41,600
6131	SALARIES - OFFICE	13,180	1,984	31,200
6210	TAXES AND BENEFITS	24,371	26,081	27,129
6520	OUTSIDE CONTRACTORS	16,345	1,800	3,100
6610	OFFICE SUPPLIES & MATERIALS	1,718	3,500	3,000
6620	BANK CHARGES	61	0	0
6640	POSTAGE	377	400	500
6650	PRINTING	0	0	500
6660	ADVERTISING	1,286	1,000	100
6670	INTERNET/WEBSITE	312	900	3,230
6680	DUES AND SUBSCRIPTIONS	391	550	220
6720	RENT & UTILITIES	8,490	8,493	8,493
6730	TELEPHONE	1,135	1,200	1,200
7130	TRAVEL & MEETINGS	6,083	7,000	6,558
7150	TRAINING & TECHNICAL ASSISTANCE	0	0	2,000
7320	PASS THROUGH FUNDS	125,091	0	0
7910	INDIRECT COSTS	13,065	15,000	16,361
8000	CAPITAL OUTLAY	56,146	15,500	3,000
	TOTAL EXPENSES	360,404	211,896	209,499
	REVENUES OVER EXPENDITURES	-	-	-

SUMMIT WATER QUALITY COMMITTEE

ACCT #	ACCOUNT NAME	2015 ACTUAL	2016 BUDGET	2017 BUDGET
4510	LOCAL REVENUE - SWQC	33,500	32,000	32,000
4640	CARRY OVER	(3,988)	28,000	32,000
	TOTAL REVENUES	29,512	60,000	64,000
6410	CONTRACT STAFF	24,100	25,000	26,000
6510	OUTSIDE CONTRACT SERVICES	109	1,000	2,000
6640	POSTAGE	0	25	100
6650	PRINTING & PUBLICATIONS	114		
6680	DUES & SUBSCRIPTIONS	0	75	100
6690	COPIER CHARGES	0	75	
6730	TELEPHONE	1,440	1,920	1,000
6800	EQUIP RENT/MAINT/SUPPLIES	0	50	100
7130	TRAVEL & MEETINGS	2,749	2,300	2,300
7910	INDIRECT COSTS APPLIED	1,000	1,025	1,054
9130	CARRY FORWARD	0	28,530	31,346
	TOTAL EXPENSES	29,512	60,000	64,000
	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.

2017 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 2017 monitoring for TMDL parameters.

Compile and summarize 2016 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

ACCT #	ACCOUNT NAME	2015 ACTUAL	2016 BUDGET	2017 BUDGET
4200	STATE CONTRACT -208	11,300	11,300	11,300
4630	LOCAL REVENUE - COG	7,000	7,000	7,000
4640	CARRY OVER	3,176	15,000	9,600
	TOTAL REVENUES	21,476	33,300	27,900
6410	CONTRACT STAFF	18,262	19,000	17,400
6120	DUES & SUBSCRIPTIONS	0	50	0
6520	OUTSIDE CONTRACT SERVICES	1,614	500	0
6640	POSTAGE	0	100	0
6650	PRINTING	0	100	0
6690	COPIER CHARGES	0	100	0
6730	TELEPHONE	320	0	900
7130	TRAVEL & MEETINGS	170	1,028	500
7910	INDIRECT COSTS APPLIED	1,111	1,111	1,142
9130	CARRY FORWARD	0	11,311	7,958
	TOTAL EXPENSES	21,476	33,300	27,900
	REVENUES OVER EXPENDITURES	-	-	-

WATER QUALITY / QUANTITY COMMITTEE (QQ)

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.

2017 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.

