



AGENDA

Thursday, September 25, 2014
Day Lodge, Frisco Adventure Park
621 Recreation Way, Frisco, CO 80443

NWCCOG EXECUTIVE COMMITTEE MEETING

9:00 a.m.	1.	Call to Order and Determination of Quorum- Karn Stiegelmeier, Chair	
	2.	Discussion – Executive Director Performance Review Process	
	3.	Adjourn	
		NWCCOG COUNCIL MEETING	
9:15 a.m.	1.	Call to Order and Introductions- Karn Stiegelmeier, Chair	
	2.	Roll Call and Determination of Quorum	
	*3.	ACTION: Minutes of May 22 & July 24, 2014 Council Meetings	Pgs. 2-5
	*4.	ACTION: August 2014 Financials	Pgs. 6-15
	*5.	ACTION: Revised procurement policies	Pgs. 16-23
	*6.	ACTION: Updated Employee Handbook and Drug & Alcohol Policy	Pgs. 24-53
	*7.	ACTION: Ratify e-mail vote approving the 2015 NWCCOG Dues	Pg. 54
	8.	Program Updates	Pgs. 55-62
10:00 a.m.	9.	PRESENTATION: Overview of Region XII - Elizabeth Garner, State Demographer	
10:45 a.m.	10.	PRESENTATION: The Changing Business Model for Area Agencies on Aging - Sandy Markwood, Executive Director, National Association of Area Agencies on Aging (n4a)	
11:30 a.m.	11.	DISCUSSION: Proposal to increase capacity for the Community Living Services Programs	Pgs. 63-99
	*12.	ACTION: Direction for 2015	Pg. 100
	13.	New Business	
12:30 p.m.	*14.	Adjourn & Lunch	

ECONOMIC DEVELOPMENT DISTRICT BOARD MEETING

1:00 p.m.	1.	Call to Order – Rob Ittner, Chair	
	2.	Roll Call and Determination of Quorum - Rachel Lunney, EDD Director	
	*3.	ACTION: Minutes of May 22, 2014 EDD Board Meeting	Pgs.101-102
	*4.	ACTION: August 2014 EDD Financials	Pg. 103
	*5.	ACTION: Change to the 2014 EDD Board of Directors	Pgs. 104 - 105
	6.	Program Update – Rachel Lunney, EDD Director	Pg. 58
	*7.	ACTION: 2015 Scope of Work	Pgs. 106-111
	8.	New Business	
3:00 p.m.	*9.	Adjourn	



**Northwest Colorado Council of Governments
Council Meeting – Eagle Colorado
May 22, 2014**

Council Members Present:

Jane Berry, Town of Walden
Tom Clark, Town of Kremmling
AJ Hobbs, Town of Carbondale
John Hoffman, Town of Carbondale
Rob Ittner, Pitkin County
Keith Montag, Eagle County
James Newberry, Grand County
Ben Raitano, Town of Dillon
Jeff Shroll, Town of Gypsum
Karn Stiegelmeier, Summit County
Dave Sturges, City of Glenwood Springs

Others Present:

Mark Campbell, Town of Kremmling
TJ Dufresne, NWCCOG Hub Coordinator
Erin Gleason, VNA, Steamboat Springs
Rachel Lunney, NWCCOG
Liz Mullen, NWCCOG
Steve Plutt, Dazzio & Plutt, LLC
Mili Vasquez, Eagle County HHS
Nate Walowitz, NWCCOG

Call To Order:

Karn Stiegelmeier, Chair, called the NWCCOG Council meeting to order at 10:00 a.m. A quorum was present.

March 27, 2014 Minutes:

M/S/P Jeff Shroll/Rob Ittner to approve the minutes of the March 27, 2014 meeting minutes.

April 2014 Financials:

Liz Mullen reviewed the April 2014 financial reports.

M/S/P Jeff Shroll/Keith Montag to approve the April 2014 financials as presented.

2013 Independent Audit:

Steve Plutt of Dazzio & Plutt LLC reviewed the 2013 audited financial statements.

M/S/P Tom Clark/Keith Montag to accept the 2013 audit as presented.

Updated Procurement Policies:

Liz Mullen presented a request to include “NWCCOG may renew service contracts annually for up to three years without repeating the bidding process if the vendor is agreeable to maintaining their rate for each renewal” to the NWCCOG and weatherization program procurement policies.

M/S/P Tom Clark/Dave Sturges to approve the revised procurement policies as presented.

Follow up discussion: The Council would like to add language to the procurement policies that encourages NWCCOG programs to buy locally or look within the region, and add a right to refuse language in the policies also. Liz will add this language to the policies and bring them back for the July meeting.

Updated Employee Handbook:

Liz Mullen presented the updated NWCCOG Employee Handbook. The primary change is to replace the FMLA section with a revised medical leave policy. Although NWCCOG is required to offer FMLA as a public employer, NWCCOG employees do not qualify for FMLA because they do not work at a site that has 50 or more employees. Liz also asked to add part-time employees working at least 24 hours per week to the new medical leave policy.

Liz also noted the additional section on marijuana. The Council directed staff to add mandatory drug and alcohol testing for each employee in an accident or injured on the job. Liz will bring the drug policy and procedures along with the proposed additional language to the employee handbook to the July meeting for Council review and approval. No action was taken at this time.

Program Updates:

- Liz Mullen noted the purchase of the 2011 Ford Fusion for the general motor pool.
- Nate Walowitz gave an update on his progress on the regional broadband project. Nate has met with all 8 Counties and extensively reviewed either their existing and proposed Broadband plans or the support they need from NWCCOG to write and execute a County Broadband Plan. He also met with many of the major telecommunications providers and ISP/WISP(s) to understand their capabilities and perspectives on partnering with NWCCOG for Broadband initiatives. The result of these meetings and continued telephone conversations has been the development of a Broadband Action Plan for Region 12. This plan will be presented to the Broadband Steering Committee for their consideration on June 16th.
- TJ Dufresne, NWCCOG Hub Coordinator, Mili Vazquez of Eagle County and Erin Gleason of the VNA in Steamboat Springs provided an update on the Connect for Health Colorado.
- Liz Mullen reported that she recently discovered that the 501(c)(6) status for the Northwest Loan Fund (NLF) was automatically revoked on 5/15/2010 due to failure to file form 990 for three consecutive years prior to that date. Form 990 does not need to be filed if the organization has revenue of less than \$25,000, however, if a 990 is not filed for three years in a row, the designation is automatically revoked. Liz has submitted an application to have the status retroactively reinstated, explaining the change in management and efforts to revive the NLF program. The IRS has responded that they have received our application and will process it within 90 days, which means we should hear back by mid-July. This does not affect our CDBG grant with OEDIT for the NLF funds. The NLF is in good standing with the State of Colorado.

CIRSA Public Officials Training:

The council watched the CIRSA video “In the scope of your authority: Preventing Public Official’s Liability”.

Adjournment:

M/S/P to adjourn the Council meeting at 12:30 p.m.

Karn Stiegelmeier, NWCCOG Chair

Date



**Northwest Colorado Council of Governments
Council Meeting – Conference Call
July 24, 2014**

Council Members Present:

Wally Baird, Town of Granby
Tom Clark, Town of Kremmling
John Hoffman, Town of Carbondale
Rob Ittner, Pitkin County
Keith Montag, Eagle County
Karn Stiegelmeier, Summit County

Others Present:

Liz Mullen, NWCCOG
Nate Walowitz, NWCCOG

Call To Order:

Karn Stiegelmeier, Chair, called the NWCCOG Council meeting to order at 10:10 a.m. A quorum was not present. The group agreed to table the actions items until the September 25, 2014 meeting, with the exception of the approval of the 2015 NWCCOG dues. Liz will send out a request for an electronic vote to approve the 2015 dues so that the dues notices can be sent out in August.

Liz briefly updated the council members on the following items:

- NWCCOG is working with Eagle County Housing to apply for a \$26,000 grant to make improvements at the Golden Eagle Apartments.
- The I-70 Coalition has offered an associate membership to NWCCOG with no dues.
- Liz provided an overview of the agenda for the September meeting that includes presentations from the State Demographer, Elizabeth Garner, and the Executive Director of the National Association of Area Agencies on Aging (n4a), Sandy Markwood. The primary discussion items will be a strategic plan for the four programs under the Community Living Services division: Alpine Area Agency on Aging, Adult and Disability Resource Center, Regional Transportation Coordinating Council, and the Connect for Health Colorado Regional Hub.
- Liz will send out an offer to all member jurisdictions to give an update on NWCCOG programs and projects to their council or board.
- Nate Walowitz provided an overview of the broadband workshop scheduled for August 18th in Eagle.

The meeting adjourned at 10:40 a.m.

Karn Stiegelmeier, NWCCOG Chair

Date

Date	Name	Memo	Credit
07/01/2014	BHW Associates	Building	2,575.00
07/01/2014	County Health Pool	SPLIT	26,174.34
07/01/2014	Cuna Mutual Group-LTD	SPLIT	1,115.19
07/01/2014	Enterprise Commercial Centerl Condo Assoc	Building	1,390.57
07/01/2014	Family Support Registry	Garnishment	181.00
07/02/2014	CCOERA	SPLIT - Payroll	12,845.84
07/02/2014	CCOERA	SPLIT - Payroll	4,437.26
07/02/2014	n4a	AAAA	1,300.00
07/03/2014	1st Bank	Credit Card Fees	153.33
07/03/2014	Employee Benefits Corporation	SPLIT - FSA	377.33
07/03/2014	Lane Wyatt, Inc	QQ	6,208.99
07/03/2014	Lotic Hydrological, LLC	QQ	2,607.50
07/03/2014	US Treasury	SPLIT - Payroll	7,702.12
07/07/2014	Town of Walden (vendor)	WX	69.25
07/08/2014	City of Craig{vendor}	WX	32.65
07/08/2014	Colorado Department of Revenue	SPLIT - Payroll	1,868.00
07/08/2014	Park County Building Department	WX	100.00
07/09/2014	1st Class Auto Glass LLC	WX	905.00
07/09/2014	Best Western	WX	166.00
07/09/2014	Century Link	WX	176.98
07/09/2014	Columbia Industries, Inc.	WX	143.85
07/09/2014	Federal Express{vendor}	WX	37.86
07/09/2014	Ferguson Enterprises Inc #109	WX	1,370.08
07/09/2014	Four Sprys Investments	WX	627.10
07/09/2014	Hagemeyer North America Inc	WX	2,200.54
07/09/2014	Krendl	WX	1,182.70
07/09/2014	McDonald Solar and Wind Inc.	WX	5,101.00
07/09/2014	Mike Bugielski	WX	158.00
07/09/2014	Mr T Hardware & Building Supply	WX	475.73
07/09/2014	Mr T Hardware & Building Supply	WX	127.44
07/09/2014	New Electric Inc.	WX	2,690.00
07/09/2014	Positive Energy	WX	585.13
07/09/2014	Samuelson Hardware -9 Craig	WX	36.27
07/09/2014	Sanders True Value	WX	181.19
07/09/2014	Summit Car Clinic	WX	193.99
07/09/2014	Valley Lumber Co	WX	172.14
07/09/2014	Verizon Wireless Services	WX	295.29
07/09/2014	Westland Distributing Group	WX	498.70
07/09/2014	X-cel Energy	WX	43.92
07/10/2014	AAA Northwest Colorado	AAAA	102.00
07/10/2014	Anita Cameron - vendor	NLF	311.37
07/10/2014	Baja Fresh	AAAA	123.17
07/10/2014	Better Place Marketing	EDD	297.50
07/10/2014	Center for Independence	AAAA	201.14

