



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 mils 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

ACCT #	ACCOUNT NAME	2015	Revised	2017
		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

2017
PROGRAM
BUDGET
SUMMARIES

Community Living Services

ALPINE AREA AGENCY ON AGING

PROGRAM SUMMARY

Since its inception in 1978, the Alpine Area Agency on Aging (Alpine AAA) has been sponsored and housed by the Northwest Colorado Council of Governments (NWCCOG), which is the regional planning organization for State Planning Region 12, 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:	Focus the program's leadership and the Region 12 aging services network, on the prioritized opportunities and resources. Train staff and providers in LGBTQ cultural competency with the assistance of various statewide and national organizations like SAGE and Project Visibility. Engage older adults, caregivers, and adults with disabilities in establishing diverse programs that result in sustainability and growth.
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:	Marketing through the new Alpine AAA website, radio ads, and print material. Presentations about services and supports available through the Alpine AAA at senior and community centers

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	AAA - 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	DEFFERED 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.

ACCT #	ACCOUNT NAME	2015 ACTUAL	2016 BUDGET	2017 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 for 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

ACCT #	ACCOUNT NAME	2015 ACTUAL	Revised	
			2016 BUDGET	2017 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

ACCOUNT NAME	Revised		
	2015 ACTUAL	2016 BUDGET	2017 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

ACCT #	ACCOUNT NAME	Revised		
		2015 ACTUAL	2016 BUDGET	2017 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 BELOANED 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

ACCT #	ACCOUNT NAME	2015	REVISED	2017
		ACTUAL	2016 BUDGET	BUDGET
4200	STATE GRANT REVENUE	133,921	196,636	236,121
4100	FEDERAL 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

ACCT#	ACCOUNT NAME	Revised		
		2015 BUDGET	2016 BUDGET	2017 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)

ACCT #	ACCOUNT NAME	2015 ACTUAL	2016 BUDGET	2017 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