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)

		2015	2016	2017
ACCT #	ACCOUNT NAME	ACTUAL	BUDGET	BUDGET
4310	COUNTY PLEDGES	99,100	95,500	98,365
4320	MUNICIPAL PLEDGES	40,255	40,400	41,612
4330	ASSOCIATE MEMBER PLEDGES	3,800	3,800	4,120
4350	WATER & SAN. DIST. PLEDGES	13,100	11,100	11,433
4620	REIMBURSED EXPENSES	2,217	1,200	2,000
	CWCB GRANT LEFTOVER	8,410	-	-
4820	INTEREST INCOME	38	-	-
	TOTAL REVENUES	166,920	152,000	157,530
6410	QQ CONTRACT STAFF	112,078	108,400	66,400
6520	PROFESSIONAL SERVICES	40,010	21,285	69,086
6610	OFFICE SUPPLIES	554	500	500
6640	POSTAGE	81	100	100
6650	PRINTING	23	100	100
6670	WEBSITE/INTERNET	30	-	30
6680	DUES & SUBSCRIPTIONS	1,914	1,700	1,700
6690	COPIER CHARGES	-	500	460
6730	TELEPHONE	-	360	360
6760	INSURANCE	-	1,800	1,800
7130	TRAVEL & MEETINGS	9,110	10,451	10,000
7610	INDIRECT COSTS APPLIED	6,638	6,804	6,994
	TOTAL EXPENSES	170,438	152,000	157,530
	REVENUES OVER EXPENDITURES	(3,518)	-	-
	LEGAL DEFENSE FUND	100,000	100,000	100,000
	BEGINNING FUND BALANCE	24,934	21,416	21,416
	CURRENT YEAR NET INCOME (LOSS)	(3,518)	-	-
	ENDING FUND BALANCE	21,416	21,416	21,416

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.

District	2017 DUES
Basalt Sanitation District	\$103
Bellyache Ridge Metro District	\$103
Colorado River Water Conservation District	\$3,605
Copper Mountain Consolidated Metro District	\$927
Dillon Valley District	\$515
Eagle River Water & Sanitation District	\$2,060
East Dillon Water District	\$515
Granby Sanitation District	\$515
Grand County Water and Sanitation District	\$515
Hamilton Creek Metro District	\$103
Kremmling Sanitation District	\$103
Mid Valley Metro District	\$103
Silver Creek Water and Sanitation District	\$103
Snake River Water District	\$515
Snowmass Water and Sanitation	\$2,060
Town of Silverthorne - SDJSA	\$2,060
Upper Gunnison River Water Conservation District	\$515
White Horse Springs Water District	\$103
Winter Park Ranch Water and Sanitation District	\$515
Winter Park Water and Sanitation District	\$515
Total Dues	\$15,553