Date	Name	Memo	Credit
07/10/2014	Center for Independence	AAAA	285.89
07/10/2014	Century Link	ID	484.23
07/10/2014	CIRSA	SPLIT	500.00
07/10/2014	City of Craig{vendor}	WX	35.70
07/10/2014	Colorado Document Security	ID	576.00
07/10/2014	Colorado Fiscal Institute	AAAA	100.00
07/10/2014	Colorado Mtn News Media{vendor}	RB	16.72
07/10/2014	Colorado Nonprofit Development Ctr	AAAA	505.00
07/10/2014	Consortium for Older Adult Wellness	AAAA	3,000.00
07/10/2014	Costco Optical	AAAA	150.00
07/10/2014	Denver Regional Council	AAAA	50.00
07/10/2014	Denver Regional Council	AAAA	35.00
07/10/2014	DiAnn Butler	EDD	447.36
07/10/2014	Dina Fisher	EDD	511.86
07/10/2014	Dr. Todd Shainholtz	AAAA	500.00
07/10/2014	Eagle Co Health & Human Services	AAAA	65.48
07/10/2014	Eagle Co Public Health	AAAA	2,439.78
07/10/2014	Eagle Family Dentistry	AAAA	500.00
07/10/2014	Eileen Doherty	AAAA	189.84
07/10/2014	Erin Fisher-vendor	AAAA	122.00
07/10/2014	Eye Center of the Rockies	AAAA	150.00
07/10/2014	Garfield County DHS - West	AAAA	2,447.39
07/10/2014	Garfield County SO	NWAH EMR	19.99
07/10/2014	Granby Dental, PC	AAAA	500.00
07/10/2014	Grand County Rural Health Network	AAAA	117.52
07/10/2014	Heritage Title Company, Inc.	NLF	5.00
07/10/2014	Independent Business Specialists	SBDC	363.00
07/10/2014	Infinite	SPLIT - Conference Calls	103.63
07/10/2014	Jackson County Council on Aging	AAAA	1,404.00
07/10/2014	Jean Hammes	AAAA	2,876.00
07/10/2014	Judy Martin	AAAA	360.00
07/10/2014	Julia Miller	AAAA	186.45
07/10/2014	Kremmling Family Dental	AAAA	472.00
07/10/2014	Marsha Braddy	AAAA	131.64
07/10/2014	Midwest Card and ID	NWAH EMR	85,001.80
07/10/2014	Motus Design Group, LLC	EDD	428.75
07/10/2014	n4a	AAAA	755.00
07/10/2014	n4a	AAAA	834.96
07/10/2014	Nolan, Pat	AAAA	29.83
07/10/2014	North Star Consulting Group	RB	1,331.25
07/10/2014	NW Colorado Center for Independence	AAAA	186.45
07/10/2014	NW Options for Long Term Care	AAAA	187.91
07/10/2014	Pitkin County Senior Services	AAAA	2,210.22
07/10/2014	Project Works	EDD	464.60

Date	Name	Memo	Credit
07/10/2014	Quill Corporation	SPLIT - Office Supplies	244.59
07/10/2014	Ronald J. O'Herron	EDD	175.00
07/10/2014	Sara Qualls	AAAA	231.65
07/10/2014	Sherry Rogstad	WX	4.50
07/10/2014	Snowy Range Vision Center	AAAA	150.00
07/10/2014	Sullivan Green Seavy, LLC	QQ	3,665.00
07/10/2014	Summit Car Clinic	Motor Pool	168.09
07/10/2014	Summit County Senior Services	AAAA	101.36
07/10/2014	Summit County Senior Services	AAAA	40.00
07/10/2014	Suzanne Price	EDD	234.80
07/10/2014	Team Clean	SPLIT	177.08
07/10/2014	The Summit Recycler, Inc	SPLIT	50.00
07/10/2014	US Bancorp Equipment Finance, Inc.	SPLIT - Copier	946.95
07/10/2014	Walmart	AAAA	150.00
07/10/2014	Zastrow Dentistry, LLC	AAAA	500.00
07/14/2014	East Grand County FPD 4	NWAH EMR	8,855.28
07/15/2014	1st Bank Credit Card - WX GEO	WX	10,280.55
07/15/2014	NWCCOG	NLF	7,209.84
07/15/2014	Welch Equipment	WX	385.32
07/15/2014	Wex Bank	SPLIT - Fuel Motor Pool/WX	5,182.50
07/16/2014	Family Support Registry	Garnishment	181.00
07/17/2014	1st Bank Direct Deposit	SPLIT - Payroll	41,837.70
07/18/2014	Employee Benefits Corporation	SPLIT - FSA	377.33
07/18/2014	US Treasury	SPLIT - Payroll	7,351.20
07/21/2014	Colorado Department of Revenue	SPLIT - Payroll	1,789.00
07/21/2014	Routt County Building Department	WX	41.50
07/23/2014	1st Bank Credit Card - COG	SPLIT - Credit Cards	7,387.24
07/23/2014	Chocolate Software, LLC	AAAA	130.00
07/23/2014	Christine Hall Mead	AAAA	156.00
07/23/2014	Consortium for Older Adult Wellness	AAAA	2,666.00
07/23/2014	Donna Bishop	AAAA	1,000.00
07/23/2014	Eagle Co Health & Human Services	AAAA	9,385.89
07/23/2014	Erin Fisher-vendor	AAAA	644.13
07/23/2014	Geni Garcia	AAAA	200.00
07/23/2014	Grand County Council on Aging	AAAA	2,836.87
07/23/2014	Grand County Government	AAAA	3,115.00
07/23/2014	Grand County Rural Health Network	AAAA	6,311.00
07/23/2014	Hagen, Betty	AAAA	281.77
07/23/2014	Hendershott, Melaine	AAAA	7,331.32
07/23/2014	Home Care & Hospice of the Valley	AAAA	572.36
07/23/2014	HP Direct	AAAA	4,826.00
07/23/2014	Jackson County Council on Aging	AAAA	9,189.06
07/23/2014	Jean Hammes	AAAA	916.30
07/23/2014	LeeAnna Salazar	AAAA	240.00

Date	Name	Memo	Credit
07/23/2014	Mitch Ringquist	AAAA	269.50
07/23/2014	NW Legal Services	AAAA	6,007.76
07/23/2014	Pitkin County Senior Services	AAAA	11,909.97
07/23/2014	Quill Corporation	AAAA	2,075.96
07/23/2014	Summit County Senior Services	AAAA	4,794.00
07/24/2014	Alpine PC	SPLIT - Computer Repair	1,569.95
07/24/2014	Best Western	WX	166.00
07/24/2014	Comcast	SPLIT	130.63
07/24/2014	Eagle Co Health & Human Services	AAAA	213.72
07/24/2014	Employee Benefits Corporation	SPLIT - FSA	26.25
07/24/2014	Independent Business Specialists	SBDC	175.00
07/24/2014	Lewan & Associates Inc	ID	25.09
07/24/2014	Mountain Temp Services, LLC	ID	190.13
07/24/2014	Pitney Bowes	SPLIT - Postage Meter	130.00
07/24/2014	Quill Corporation	SPLIT - Office Supplies	249.29
07/24/2014	Summit Bookkeeping & Payroll, Inc	SPLIT	6,713.33
07/24/2014	Summit Car Clinic	Motor Pool	230.99
07/24/2014	Summit County Senior Services	AAAA	25.00
07/24/2014	TJ Dufresne- Vendor	C4HCO Hub	12.72
07/24/2014	Vail Valley Partnership-vendor	EDD	105.04
07/24/2014	Verizon Wireless Services	SPLIT	250.91
07/24/2014	Victoria Jarvis	QQ	5,012.00
07/24/2014	X-cel Energy	WX	19.95
07/25/2014	Black Diamond Gourmet	SPLIT	1,143.20
07/25/2014	Summit County Senior Services	AAAA	65.00
07/30/2014	1st Bank	Service Charge	136.46
07/31/2014	1st Bank Direct Deposit	SPLIT - Payroll	42,981.01
07/31/2014	Colorado State Treasurer	SPLIT	905.86
07/31/2014	NWCCOG	NLF	8,025.59
08/01/2014	BHW Associates	Building	2,575.00
08/01/2014	Century Link	WX	176.45
08/01/2014	County Health Pool	SPLIT	25,426.54
08/01/2014	Denver Winair Co	WX	922.92
08/01/2014	Employee Benefits Corporation	SPLIT - FSA	377.33
08/01/2014	Enterprise Commercial Centerl Condo Assoc	Building	1,390.57
08/01/2014	Family Support Registry	Garnishment	181.00
08/01/2014	Four Sprys Investments	WX	926.48
08/01/2014	George T Sanders	WX	89.43
08/01/2014	Grand Junction Winair Co	WX	4,017.11
08/01/2014	Pinnacol Assurance	SPLIT - Workers Comp.	6,329.00
08/01/2014	Positive Energy	WX	228.25
08/01/2014	Sanders True Value	WX	79.78
08/01/2014	UNUM Life Insurance CO of America	SPLIT	927.52
08/01/2014	Verizon Wireless Services	WX	295.12

Date	Name	Memo	Credit
08/01/2014	Westland Distributing Group	WX	3,115.70
08/01/2014	Whirlpool Contract/Retail	WX	4,386.00
08/04/2014	1st Bank Checking	SPLIT - Credit Card Fees	349.92
08/04/2014	CCOERA	SPLIT - Payroll	4,437.26
08/04/2014	CCOERA	SPLIT - Payroll	13,092.44
08/04/2014	Colorado Department of Revenue	SPLIT - Payroll	1,827.00
08/06/2014	US Treasury	SPLIT - Payroll	7,453.26
08/07/2014	DRCOG	ADRC	15.00
08/07/2014	Erin Fisher-vendor	ADRC	79.92
08/07/2014	Mind Springs Health	ADRC	91.53
08/07/2014	Trilogy Intergrated Resources, LLC	AAAA	3,600.00
08/08/2014	Lane Wyatt, Inc	QQ	6,921.00
08/08/2014	Lotic Hydrological, LLC	QQ	974.50
08/08/2014	Petty Cash-Cora Winters	Replenish petty cash bank	82.36
08/08/2014	The Keystone Center	QQ	3,000.00
08/15/2014	A2CL	CBBC	503.65
08/15/2014	American Pride Electric, LLC	WX	588.83
08/15/2014	Best Western	WX	166.00
08/15/2014	Century Link	WX	480.07
08/15/2014	E-470 Public Highway Authority	AAAA	7.50
08/15/2014	Employers Council Services Inc	ID	70.00
08/15/2014	Federal Express{vendor}	NWAH EMR	40.40
08/15/2014	First Call Communications	ID	342.00
08/15/2014	Four Kings Carper Cleaning	ID	699.92
08/15/2014	Grand County Building Department	WX	29.00
08/15/2014	H.E.S. Elevator Services	BUILDING	210.00
08/15/2014	Heritage Title Company, Inc.	NLF	5.00
08/15/2014	Infinite	SPLIT - Conference Calls	28.11
08/15/2014	K.W. Construction & Restoration, Inc.	WX	776.02
08/15/2014	Mountain States	ID	817.14
08/15/2014	Mountain Temp Services, LLC	ID	1,540.51
08/15/2014	North Star Consulting Group	RB	3,089.39
08/15/2014	Quality Quick Print	WX	95.00
08/15/2014	Quill Corporation	SPLIT - Office Supplies	166.80
08/15/2014	RouteMatch Software	RTCC	7,500.14
08/15/2014	Sullivan Green Seavy, LLC	QQ	3,500.00
08/15/2014	Summit Car Clinic	WX	202.56
08/15/2014	Team Clean	SPLIT	177.08
08/15/2014	The Summit Recycler, Inc	SPLIT	50.00
08/15/2014	US Bancorp Equipment Finance, Inc.	SPLIT - Copier	1,013.24
08/15/2014	Verizon Wireless Services	SPLIT	256.06
08/15/2014	Wex Bank	SPLIT - Fuel Motor Pool/WX	4,395.26
08/15/2014	X-cel Energy	WX	41.75
08/20/2014	1st Bank Direct Deposit	SPLIT - Payroll	40,581.08

Date	Name	Memo	Credit
08/20/2014	Employee Benefits Corporation	SPLIT - FSA	377.33
08/20/2014	US Treasury	SPLIT - Payroll	6,840.42
08/21/2014	1st Bank Credit Card - COG	SPLIT - Credit Cards	3,805.39
08/21/2014	1st Bank Credit Card - WX GEO	WX	4,366.86
08/21/2014	B&B Plumbing & Heating	WX	148.50
08/21/2014	Columbia Industries, Inc.	WX	498.70
08/21/2014	Eagle Rock Supply Co	WX	262.89
08/21/2014	Employee Benefits Corporation	SPLIT - FSA	26.25
08/21/2014	Foods of Vail-Home Catering Inc	RB - Broadband	422.75
08/21/2014	McDonald Solar and Wind Inc.	WX	300.00
08/21/2014	Mountain Temp Services, LLC	ID	351.00
08/21/2014	Mr T Hardware & Building Supply	WX	349.82
08/21/2014	Piedmont Plastics	WX	145.32
08/21/2014	Pitney Bowes	SPLIT - Postage Meter	130.00
08/21/2014	Quill Corporation	SPLIT - Office Supplies	38.77
08/21/2014	Samuelson Hardware - Hayden	WX	19.99
08/21/2014	Samuelson Hardware -9 Craig	WX	22.58
08/21/2014	Sanders True Value	WX	8.09
08/21/2014	Shepherd & Sons Inc	WX	9.00
08/21/2014	Summit Bookkeeping & Payroll, Inc	SPLIT	6,713.33
08/21/2014	Valley Lumber Co	WX	24.66
08/21/2014	Victoria Jarvis	QQ	5,245.00
08/21/2014	Westland Distributing Group	WX	2,125.92
08/21/2014	Whirlpool Contract/Retail	WX	1,257.00
08/21/2014	X-cel Energy	WX	18.20
08/26/2014	Chocolate Software, LLC	AAAA	431.25
08/26/2014	Colorado Legal Services (v)	AAAA	375.00
08/26/2014	Comfort Dental	AAAA	498.00
08/26/2014	Family Support Registry	Garnishment	181.00
08/26/2014	Hagen, Betty	AAAA	90.15
08/26/2014	Hendershott, Melaine	AAAA	550.00
08/26/2014	Jackson County Council on Aging	AAAA	2,322.55
08/26/2014	Mitch Ringquist	AAAA	50.00
08/26/2014	People, Plants & Paperwork	AAAA	383.90
08/26/2014	Pitkin County Senior Services	AAAA	7,092.67
08/26/2014	Summit Community Care Clinic	AAAA	251.00
08/26/2014	Summit County Govt	AAAA	1,125.00
08/27/2014	Grand County Council on Aging	AAAA	2,525.24
08/27/2014	Grand County Rural Health Network	AAAA	1,350.00
08/29/2014	American Council of Blind & Visually Imp	AAAA	50.00
08/29/2014	Grand County Building Department	WX	21.00
08/29/2014	Joanie Ulesky	RTCC - NEMT	455.82
08/29/2014	Ronald McDonald House Charities	RTCC - NEMT	100.00

NWCCOG

STATEMENT OF REVENUES AND EXPENDITURES

8-31-14

66.6% of the year

	2014 REVENUE BUDGET	REVENUE YTD ACTUAL	REVENUE BUDGET TO ACTUAL	2014 EXPENSE BUDGET	EXPENSES YTD ACTUAL	EXPENSES BUDGET TO ACTUAL	2013 NET BUDGET	REVENUES OVER EXPENSES ACTUAL	RESERVED PROGRAM FUNDS
COG PROGRAM FUNDS									
Core Programs									
REGIONAL BUSINESS	315,691	269,337	85%	318,130	208,815	66%	(2,439)	60,522	
Regional HUB	50,000	39,994	80%	50,000	60,287	121%	0	(20,293)	
NWCCI	0	110		110	110		(110)	0	
ELEVATOR INSPECTION	460,000	325,501	71%	378,054	261,627	69%	81,946	63,874	22,500
AGE/NUTRITION (non-Grant)	0	5		0	0		0	5	11,158
AGE/NUTRITION(State FY 13/14)	297,503	382,254	128%	297,503	382,254	128%	0	0	
AGE/NUTRITION (State FY 14/15)	370,020	30,915	8%	370,020	41,567	11%	0	(10,652)	
AGE/NUTRITION TOTAL	667,523	413,174	68%	667,523	423,821	63%	0	(10,647)	0
WATERSHED SERVICES	49,314	34,009	69%	49,314	23,081	47%	0	10,928	
ECONOMIC DEVELOPMENT DIST	109,800	106,972	97%	109,800	91,897	84%	0	15,075	
WEATHER (non-grant)	0	33,093		0	1,722		0	31,372	
WEATHER (State FY13/14)	800,000	811,437	101%	800,000	811,577	101%	0	(140)	
WEATHER (State FY14/15)	800,000	96,738	12%	800,000	186,638	23%	0	(89,900)	
ENERGY MANAGEMENT TOTAL	1,600,000	941,268	57%	1,600,000	999,936	62%	0	(58,668)	0
REGIONAL TRANSPORTATION CC	206,891	237,930	115%	206,891	198,082	96%	0	39,847	
Other COG Programs									
HOMELAND SECURITY	446,790	294,284	66%	446,790	294,328	66%	0	(44)	
CO BARK BEETLE COOPERATIVE	23,965	7,918	33%	23,965	3,221	13%	0	4,697	
CARO	34,556	4,968	14%	34,556	4,968	14%	0	0	
CO HEALTH FOUNDATION	0	9,206		0	8,173		0	1,033	
NWCCoG FOUNDATION	105,000	2,679	3%	105,000	2,700	3%	0	(22)	
Total COG Program Funds	4,069,530	2,687,347	66%	3,990,133	2,581,045	65%	79,397	106,303	22,500
EXTERNAL PROGRAM FUNDS									
WATER QUALITY/QUANTITY	163,510	153,443	94%	163,510	111,061	68%	0	42,382	\$124,930
Q/Q CWCB Grant	0	8,410		0	0		0	8,410	\$0
SWQC	56,170	29,454	52%	56,170	18,745	33%	0	10,709	0
Total External Program Funds	219,680	191,307	87%	219,680	129,806	59%	0	61,501	124,930
Total Program Funds	4,289,210	2,878,655	67%	4,209,813	2,710,851	64%	79,397	167,804	147,430
INTERNAL SERVICE FUNDS									
INDIRECT	139,349	95,788	69%	139,349	85,907	62%	0	9,881	4,041
COG BUILDING FUND	75,648	50,848	67%	75,648	46,488	61%	0	4,360	8,828
COPIER POOL	18,000	7,622	42%	18,000	9,306	52%	0	(1,684)	(4,488)
MOTOR POOL	36,000	29,055	81%	36,000	36,393	101%	0	(7,338)	40,571
Total Service Funds	268,997	183,313	68%	268,997	178,094	66%	0	5,219	48,952
REGIONAL LOAN FUND	583,730	140,659	24%	583,730	167,722	29%	0	(27,064)	247,927
COG FUNDS Subtotal	5,141,937	3,202,626	62%	5,062,540	3,056,667	59%	79,397	145,959	444,309

Northwest Colorado Council of Governments
Summary Balance Sheet
As of August 31, 2014

	<u>Aug 31, 14</u>
ASSETS	
Current Assets	
Checking/Savings	682,750.28
Accounts Receivable	849,274.93
Other Current Assets	834,177.30
Total Current Assets	<u>2,366,202.51</u>
Fixed Assets	<u>1,037,622.00</u>
TOTAL ASSETS	<u>3,403,824.51</u>
LIABILITIES & EQUITY	
Liabilities	
Current Liabilities	
Accounts Payable	14,031.23
Credit Cards	5,267.22
Other Current Liabilities	1,258,659.27
Total Current Liabilities	<u>1,277,957.72</u>
Long Term Liabilities	<u>648,139.23</u>
Total Liabilities	<u>1,926,096.95</u>
Equity	<u>1,477,727.56</u>
TOTAL LIABILITIES & EQUITY	<u>3,403,824.51</u>

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09/15/14

Accrual Basis

Northwest Colorado Council of Governments
Balance Sheet by Class -8800- Northwest Loan Fund
As of August 31, 2014

	8800- Northwest Loan Fund	TOTAL
ASSETS		
Current Assets		
Checking/Savings		
1015 · NLF 1st Bank Checking	186,444.60	186,444.60
Total Checking/Savings	186,444.60	186,444.60
Accounts Receivable		
1115 · NLF Loan Receivable	154,091.41	154,091.41
Total Accounts Receivable	154,091.41	154,091.41
Other Current Assets		
1315 · NLF - Allowance for Loan Loss	-9,595.00	-9,595.00
Total Other Current Assets	-9,595.00	-9,595.00
Total Current Assets	330,941.01	330,941.01
TOTAL ASSETS	330,941.01	330,941.01
LIABILITIES & EQUITY		
Liabilities		
Current Liabilities		
Accounts Payable		
2000 · Accounts Payable	77.67	77.67
Total Accounts Payable	77.67	77.67
Total Current Liabilities	77.67	77.67
Total Liabilities	77.67	77.67
Equity		
3000 · Fund Balance		
3300 · NFL New Loans	110,000.00	110,000.00
3100 · NLF Net Assets	290,863.49	290,863.49
Total 3000 · Fund Balance	400,863.49	400,863.49
3900 · Retained Earnings	-42,936.38	-42,936.38
Net Income	-27,063.77	-27,063.77
Total Equity	330,863.34	330,863.34
TOTAL LIABILITIES & EQUITY	330,941.01	330,941.01

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09/15/14

Accrual Basis

Northwest Colorado Council of Governments
Budget vs Actual - 8800 - Northwest Loan Fund
August 2014