2017 BUDGET WORKSHEET SUMMARY																	
Internal COG Programs								External Programs					Internal Service Programs				
COMMUNITY LIVING SERVICES							Total Internal Program Funds										
Alpine AAA	RTCC	Econ. Dev. District	Elevator Inspection	Energy Management	Regional Business	Watershed Services		CBBC	NW All Hazards Region	Northwest Loan Fund	Summit Water Quality Committee	Water Quality/Quantity	Total External Program Funds	Indirect	249 Warren Ave	Motor Pool	
2017 Revenues																	
Federal Grant Revenue	\$517,306	\$119,999	\$73,000		\$809,519	\$20,500	1,540,324		243,331				243,331				
State Grant Revenue	\$560,213	\$22,000	\$5,760		\$122,340	\$236,121	957,734			580,000			580,000				
NWCCOG Dues						\$221,070	221,070						0				
Q/Q Dues							0					139,977	139,977				
Water & San Dues							0					15,553	15,553				
Match - NWCCOG	\$29,633		\$70,000			\$7,000	106,633						0				
Local Funding - Other	\$78,081	\$47,500	\$200,000		\$157,639	\$60,956	544,176				32,000	2,000	34,000	208,858	75,648	40,000	
Fees				\$724,000			724,000			10,000			10,000				
Interest Income						\$1,800	1,800			29,000			29,000				
Carryover	\$0	\$20,000				\$1,642	21,642	1,200			654		1,854				
Miscellaneous In-Kind							0						0				
							0						0				
TOTAL	1,185,233	209,499	348,760	724,000	1,089,498	540,447	4,117,379	1,200	243,331	619,000	32,654	157,530	1,053,715	208,858	75,648	40,000	
2017 EXPENDITURES																	
Salaries	224,803	134,108	93,323	387,802	515,595	215,564	1,571,195			71,900			71,900	45,283			
Fringe Benefits & Taxes	79,304	27,129	33,977	101,732	164,367	54,513	461,022			15,450			15,450	14,144			
Contract Costs	2,924	3,100		1,000	59,160	90,400	173,984	800	53,986	3,300	28,000	135,486	221,572	43,193		2,768	
Indirect Costs	26,684	15,919	11,077	47,312	61,201	26,299	189,634			8,772	1,054	6,994	16,820				
COG Rent	12,944	8,493	1,791	7,763	21,551	3,561	56,103			2,344			2,344	17,361	6000		
Other Expenses	325,074	20,750	8,592	85,950	267,624	126,532	835,922	400	189,345	15,544	3,600	15,050	223,939		65,260	21,500	
Pass-thru/match	513,500		200,000			50,500	764,000			500,000			500,000	86402			
Carry forward							0						0				
Capital Purchases				30,000		1,250	31,250						0			20,000	
							0						0				
TOTAL	1,185,233	209,499	348,760	661,559	1,089,498	568,619	4,083,110	1,200	243,331	617,310	32,654	157,530	1,052,025	206,383	71,260	44,268	
2017 Net	-	-	-	62,441	-	(28,172)	34,269	-	-	1,690	-	-	1,690	2,475	4,388	(4,268)	
Internal Program Reserve Fund Balance																	
Beginning Balance	6,337		22,500			Estimated Beginning Reserve	426,246	Beginning Fund Balance	1,109,087			121,416		(158)	24,823	49,979	
YTD 2016 Net estimated	(3,634)		-				13,987	YTD 2016 Net estimated	395,127			(10,834)		796	6,862	23,942	
Change in Reserve Fund	-			-		Change in Reserve for 2017	34,269	2017 Net	1,690			-		2,475	4,388	(4,268)	
Ending Balance	2,703		22,500	-		Projected Ending Reserve	474,503	Ending Fund Balance	1,505,904			110,583		3,113	36,073	69,653	

2017 NWCCOG COUNCIL MEETING SCHEDULE

Thursday, January 26, 2017

Full Council, EDD Board & NLF Board Meetings

Location: Colorado Mountain College Vail Valley, Room #258, Edwards

Time: 9:30 a.m.-2:00 p.m.

Primary Agenda Items: Introduction of new members/representatives; elect executive committee & officers; adopt 2017 meeting schedule; annual NLF Board meeting; EDD Board meeting & election of officers.

Thursday, March 23, 2017

Full Council & NLF Meeting

Location: Eagle County Room, Eagle County Government Building, Eagle, CO

Time: 12:00pm – 3:30pm

Primary Agenda Items: Approval of final 2016 financials; program updates.

Thursday, May 25, 2017

Full Council & EDD Board Meeting

Location: North Branch Library, Blue River Room, Silverthorne

Time: 10:00 a.m. – 3:00 p.m.

Primary Agenda Items: Review/acceptance of the 2016 audit

Thursday, July 27, 2017

Full Council Meeting

Location: Community House, Grand Lake

Time: 10:00 a.m. – noon

Primary Agenda Items: Approval of 2018 dues; approval of 2017 budget revisions; discussion re: Annual Planning Meeting Agenda

Thursday, August 24, 2017

Full Council & EDD Board Annual Planning Meeting

Location: Airport Operations Center (AOC), Aspen

Time: 10:00 a.m. – 3:00 p.m.

Agenda Items: Strategic Planning for 2018

Thursday, October 26, 2017

Full Council Meeting

Location: NWCCOG Office/Conference Call

Time: 10:00 a.m. - noon

Primary Agenda Items: Review of draft 2018 budget

Thursday, December 7, 2017

Full Council, EDD Board & Foundation Board Meeting

Location: TBD – Summit County

Time: 10:00 a.m. - noon

Primary Agenda Items: 2017 budget revisions; approve 2018 budget; adopt 2018 meeting schedule; annual NWCCOG Foundation Board meeting.