	Aug 14	Budget	% of Budget	Jan - Aug 14	YTD Budget	% of Budget	Annual Budget
Ordinary Income/Expense							
Income							
4770 · Loan Recovery	6,161.08	0.00	100.0%	7,127.56	0.00	100.0%	0.00
4000 · Grant Income							
4200 · State Grant Income	0.00	41,566.67	0.0%	127,600.00	332,533.32	38.4%	498,800.00
Total 4000 · Grant Income	0.00	41,566.67	0.0%	127,600.00	332,533.32	38.4%	498,800.00
4620 · Reimbursed Expenses	0.00			0.00			
4710 · Interest Earnings	0.00	0.00	0.0%	17.68	0.00	100.0%	0.00
4720 · Revolved Interest							
4722 · Loans made after 1/1/14	944.60			1,224.03			
4721 · Loans made prior to 12/31/13	424.08			3,129.31			
4720 · Revolved Interest - Other	0.00	1,458.33	0.0%	0.00	11,666.68	0.0%	17,500.00
Total 4720 · Revolved Interest	1,368.68	1,458.33	93.9%	4,353.34	11,666.68	37.3%	17,500.00
4730 · Origination Fee	0.00	583.33	0.0%	1,560.00	4,666.68	33.4%	7,000.00
Total Income	7,529.76	43,608.33	17.3%	140,658.58	348,866.68	40.3%	523,300.00
Gross Profit	7,529.76	43,608.33	17.3%	140,658.58	348,866.68	40.3%	523,300.00
Expense							
6940 · Closing Costs	5.00			81.00			
6100 · Payroll Expenses							
6112 · Program Director	4,524.00	5,083.33	89.0%	36,192.00	40,666.68	89.0%	61,000.00
6210 · Taxes & Benefits	1,056.19	1,103.50	95.7%	8,489.82	8,828.00	96.2%	13,242.00
Total 6100 · Payroll Expenses	5,580.19	6,186.83	90.2%	44,681.82	49,494.68	90.3%	74,242.00
6520 · Outside Contract							
6421 · Fiscal Assistant Expense	175.00	166.67	105.0%	1,225.00	1,333.32	91.9%	2,000.00
6510 · Contractor	45.00	0.00	100.0%	940.00	0.00	100.0%	0.00
Total 6520 · Outside Contract	220.00	166.67	132.0%	2,165.00	1,333.32	162.4%	2,000.00
6610 · Office Supplies	70.62	62.50	113.0%	636.71	500.00	127.3%	750.00
6620 · Bank Charges	0.00	4.17	0.0%	0.00	33.32	0.0%	50.00
6640 · Postage	7.39	12.50	59.1%	42.61	100.00	42.6%	150.00
6650 · Printing & Publications	0.00	8.33	0.0%	0.00	66.68	0.0%	100.00
6680 · Dues & Subscriptions	52.00	0.00	100.0%	1,458.95	0.00	100.0%	0.00
6690 · Copier Expense	0.00	62.50	0.0%	277.11	500.00	55.4%	750.00
6720 · Rent & Utilities	195.36	181.50	107.6%	1,562.88	1,452.00	107.6%	2,178.00
6730 · Telephone Expense	59.30	70.83	83.7%	481.01	566.68	84.9%	850.00
6740 · Repair & Maintenance	0.00			100.81			
7130 · Travel & Meeting	13.35	696.42	1.9%	3,934.15	5,571.32	70.6%	8,357.00
7150 · Training & Technical Assistance	0.00	41.67	0.0%	0.00	333.32	0.0%	500.00
7320 · Pass-Through Funds	0.00	35,833.33	0.0%	110,000.00	286,666.68	38.4%	430,000.00
7410 · Energy Cons Materials							
7420 · Lic & Permits-PO/INVOICE ATTACH	11.00			11.00			
Total 7410 · Energy Cons Materials	11.00			11.00			
7910 · Indirect Cost Allocation	281.05	281.08	100.0%	2,248.40	2,248.68	100.0%	3,373.00
7920 · Administration Expense	0.00			40.90			
Total Expense	6,495.26	43,608.33	14.9%	167,722.35	348,866.68	48.1%	523,300.00
Net Ordinary Income	1,034.50	0.00	100.0%	-27,063.77	0.00	100.0%	0.00
Net Income	1,034.50	0.00	100.0%	-27,063.77	0.00	100.0%	0.00



POLICIES AND PROCEDURES

DESCRIPTION: Purchasing Policy

Date Adopted:

October 27, 2011

Date Revised:

May 22, 2014

Author:

PSC

Revision Number:

01

POLICY:

This policy shall govern purchasing for all NWCCOG programs where the NWCCOG is the fiscal agent, unless the granting or donor authority requires the use of a more restrictive policy, which shall prevail.

GENERAL APPROACH

- The Northwest Colorado Council of Governments (NWCCOG) shall act with good judgment, complying with the purchasing-related laws
- The NWCCOG shall fulfill its agreements with suppliers and other business partners in good faith when purchasing.
- The NWCCOG understands the significance of information it obtains through trade and keeps such information confidential.
- The NWCCOG shall perform purchasing using fair, open, transparent and simple procedures.
- NWCCOG may renew service contracts annually for up to three years without repeating the bidding process if the vendor is agreeable to maintaining their rate for each renewal.
- NWCCOG will make every effort to purchase materials and services locally whenever possible.

PURCHASING GUIDELINES AND LIMITS

- Whenever possible, verbal quotes should be gotten from several vendors for purchases.
- For purchases over \$5,000, written quotations must be received.

- For purchases over \$20,000, written Requests of Proposals or Bids must be used.
- The use of one of the Colorado State Purchasing Contracts may be used in place of quotes or written specifications.

Sole Source Basis

NWCCOG reserves the right to award purchase orders, consultant agreements, or project contracts on a sole source basis when there is a predominate capability, significant prior knowledge of NWCCOG's programs and program philosophy, having completed similar assignments successfully and timely. A written justification will be prepared and kept on file for any sole source procurement.

CONFLICT OF INTEREST

NWCCOG requires full and open disclosure when dealing with procurement. As such, NWCCOG employees and members of the Council must avoid strictly any conflict of interest or the appearance of a conflict of interest. NWCCOG employees and the Board of Directors must at all times provide full disclosure of their actions or relationships with prospective vendors, contractors, or consultants. If there is the slightest doubt as to the propriety of a procurement action, then the Executive Director should be contacted immediately.

Formal Solicitation

A formal solicitation must be conducted for each procurement greater than (or equal to) \$20,000. This solicitation will be performed in accordance with the following steps:

1. Bidders' List. NWCCOG will prepare and maintain an up-to-date list of qualified and capable individuals and contractors throughout Region. The bidders' list is maintained in the NWCCOG main office and will be updated on a frequent and regular basis as additional firms submit qualifications and expressions of interest.
2. Prepare Request for Proposals (RFPs): Upon approval by the Board of Directors, the Executive Director shall prepare RFPs in consultation with the appropriate NWCCOG Committee and the Project Team. Each RFP will contain the following information:
 - brief statement of purpose or intent
 - clear statement of the products or services required in sufficient detail to allow the preparation of a responsive bid
 - clear statement that the contracting agency will be NWCCOG;
 - date and time by which proposals must be returned;
 - evaluation criteria; and
 - any other information which it may be necessary or desirable to provide

3. Distribute RFP's: All RFP's shall be placed on the NWCCOG website. It shall be at the discretion of the Executive Director as to whether to distribute the RFP's to a known bidder's list or to advertise to the general public in a newspaper(s) of general circulation.
4. Evaluation of Responses: Evaluation and vendor selection shall be made the Executive Director or his designee. Documentation of the evaluation shall be maintained with the RFP documents for the period designated.
5. Contract or Purchase Agreement shall be completed upon acceptance of terms and conditions by both the successful Vendor and NWCCOG.

NWCCOG WEATHERIZATION PURCHASING POLICY

THIS DOCUMENT WILL DESCRIBE THE NWCCOG WEATHERIZATION PROGRAM'S PURCHASING AND PROCUREMENT POLICY.

Appropriate procurement methods shall be used for the purchase or procurement of all goods and services used in the Weatherization Program. These methods shall comply with NWCCOG, Colorado, and federal requirements. The NWCCOG Employee Handbook Conflict of Interest policy provides standards of conduct for all employees that shall be followed at all times.

All subcontractors to the Weatherization Program will sign written contracts with NWCCOG. Contracts will describe the terms and conditions of performance, and include all necessary laws and regulations. Contracts shall be reviewed and modified by NWCCOG's attorney every three (3) years, or more often if conditions or laws change that require contract revisions or updates. All subcontractor work must pass NWCCOG inspection before payment is made. Proof of applicable insurance(s) shall be obtained from the subcontractor prior to being assigned any work.

NWCCOG may renew service contracts annually for up to three years without repeating the bidding process if the vendor is agreeable to maintaining their rate for each renewal.

NWCCOG will make every effort to purchase materials and services locally whenever possible.

Vendor Agreement Letters will be used for purchase of materials or goods where a formal written procurement process was utilized, effective July 1, 2010. Vendor agreement letters shall set forth the terms and conditions covering purchases from the vendor by NWCCOG, and shall include the agreed upon price(s) for item(s) accepted for purchase by NWCCOG.

1. GUIDELINES FOR TYPES OF PROCUREMENTS

- A. For any purchase made through a vendor on the State of Colorado Division of Purchasing's list of "Current Price Agreements" (a.k.a. 'State Bid List') or the Western States Contracting Alliance (WSCA), no other quotes or bids are required. Purchases may be initiated, following approval by the Energy Management Director, upon finding the goods or services available through the Division of Purchasing or WSCA. All vehicle purchases must also receive prior written approval from the Colorado Governor's Energy Office (GEO). Vehicle purchases must also receive prior approval from the United States Department of Energy (DOE), either by inclusion in NWCCOG's annual proposal to GEO and receiving subsequent approval via their inclusion in the DOE-approved Colorado State Plan, or via specific written authorization from DOE if the vehicle was not included and approved in NWCCOG's proposal and the Colorado State Plan.

- B. For purchases not meeting the requirements of A. above, written quotes are not required for purchases of less than \$20,000. Informal quotes may be obtained but must be documented by NWCCOG, and a copy of all such documentation shall be kept as part of the procurement records for that program fiscal year. Documentation such as the document 'Telephone Quotation' shall be used by NWCCOG personnel receiving quotations; alternate forms of documentation may be utilized at the direction of the Energy Management Director.
- C. For purchases of goods or services more than \$20,000, a formal bidding process including written bids shall be followed. At the discretion of the Energy Management Director, purchases of goods or services less than \$20,000 may also follow a formal bidding process including written bids if, in the determination of the Energy Management Director, such process will increase NWCCOG's efficiency or result in cost savings that would not be possible in the absence of a formal bidding process.
- D. Noncompetitive, or 'sole source' bidding, is only allowable upon the approval of the NWCCOG Executive Director. Sole Source bidding is defined as occurring when only one source is solicited for goods or services; receipt of only one bid or one responsive bid in response to a solicitation shall not be defined as sole source unless only one source was solicited. A responsive bidder is defined as a bidder who meets all the requirements identified in the bid package. Sole source bidding is utilized in circumstances including, but not limited to: when the product or service is only available from a single source; emergency situations; product or fleet compatibility; awarding agency authorized sole source procurement.
- E. For small purchases (generally up to \$500), Weatherization personnel are authorized and required to initiate said small purchases following the guidelines issued in the document entitled "Small Purchase Policy," included as a part of this policy. The Small Purchase Policy details what types of purchases are covered, and where and how to initiate covered purchases, and includes guidelines and specifications that must be adhered to by the initiator of a small purchase.

2. PROCEDURES FOR PROCUREMENTS

- A. All purchases meeting the guidelines of A. above, shall be made via a Purchase Order to the vendor. Purchases shall only be made after the approval (written or verbal) of the Energy Management Director.
- B. Purchases meeting the requirements of B. above shall be initiated via a Purchase Order, following the approval (written or verbal) of the Energy Management Director.

- C. For purchases meeting the requirements of C. above, no purchases shall be made or initiated unless and until a formal bidding process has been completed. In a formal bidding process, the Energy Management Director (or their designee familiar with an item being procured) shall prepare bidding documents that all bidders must use to submit their pricing proposals. Bidding documents will describe the scope of work, and list any required specifications for materials or services to be obtained. All bidding documents shall be reviewed at least annually for appropriateness, compliance with current GEO program regulations and standards, and current market conditions. Bidding documents shall describe the goods or services desired for purchase, and list payment procedures that the vendor will experience. Bidding documents shall clearly display the due date for the receipt of all bids/proposals. Bidding documents shall include pertinent information such as Davis-Bacon requirements, applicable GEO regulations, local/state/federal law, etc. An appeals process shall be available, and shall be described in each formal solicitation for goods or services.

Awards shall generally be made to the lowest cost responsive bidder, including all factors such as minimum purchase required, freight costs, and delivery schedules.

Free and open competition will be utilized to the maximum extent possible. Bidding documents shall be made available as widely as practicable, using information to identify prospective bidders such as: past bidders; yellow pages; newspaper advertising; trade publications and journals; building department lists of licensed contractors; media events or articles designed to increase exposure and competition; referrals; internet searches; lists maintained of entities indicating their interest in bidding during off-cycles; other methods as identified by NWCCOG (not all methods will necessarily be utilized for every bid).

All bids shall be kept in a secure location *in the NWCCOG Silverthorne office* until the time and date of opening. *Following the bid opening, all bids shall be stored in a secure location in the NWCCOG Silverthorne office.* All records shall be stored and maintained by NWCCOG for a period of *six (6)* years after the date NWCCOG's final fiscal report for the fiscal year in which any purchases occur is accepted by GEO.

Bids will be opened and logged in by a committee consisting of the Energy Management Director and one additional member of the Weatherization staff to ensure accuracy and that all bids and prices are accurately and properly recorded on scoring spreadsheets. The NWCCOG Executive Director shall make all decisions regarding acceptance of winning bids or proposals, notwithstanding that the Executive Director may seek technical support or information from the Weatherization Field Supervisor, the Energy Management Director, other members of the Weatherization staff, or others.

All vendors and contractors shall be selected by the NWCCOG Executive Director. Successful vendors shall be notified, and shall sign a written subcontract or Vendor Agreement Letter as appropriate with NWCCOG prior to being assigned any purchase orders, work orders, or monies.

- D. Noncompetitive or sole source purchases are rare, and require the approval of the NWCCOG Executive Director. When conducting sole source purchases, the Energy Management Director (or their designee familiar with an item being procured) shall obtain bids or quotations in accordance with the Weatherization Purchasing Policy. The specific method or style of procurement will be determined through an analysis of the resulting cost of the goods or services. The procurement method corresponding to the resulting cost of the goods or services shall be the procurement method selected for the noncompetitive sole source procurement. All sole source procurements exceeding \$25,000 must also receive prior written approval from GEO.
- E. Procedures to be followed by installers or staff under the Small Purchase Policy are detailed in the NWCCOG Small Purchase Policy.

3. APPEALS PROCESS

- A. NWCCOG shall offer an appeals process for all formal written bid packages. The following text describes the NWCCOG appeals process, and shall be included in all written bid packages or solicitations:

An appeals process is available. All appeals must be in writing and addressed to: NWCCOG Executive Director, PO Box 2308, Silverthorne CO 80498. Appeals must be made within 15 days of NWCCOG's decision being appealed. The NWCCOG Executive Director will issue a decision in written form within 30 days; all appeal decisions made by the Executive Director will be final.

4. ATTACHMENTS / ADDITIONAL DOCUMENTS

The following documents or policies are used in certain purchasing situations and are included herein for reference:

- A. Small Purchase Policy:

**Small Purchase Policy
NWCCOG Weatherization Program**

In the course of Weatherization work, installers must purchase some materials locally, due to lack of inventory stock, special items that are not inventoried, unusual houses or circumstances, etc. In most communities, there is only one lumberyard or hardware store. In these cases NWCCOG buys from the only available local vendor, as a roundtrip journey to a larger town with more selection or perhaps lower prices would outweigh any cost savings that might be realized.

In cases where more than one lumberyard exists in a community, such as in Steamboat Springs, our installers learn historically which lumberyard has the

best prices on which items. Installers are authorized to purchase the balance of materials called for by the work order/auditor at the location that can offer the lowest overall prices. If items must be bought that are only available at one store, installers try to purchase all the required materials at that same store, to save on the time and costs of travelling to two or three stores, writing P.O.'s at each one, the associated office and bookkeeping expenses, etc. In this way NWCCOG can get the best price for the quality, spend the minimum amount of money on materials and staff time to purchase them, and NWCCOG can get the best cost arrangement possible.

Installers are authorized to purchase items such as roof vents, crawlspace vents, vapor retarder material, fasteners of all types, small inexpensive tools, special sealants as required by the job/auditor/ESP Standards/etc., paints or stains, and all other materials that are not maintained in NWCCOG inventory, but are necessary to complete the weatherization work at a unit. If costs will be over \$500, or if installers are not sure which vendor carries which items or which vendor can offer the best cost arrangement, they call the office for advice and to discuss how to obtain the best cost arrangement available given the circumstances of each individual situation. Installers must have prior approval (written or verbal) from the Energy Management Director to purchase over \$500 of materials on one purchase order or to purchase tools over \$100; installers must have prior written approval from the Energy Management Director to place an order for any inventory materials.



Employee Handbook

Adopted by the NWCCOG council on _____.

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IMPORTANT

THIS HANDBOOK IS DESIGNED TO ACQUAINT YOU WITH NORTHWEST COLORADO COUNCIL OF GOVERNMENTS (NWCCOG) AND PROVIDE YOU WITH INFORMATION ABOUT WORKING HERE. THE HANDBOOK IS NOT ALL INCLUSIVE, BUT IS INTENDED TO PROVIDE YOU WITH A SUMMARY OF SOME OF THE ORGANIZATION'S GUIDELINES.

EMPLOYMENT WITH NWCCOG IS AT-WILL. EMPLOYEES HAVE THE RIGHT TO END THEIR WORK RELATIONSHIP WITH THE ORGANIZATION, WITH OR WITHOUT ADVANCE NOTICE FOR ANY REASON. THE ORGANIZATION HAS THE SAME RIGHT. THE LANGUAGE USED IN THIS HANDBOOK AND ANY VERBAL STATEMENTS MADE BY MANAGEMENT ARE NOT INTENDED TO CONSTITUTE A CONTRACT OF EMPLOYMENT, EITHER EXPRESS OR IMPLIED, NOR ARE THEY A GUARANTEE OF EMPLOYMENT FOR A SPECIFIC DURATION.

NO EMPLOYEE HANDBOOK CAN ANTICIPATE EVERY CIRCUMSTANCE OR QUESTION. AFTER READING THE HANDBOOK, IF YOU HAVE QUESTIONS PLEASE TALK WITH YOUR IMMEDIATE SUPERVISOR OR THE HUMAN RESOURCES DEPARTMENT. ALSO, THE NEED MAY ARISE TO CHANGE THE GUIDELINES DESCRIBED IN THE HANDBOOK. EXCEPT FOR THE AT-WILL NATURE OF THE EMPLOYMENT, NWCCOG THEREFORE RESERVES THE RIGHT TO INTERPRET THEM OR TO CHANGE THEM WITHOUT PRIOR NOTICE.

I UNDERSTAND THAT NO REPRESENTATIVE OF NWCCOG, OTHER THAN THE EXECUTIVE DIRECTOR, HAS AUTHORITY TO ENTER INTO AN AGREEMENT OF EMPLOYMENT FOR ANY SPECIFIED PERIOD AND SUCH AGREEMENT MUST BE IN WRITING, SIGNED BY THE EXECUTIVE DIRECTOR.

THIS EDITION SUPERSEDES ALL PREVIOUS EDITIONS.

Equal Employment Opportunity / Unlawful Harassment

NWCCOG is dedicated to the principles of equal employment opportunity in any term, condition or privilege of employment. We do not discriminate against applicants or employees on the basis of age 40 and over, race, sex, color, religion, national origin, disability, military status, genetic information, veteran status, sexual orientation, or any other status protected by applicable state or local law. This prohibition includes unlawful harassment based on any of these protected classes. Unlawful harassment includes verbal or physical conduct which has the purpose or effect of substantially interfering with an individual's work performance or creating an intimidating, hostile or offensive work environment. This policy applies to all employees including managers, supervisors, co-workers, and non-employees such as customers, clients, vendors, consultants, etc.

Sexual Harassment

Because sexual harassment raises issues that are to some extent unique in comparison to other harassment, NWCCOG believes it warrants separate emphasis.

NWCCOG strongly opposes sexual harassment and inappropriate sexual conduct.

Sexual harassment is defined as unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature, when:

- ◆ Submission to such conduct is made explicitly or implicitly a term or condition of employment;
- ◆ Submission to or rejection of such conduct is used as the basis for decisions affecting an individual's employment; or
- ◆ Such conduct has the purpose or effect of substantially interfering with an individual's work performance or creating an intimidating, hostile or offensive work environment.

All employees are expected to conduct themselves in a professional and businesslike manner at all times. Inappropriate sexual conduct that could lead to a claim of sexual harassment is expressly prohibited by this policy. Such conduct includes, but is not limited to, sexually implicit or explicit communications whether in:

- ◆ Written form, such as cartoons, posters, calendars, notes, letters, E-mail;
- ◆ Verbal form, such as comments, jokes, foul or obscene language of a sexual nature, gossiping or questions about another's sex life, or repeated unwanted requests for dates;
- ◆ Physical gestures and other nonverbal behavior, such as unwelcome touching, grabbing, fondling, kissing, massaging, and brushing up against another's body.

ADA and Religious Accommodation

NWCCOG will make reasonable accommodation for qualified individuals with known disabilities and employees whose work requirements interfere with a religious belief unless doing so would result in an undue hardship to the organization or cause a direct threat to health and safety. Employees needing such accommodation are instructed to contact their supervisor or Human Resources immediately.

Complaint Procedure

If you believe there has been a violation of the EEO policy or harassment based on the protected classes outlined above, including sexual harassment, please use the following complaint procedure. NWCCOG expects employees to make a timely complaint to enable NWCCOG to investigate and correct any behavior which may be in violation of this policy.

Report the incident to the Executive Director or Council Chair who will investigate the matter and take appropriate corrective action. Your complaint will be kept as confidential as practicable.

If NWCCOG determines that an employee's behavior is in violation of this policy, appropriate disciplinary action will be taken against the offending employee, up to and including termination of employment.

NWCCOG prohibits retaliation against an employee for filing a complaint under this policy or for assisting in a complaint investigation. If you perceive retaliation for

making a complaint or your participation in the investigation, please follow the complaint procedure outlined above. The situation will be investigated.

Anti-Violence

Employees must not engage in intimidation, threats, or hostile behaviors, physical/verbal abuse, vandalism, arson, sabotage, bullying, or any other act which in management's opinion is inappropriate to the workplace. In addition, bizarre or offensive comments regarding violent events and/or behavior are not tolerated.

NWCCOG prohibits the possession or use of unconcealed weapons and the use of concealed weapons on Organization property, regardless of whether or not the person is licensed to carry the weapon. This guideline applies to all Organization employees, contract and temporary employees, visitors (exception: municipal, county, state or federal law enforcement officials) and customers on Organization property, regardless of whether or not they are licensed to carry a concealed weapon.

"Organization property" covered by this policy includes all Organization-owned or leased buildings and surrounding areas such as sidewalks, walkways, driveways, and parking lots under the Organization's ownership or control. This policy also applies to all Organization-owned or leased vehicles and all vehicles that come onto Organization property.

"Dangerous weapons" include, but are not limited to, handguns, firearms, explosives, and knives. If employees have a question regarding whether an item is covered by this policy, they should call the Executive Director. Employees have the responsibility to make sure that any item not specifically listed above that is possessed by the employee is not prohibited by this policy.

NWCCOG reserves the right at any time and at its discretion to search all NWCCOG owned or leased vehicles and all vehicles, packages, containers, briefcases, purses, lockers, desks, enclosures, and persons entering its property, for the purpose of determining whether any weapon has been brought onto its property or premises in

violation of this policy. Any illegal and unauthorized articles discovered may be taken into custody and will be turned over to law enforcement representatives. Any employee failing or refusing to promptly permit a search under this policy will be subject to discipline up to and including a discharge.

Any behavior listed above should be immediately reported to a supervisor or Human Resources representative. Complaints will receive attention and the situation will be investigated. Based on the results of the inquiry, action will be taken which management believes is appropriate. Employees are expected to report any prohibited conduct to management. Employees should directly contact law enforcement personnel if they believe there is an imminent threat to the safety and health of employees or property.

Employee Status

Full-Time Employee:

An employee who is normally scheduled to work at least 40 hours per week. Full-time employees are currently eligible for organization benefits as outlined in this handbook.

Part-Time Employee

An employee who is normally scheduled to work less than 40 hours per week. Part-time employees are currently eligible for a level of benefits proportional to their degree of employment as follows:

0-23.9 hours a week

Retirement program participation and disability insurance.

24+ hours a week

Retirement, health, life, dental, vision, Flexible Spending Account (FSA), and disability insurance.

Temporary Employee

An employee who is hired in a job established for a temporary period, for an assignment, or for a group of assignments. Temporary employees are not eligible for participation in NWCCOG benefits other than Colorado County Officials and Employees Retirement Association (CCOERA) and those required by law.

Exempt Employee

An employee who is not eligible for overtime compensation.

Non-exempt Employee

An employee that is eligible for overtime compensation. Non-exempt employees are eligible for paid overtime at one and one-half times their regular rate of pay for all hours worked in excess of 40 hours per workweek.

EMPLOYEE BENEFITS

Holidays

NWCCOG observes 12 holidays as days off with pay. The 12 holidays are as follows:

New Year's Day	January 1
Martin Luther King's Birthday	Third Monday in January
President's Day	Third Monday in February
Memorial Day	Last Monday in May
Independence Day	July 4
Colorado Day	First Monday in August
Labor Day	First Monday in September
Columbus Day	Second Monday in October
Veteran's Day	November 11
Thanksgiving Day	Fourth Thursday in November
Christmas Day	December 25
Floating Holiday	Any day, at the discretion of the employee, with their supervisor's approval.

When a holiday falls on a Saturday, it is observed on the proceeding Friday. When the holiday falls on a Sunday, the following Monday is the paid day off.

Work on Holiday time is compensated at one and one-half times for non-exempt employees. Part-time employees receive holiday hours pro-rated based on the part-time hours worked.

Non-exempt employees shall not work on NWCCOG observed holidays without prior approval of their supervisor.

Annual Leave

Annual Leave can be used for vacation leave and/or sick leave. Full-time employees accrue annual leave based on the following schedule:

Annual Leave Earned Per Year	Length of Service
128 hours @ 5.34 hours per pay period	Commencing on the date of employment, continuing to the fifth anniversary of the date of employment
168 hours @ 7 hours per pay period	Commencing on the fifth anniversary of the date of employment, continuing to the tenth anniversary of the date of employment
208 hours @ 8.67 hours per pay period	Commencing on the tenth anniversary of the date of employment, continuing to the fifteenth anniversary of the date of employment
240 hours @ 10 hours per pay period	Commencing on the fifteenth anniversary of the date of employment, continuing through the remainder of employment

Use of annual leave must be scheduled in order to minimize interruptions to organizational operations and with the written authorization of your supervisor. Annual leave time will not be advanced.

Employees must give their supervisor as much advance notice as possible when they are unable to report for work due to illness. Employees are required to speak directly with their supervisor when reporting an absence due to illness. If their supervisor is not available, employees may contact the Office Manager or another Program Director in an attempt to speak to a person directly.

An employee is not eligible to have more than 240 hours of accrued annual leave at any one time. Once an employee reaches this maximum, the employee ceases accruing additional annual leave. If the employee later uses enough annual leave to fall below the maximum, the employee resumes accruing annual leave from that date forward until again reaching the maximum.

Upon termination, employees receive pay for earned unused annual leave.

Group Insurance Benefits

After 30 days of employment, full time and part time (24 hours/week minimum) employees are eligible to participate in group medical, dental, vision, life and disability insurance coverage programs beginning on the first day of the following month.

Employees are encouraged to familiarize themselves with the benefits offered by these programs. All employees receiving insurance benefits through NWCCOG will contribute a designated percentage toward the payment of their premium.

Also, NWCCOG does not pay any amount towards the insurance of an employee's spouse if their spouse is covered by insurance at their place of employment.

For further information and plan details describing insurance coverage, please contact a Human Resources representative.

LEAVES OF ABSENCE

Bereavement Leave

If there is a death in your immediate family, you are granted three paid workdays to arrange for or attend funeral services. Immediate family includes your spouse, parents, children, sisters, brothers, grandparents, grandchildren, and your mother or father-in-law.

In the event of a death of a near relative, you are allowed one paid workday to attend a funeral. Near relatives include your aunts, uncles, nieces and nephews and your spouse's grandparents, brother and sisters and other close relatives.

If you need more time off than provided through this policy, you may apply for use of annual leave.

Jury Duty

NWCCOG recognizes jury duty as a civic responsibility of everyone. When summoned for jury duty, an employee will be granted leave to perform their duty as a juror. If the employee is excused from jury duty during their regular work hours, they are expected to report to work promptly. Employees receive regular pay for the first three days of

jury duty if they were scheduled to work and a juror service certificate is submitted. Beginning the fourth day and thereafter employees as jurors are paid \$50.00 per day by the State of Colorado for state district or county court jury duty. For jury duty in excess of three days, employees receive the difference between jury duty pay and their regular pay up to a maximum of 10 days (80 hours). Jury duty leave beyond this time is without pay from the Company.

Family and Medical Leave Act (FMLA)

As a public sector or governmental employer, NWCCOG is covered by the federal Family Medical Leave Act (FMLA). For this reason, NWCCOG has posted an FMLA notice to employees. However, to be eligible to take FMLA leave, an employee must work at a work site with at least 50 employees within 75 miles. Because NWCCOG does not have at least 50 employees, employees are not eligible to take FMLA leave. NWCCOG does, however provide medical leave to employees as is described below.

Leave Of Absence - Medical

Requests for medical leave for an employee's illness, injury, or pregnancy disability may be considered for full-time and part-time employees who work at least 24 hours per week providing the request is accompanied by a statement from a medical provider recommending the leave. Such certification must include the start date and anticipated return date. It is the employee's responsibility to obtain approval for a medical leave from his or her supervisor and the Executive Director.

Medical leave of absence cannot exceed the length of time equal to your service with NWCCOG, or six weeks, whichever is less. Employees who do not return from leave of absence at the expiration of their authorized leave normally will be terminated. If the employee's failure to return is due to a disability under the Americans with Disabilities Act or other law, additional accommodations may be provided. Employees must supply sufficient information from their medical provider indicating that they have a covered disability and when they can return to work with or without reasonable accommodation. Accommodations must not cause undue hardship to the employer.

Potential accommodations will be determined in an interactive process between the employee and NWCCOG.

Employees, who are on approved medical leave, currently retain their eligibility to continue participation in NWCCOG benefit programs as long as the employee continues to pay the employee's portion of the premium.

Employees who are on approved medical leave may be reinstated to a position of like status and pay if such position is available and they are qualified. However, there is no job guarantee.

All earned vacation and sick leave must be used at the beginning of the leave of absence. Vacation, sick leave, and seniority accrual is suspended until the employee returns from leave. Holidays, funeral pay, or employer's jury duty pay will not be granted during the leave.

Employees returning from medical leave are expected to provide their supervisor with a medical provider's statement attesting to the employee's fitness for work; at its option, NWCCOG may require an examination by a NWCCOG-appointed medical provider.

Military Leave

Employees granted a military leave of absence are re-employed and paid in accordance with the laws governing veteran's re-employment rights.

Voting

Voting is an important responsibility we all assume as citizens. NWCCOG encourages its employees to exercise their voting rights in all municipal, state, and federal elections. Under most circumstances, it is possible for employees to vote either before or after work. If it is necessary for you to arrive late or leave work early to vote in any election, you should make arrangements with your supervisor no later than the day prior to the Election Day.

Personal Leaves of Absence

Normally, personal leaves of absence are not granted. If, on rare occasions, management deems the circumstances warrant approval, an unpaid leave for non-medical reasons would be granted for not more than 30 days.

GENERAL

Drug Free Workplace

In accordance with the Drug-Free Workplace Act of 1988, the organization prohibits the unlawful manufacture, distribution, dispensation, possession, or use of a controlled substance during organizational time or on organizational premises or at other work sites. Rational behavior is required for the safe and adequate performance of job duties. Therefore, employees are prohibited from reporting to work or being at work unfit to perform their job duties because of the apparent use of illegal drugs, controlled substances, or alcohol.

Marijuana

To prevent confusion about the use of marijuana in the State of Colorado and how it relates to your employment, NWCCOG has issued this informational guideline.

Colorado law permits properly registered patients to use marijuana for medicinal purposes without fear of criminal prosecution, so long as they abide by the State's medical marijuana laws. As a result of the 2012 General Election in November 2012, Colorado also permits adults to possess and use marijuana. Nevertheless, marijuana remains a Schedule I controlled substance under the Controlled Substances Act of 1970. As such, any use of marijuana – medical or otherwise – is against federal law.

Under NWCCOG drug policy, virtually any conduct involving illegal drugs or controlled substances, as defined by state *or* federal law, can result in disciplinary measures up to and including termination. Accordingly, an employee who tests positive for marijuana is in violation of NWCCOG's drug policy, even if the employee

is exempt from criminal prosecution under Colorado law. Colorado's marijuana laws – medical and otherwise – provide employers with the right to have and enforce their drug policies with respect to marijuana.

Be advised that a positive drug test for marijuana constitutes a violation of NWCCOG drug and alcohol policy and may lead to your termination.

Worker's Compensation

Employees who incur an injury on the job are encouraged to seek medical attention immediately. Employees are required to report work related injuries to their supervisor immediately. A list of worker's compensation approved medical clinics around the region is posted in the common area of both NWCCOG offices. NWCCOG will pay the employee their regular rate for the time spent on an initial doctor's visit for the work related injury. All job related injuries requiring medical attention will automatically require that the employee submit to drug and alcohol testing as part of the initially doctor's visit. Employees will be required to use their annual leave for all other doctor visits and therapy session.

Inspection

NWCCOG may conduct searches after notice is given and with the employee's consent of employees' personal effects. This may include, but is not limited to, lunch bags, boxes, purses, personal computers, packages, or vehicles.

We may conduct searches of the above items without employee consent if we have a reasonable suspicion to believe that illegal activity is taking place and after obtaining a warrant to do so. Any illegal and unauthorized articles discovered may be taken into custody and will be turned over to law enforcement representatives.

Employees do not have a reasonable expectation of privacy in lockers, desks, cabinets, or file drawers, all of which are keyed by NWCCOG and copies of those keys are kept by NWCCOG.

A Company-initiated search does not necessarily imply an accusation of theft or that an employee has broken a rule.¹

Attendance and Punctuality

Regardless of what position you hold on our staff, your punctuality and regular attendance are essential for efficient operation of the business.

If you know in advance you are going to be unavoidably late or absent, notify your supervisor so other arrangements can be made. If you are absent without prior notice advise your supervisor by calling their cell phone and/or their office phone as soon as possible. If their supervisor is not available, employees should contact the front office staff during business hours at 970-468-0295 or another Program Director. Employees are expected to make every effort to speak with a person directly and should leave a message only when all other alternatives have been exhausted.

If an employee fails to report to work for two consecutive days without notification to their supervisor, they will be terminated.

Discipline and Discharge

Occasionally performance or conduct falls short of our standards and/or expectations. When performance or professional conduct has been compromised, management will take appropriate action.

Disciplinary actions can range from a formal discussion with an employee about the matter to immediate discharge. Action taken by management in an individual case should not be assumed to establish a precedent in other circumstances.

Problem Solving

Employees who disagree or are dissatisfied with a NWCCOG practice should promptly discuss the matter with their immediate supervisor, where appropriate. Please use the following system for communicating concerns:

1. Discuss the situation with your supervisor within 3-5 business days.
2. If a resolution is not reached with your supervisor or if it is inappropriate to go to your supervisor, discuss the situation with your program director.
3. If the situation is not resolved, communicate the problem directly to the Executive Director.
4. If the situation is still not resolved, you may communicate the problem to the NWCCOG Executive Board. Once the situation is reviewed you will be informed of the action taken. The decision of the Executive Committee is final.

Conflict of Interest

Unless approved by Executive Committee, no employee shall engage in any activity or enterprise that is incompatible with the duties and responsibilities of the NWCCOG employment. The following are examples of activities that are a conflict of interest with NWCCOG employment:

- Any employment, activity or enterprise which involves the use of NWCCOG time, facilities, equipment, work products, supplies, prestige or influence for private gain.
- Receipt or acceptance by an employee of any money or other consideration from anyone other than NWCCOG for performance of an act or function which the employee is required or expected to render as a regular course of employment.
- If employees have any questions about this policy or possible conflicts of interest, discuss the situation with the Executive Director.

Dress

Employees are allowed freedom in selecting their work attire. However, it is very important that employees choose appropriate attire for their jobs. Dress should be consistent with good hygiene, safety and public relations.

Overtime

From time to time, your supervisor may require you to work overtime. In these instances, you are given as much advance notice as possible.

Non-exempt employees are eligible to be paid at the rate of one and one-half (1-1/2) times their regular hourly rate for hours worked in excess of 40 during the established workweek. The established workweek begins at 12:01 a.m. on Sunday and ends at 12:00 midnight on Saturday.

For purposes of calculating overtime payments, hours paid for holidays are counted as hours worked. Paid time off for jury duty, funeral leave and annual leave are not considered as hours worked. Non-exempt employees must receive the approval of their supervisor before working overtime. Working unauthorized overtime is prohibited.

Nonexempt Employees:

Compensatory time is available in lieu of paid overtime and must be approved by your supervisor. Compensatory time will accrue at one and one-half (1-1/2) hours for every one (1) hour over 40 hours worked in a work week. Nonexempt employees may accrue up to 16 hours of compensatory time off and must arrange to take compensatory time off with the approval of their supervisor. Upon termination, compensatory time is paid.

Exempt Employees:

Exempt employees are not eligible for compensatory time but may accrue up to 40 hours of administrative exchange time at any point. Administrative exchange time for an exempt employee is earned on a one-to-one (1-1) ratio for every one (1) hour worked in excess of a normal workweek. Upon termination, all Administrative Exchange time is forfeited. Under no circumstances will Administrative Exchange time be paid.

Paydays

Paydays are on the 5th and 20th of each month. If the regular payday occurs on a holiday or weekend you are paid on the last working day prior to the regular payday. On each payday, you receive a statement showing gross pay, deductions, and net pay. Automatic deductions such as additional tax withholding, contributions to voluntary plans and individual savings plans may be arranged through the fiscal office. Payroll is made through electronic transfer (direct deposit) of funds into the employee's designated qualified account (unless otherwise directed by the employee).

Pay for Exempt Employees

Exempt employees must be paid on a salary basis. This means exempt employees will regularly receive a predetermined amount of compensation each pay period on a weekly basis. NWCCOG is committed to complying with salary basis requirements which allows properly authorized deductions.

If you believe an improper deduction has been made to your salary, you should immediately report this information to Human Resources. Reports of improper deductions will be promptly investigated. If it is determined that an improper deduction has occurred, you will promptly be reimbursed.

References

NWCCOG does not furnish open letters of recommendation addressed "To Whom It May Concern." If employees receive a call inquiring about a former employee, please refer it to a Human Resources representative.

Safety

NWCCOG is committed to a safe work environment for employees. Employees should report any unsafe practices or conditions to their supervisor. If employees are injured on the job, no matter how minor, they must immediately report this fact to their supervisor. If medical treatment for an on-the-job injury is needed, it must be obtained from one of the NWCCOG's designated physicians. If not, the employee may be responsible for the cost of medical treatment.

Driving

Drivers are responsible for adhering to all safe-driving-related federal, state, and local laws and ordinances. Radar detectors are prohibited in all NWCCOG vehicles. Seatbelts are required for driver and passenger(s) at all times.

Drivers shall submit copies of all roadside inspections and citations for moving violations to management within 24 hours.

Drivers exceeding the speed limit will be disciplined, even if a federal or state citation is not issued on the road.

Drivers not complying with safe-driving-related regulations and policies shall be subjected to disciplinary action (full range of disciplinary options up to and including termination) in accordance with NWCCOG policies and the NWCCOG Employee Handbook.

Smoking

It is our objective to provide a smoke-free environment within NWCCOG. Smoking is prohibited in all areas of the NWCCOG offices, within NWCCOG vehicles, on NWCCOG owned or leased property and at NWCCOG work sites. This policy applies to all employees and visitors at all times, including non-business hours.

Separation of Employment

We request that employees who wish to resign their positions notify NWCCOG of their anticipated departure date and go over the "check out" procedures at separation (conversion of insurance, return of property, delivery of final paycheck, etc.) with a Human Resources representative.

Time Records

Employees must record time worked on a daily basis. Time sheets are used for calculating your pay. Include the total hours worked excluding meal periods. Also indicate paid days off, such as annual leave. You are responsible for submitting and signing your time sheet to your supervisor no later than the 1st and 16th of each month for approval.

E Mail

Because NWCCOG provides the e-mail system to employees to help them with the performance of their job, it should be used for official NWCCOG business. Incidental and occasional personal use of e-mail is permitted. However, employees should be aware that these messages will be treated the same as business messages, and subject to review at any time without notice. Also, employees cannot control where their

messages will ultimately end up. For example, a message meant for one person can be mistakenly sent to the wrong individual(s), or the message can be forwarded to unintended recipients. In addition, e-mails that were deleted are stored elsewhere on the system.

Public sector employers in Colorado are subject to the Colorado Open Records Act. Employees' correspondence on E-mail may be a public record under the public records law and may be subject to public inspection. (C.R.S. 24-72-204.5)

Voice Mail

NWCCOG utilizes systems where employees receive and send messages through voice mail. The communication systems are intended solely for business use. Although employees are able to use personal access codes, the employer maintains the ability to access any messages left on or transmitted over the systems. Employees should not assume that messages are confidential or that access by the employer or its designated representative will not occur.

NWCCOG Issued Credit Cards

The NWCCOG issued credit cards are for job related use only. Use for personal purchases will not be tolerated. Under no circumstances will the purchase of alcoholic beverages be allowed on NWCCOG issued credit cards.

Hours of Work

NWCCOG is normally open for business Monday through Friday, from 8:30 a.m. to 5:00 p.m. The starting and ending times of your shift may vary according to the needs of your department or change from time to time according to the needs of the Company. You may be required to work overtime. For purposes of calculating overtime, the workweek begins at 12:01 a.m. Sunday and ends at 12:00 midnight Saturday.

ACKNOWLEDGEMENT OF RECEIPT

I HAVE RECEIVED A COPY OF THE EMPLOYEE HANDBOOK DATED JULY 2014. I UNDERSTAND THAT I AM TO BECOME FAMILIAR WITH ITS CONTENTS.

FURTHER, I UNDERSTAND:

- **EMPLOYMENT WITH NWCCOG IS AT-WILL. I HAVE THE RIGHT TO END MY WORK RELATIONSHIP WITH THE ORGANIZATION, WITH OR WITHOUT ADVANCE NOTICE FOR ANY REASON. THE ORGANIZATION HAS THE SAME RIGHT.**
- **THE LANGUAGE USED IN THIS HANDBOOK AND ANY VERBAL STATEMENTS OF MANAGEMENT ARE NOT INTENDED TO CONSTITUTE A CONTRACT OF EMPLOYMENT, EITHER EXPRESS OR IMPLIED, NOR ARE THEY A GUARANTEE OF EMPLOYMENT FOR A SPECIFIC DURATION.**
- **THE HANDBOOK IS NOT ALL INCLUSIVE, BUT IS INTENDED TO PROVIDE ME WITH A SUMMARY OF SOME OF THE ORGANIZATION'S GUIDELINES.**
- **THIS EDITION REPLACES ALL PREVIOUSLY ISSUED HANDBOOKS. THE NEED MAY ARISE TO CHANGE THE GUIDELINES DESCRIBED IN THE HANDBOOK, EXCEPT FOR THE AT-WILL NATURE OF EMPLOYMENT. THE ORGANIZATION THEREFORE RESERVES THE RIGHT TO INTERPRET THEM OR TO CHANGE THEM WITHOUT PRIOR NOTICE.**
- **NO REPRESENTATIVE OF NWCCOG, OTHER THAN THE EXECUTIVE DIRECTOR, HAS THE AUTHORITY TO ENTER INTO AN AGREEMENT OF EMPLOYMENT FOR ANY SPECIFIED PERIOD AND SUCH AGREEMENT MUST BE IN WRITING, SIGNED BY THE EXECUTIVE DIRECTOR.**

Employee Signature

Date

Employee Printed Name

**NORTHWEST COLORADO COUNCIL OF GOVERNMENTS
DRUG AND ALCOHOL POLICY
SEPTEMBER 2014**

I. Purpose

Northwest Colorado Council of Governments (NWCCOG) is committed to a safe, healthy, and productive work environment for all employees free from the effects of substance abuse. Abuse of alcohol, drugs, and controlled substances impairs employee judgment, resulting in increased safety risks, injuries, and faulty decision-making.

II. Scope

This policy applies to all employees. Any violation will result in disciplinary action, up to and including termination. All employees have been issued upon initiation of this policy or upon hire a copy of the company policy, describing in detail what substances will be tested for and under what conditions employees will be tested.

III. Statement of Policy

To ensure a safe and productive work environment the company prohibits the use, sale, dispensation, manufacture, distribution or possession of alcohol, drugs, controlled substances or drug paraphernalia on any company premises or worksites. This prohibition includes company owned vehicles, or personal vehicles being used for company business or parked on company property.

No employee shall report to work or be at work with alcohol or with any detectable amount of prohibited drugs in the employee's system. (A detectable amount refers to the standards generally used in workplace drug & alcohol testing). Any violation of this statement of policy will result in disciplinary action up to and including termination.

Employee shall, when drugs are prescribed by a medical professional, inquire of the prescribing professional whether the drug prescribed has any side effects which may impair the employee's ability to safely perform the employee's job duties. If the answer from the medical professional is yes, the employee shall obtain a statement from the medical professional indicating any work restrictions and their duration. The employee shall present that statement to his or her supervisor prior to going on duty.

Illegal use of drugs off duty and off company premises or work sites is not acceptable. It can affect on-the-job performance and the confidence of the public, and our customers in the company's ability to meet its responsibilities. Such use may subject the employee to disciplinary action, up to and including termination.

Any violation of this policy will result in disciplinary action up to and including termination.

IV. Employee and Applicant Drug and Alcohol Testing

To promote a safe and productive workplace, NWCCOG will conduct the following types of Drug/Alcohol test for all employees:

A. Reasonable Suspicion

V. **Categories of Employee Substance Testing**

A. Reasonable Suspicion Testing:

An employee will be asked to submit to tests for alcohol and/or illegal drugs when the employee is reasonably suspected of being impaired in the performance of his or her job.

1. Reasonable suspicion testing may result from one of the following examples, but is not limited to the following:

- a. Specific, personal and articulable observations concerning the appearance, behavior, speech or performance of the employee; or
- b. Violation of a safety rule, or other unsafe work incident which, after further investigation of the employee's behavior, leads the supervisor(s) /manager(s) to believe that the employee's functioning is impaired; or
- c. Other physical, circumstantial, or contemporaneous indicators of impairment.

2. When a supervisor/manager has reasonable suspicion to request testing, the supervisor/manager will arrange to transport the employee to the collection site, and will arrange for the employee's transport home.

3. The employee will continue in a paid status pending the receipt of drug testing results by NWCCOG.

VI. **The kinds of substances tested for will include the following substances or their metabolites:**

- A. Marijuana
- B. Cocaine
- C. Opiates
- D. Phencyclidine (PCP)
- E. Amphetamines
- F. Alcohol

VII. Inspection and Searches

The company may conduct unannounced inspection for violations of this policy in the workplace, worksites, or company premises. Employees are expected to cooperate in any inspection.

VIII. Duty to Notify Employer

All employees must notify NWCCOG no later than 5 days after being convicted of violating any criminal drug statute, which occurred in the workplace.

IX. Voluntary Treatment

The Company supports sound treatment efforts. Whenever practical, the Company will assist employees in overcoming drug, alcohol, and other problems which may affect employee job performance, as long as this policy has not already been violated.

If an employee seeks treatment for drug or alcohol use, the employee may be eligible to go into a drug and/or alcohol treatment program either through NWCCOG's medical insurance program or at his or her own expense.

If the employee elects to enter an appropriate treatment program, the employee may be placed on unpaid status, but will be required to use any accrued vacation time and sick leave while participating in the evaluation and treatment program, so long as the employee is complying with the conditions of treatment. NWCCOG will have the right to require verification from the health care provider for a release to work and/or verification of treatment as covered in the company's medical leave policies. More information regarding availability of treatment resources, employee assistance programs and possible insurance coverage for treatment services is available from the Human Resources Department.

X. Safeguards/Confidentiality

The drug screen analysis is accomplished through urinalysis testing. Alcohol testing may be through breath testing and/or blood analysis testing. Samples will be collected in a sanitary environment designed to maximize employee's privacy while minimizing the possibility of sample tampering. If there is a positive drug and/or alcohol result on the initial screening test, the laboratory or blood alcohol technician will automatically do a second test to confirm the results. The second drug test will be performed using gas chromatography/mass spectrometry or other scientifically accepted method. A positive breath alcohol test will be confirmed by a second breath test. In the event the drug and/or alcohol test results is dilute negative, the employee/applicant will be required to re-test.

All drug tests are performed by a government-certified outside laboratory. All government-certified outside laboratories strictly follow chain of custody guidelines to ensure the integrity of the testing process. The company shall use a Medical Review Officer (MRO) who will receive the laboratory results of the testing procedure. The MRO shall be a licensed physician and have knowledge of substance abuse disorders and the appropriate medical training to evaluate positive results, medical histories, and any other

relevant biomedical information. The MRO shall review all medical records made available by the tested individual when a confirmed positive test could have resulted from legally prescribed medication.

If the results of the initial test are negative, the testing laboratory will report the results to the MRO retained by the company. The MRO or the testing laboratory reports the negative results to the company. In this instance, no additional tests on the specimen will be done.

If the results of the initial test are positive, that is, if the results exceed the permitted levels for any of the five drugs tested or if the blood alcohol test comes back positive, a second confirmatory test shall be performed. The employee is prohibited from performing any duties if the initial test is positive, and while the confirmatory testing is being performed. Only specimens that are confirmed positive on the second (confirmatory) test are reported positive to the MRO for review and analysis. The MRO will contact the employee personally, in the case of a positive test result. The MRO has the responsibility of reporting to NWCCOG whether the test results are positive or negative.

An applicant or employee who does not pass a drug test may request that the original sample be analyzed again at the individual's expense by a government certified laboratory. All requests for an independent analysis must be made on a timely basis.

Each applicant or employee will have an opportunity to discuss the drug and/or alcohol test with a Medical Review Officer in a confidential setting. Each applicant or employee will be provided with a written copy of his/her positive test result. Upon written request within seven days of taking the test and employee may access records relating to his drug and/or alcohol test.

XI. Disciplinary Action

- A. Testing Positive: Employees who test positive for drugs or alcohol are in violation of this policy.
- B. Refusal to comply: Employees who refuse required testing are in violation of this policy.
- C. Interference with testing: Employees who adulterate, tamper with or otherwise interfere with accurate testing are in violation of this policy.
- D. Any employee who has been observed using or possessing illegal drugs or alcohol during work time, including lunch breaks, or on NWCCOG premises are in violation of this policy. Such discipline will be imposed regardless of whether the employee is tested and found to have alcohol or illegal drugs in his or her system.

XII. At Will Employment

Nothing in this policy is to be construed to prohibit NWCCOG from maintaining a safe and secure work environment or to limit its right to impose disciplinary actions as it may deem appropriate for reasons of misconduct or poor performance, regardless of whether the misconduct or poor performance arises out of the use of alcohol or drugs. Such disciplinary actions may include termination of employment. Employment is at-will and subject to termination by NWCCOG or the employee at any time, with or without notice and with or without cause.

ACKNOWLEDGMENT

I have received a copy of Northwest Colorado Council of Governments' Drug and Alcohol Policy and understand that in order to continue my employment with this employer I must abide by the terms of the policy. I agree to notify the employer of any drug violation occurring in the workplace.

I understand that this policy in no way modifies my status as an at-will employee and in no way implies, infers, or guarantees my continued employment for any definite term and that I may be dismissed at the discretion of the employer for other reasons than failing to follow the terms of the policy.

Employee

Date

NWCCOG Drug & Alcohol Test Procedure

A NWCCOG employee will be asked to submit to tests for alcohol and/or illegal drugs :

- A. When the employee is reasonably suspected of being impaired in the performance of his or her job.
1. Reasonable suspicion testing may result from one of the following examples, but is not limited to the following:
 - a. Specific, personal and articulable observations concerning the appearance, behavior, speech or performance of the employee; or
 - b. Violation of a safety rule, or other unsafe work incident which, after further investigation of the employee's behavior, leads the supervisor(s) /manager(s) to believe that the employee's functioning is impaired; or
 - c. Other physical, circumstantial, or contemporaneous indicators of impairment.
 2. When a supervisor/manager has reasonable suspicion to request testing, the supervisor/manager will arrange to transport the employee to the collection site, and will arrange for the employee's transport home.

PROCESS:

The employee's supervisor will inform the Executive Director that an employee is being asked to submit to testing. The employee's supervisor will take the employee to one of the following clinics:

- GLENWOOD MEDICAL ASSOCIATES--GLENWOOD SPRINGS
1830 BLAKE AVENUE - 1ST FLOOR
GLENWOOD SPRINGS, CO 81601
- STEAMBOAT MEDICAL GROUP
1475 PINE GROVE ROAD STE 102
STEAMBOAT SPRINGS, CO 80487
- COLORADO MOUNTAIN MEDICAL--VAIL
181 W MEADOW DRIVE STE 800
VAIL, CO 81657
- CONCENTRA MEDICAL CENTERS--CO-GOLDEN
770 SIMMS ST STE 100
GOLDEN, CO 80401
- ASPEN MEDICAL CARE--ASPEN
101 FOUNDERS PLACE STE 109
ASPEN, CO 81611
- HIGH COUNTRY HEALTHCARE--SILVERTHORNE

265 TANGLEWOOD LANE STE E-1
SILVERTHORNE, CO 80498

- NEW CASTLE FAMILY HEALTH PC
820 CASTLE VALLEY BLVD STE 210
NEW CASTLE, CO 81647
- MIDVALLEY FAMILY PRACTICE PC
1450 E VALLEY ROAD STE 102
BASALT, CO 81621
- SUMMIT INTERNAL MEDICINE
730 SUMMIT BLVD STE 101
FRISCO, CO 80443
- The clinic will collect a urine sample for a five panel drug test (non DOT) or conduct an alcohol breath test, as requested by the supervisor. The clinic will send the test to a lab for testing and review by the Medical Review Officer/Executive Director. The Medical Review Officer/Executive Director will contact the employee directly if the results of the test are positive.
- The employee's supervisor will arrange to transport the employee from the clinic to the employee's place of residence. Employees under suspicion of impairment are not to operate any motor vehicles. The employee will continue in a paid status pending the receipt of drug testing results by NWCCOG.



MEMORANDUM

To: NWCCOG Council
From: Liz Mullen, Executive Director
Date: September 17, 2014
Re: Ratify e-mail vote to approve the 2015 NWCCOG dues

On July 24, 2014 I sent the following message to the NWCCOG Council:

We did not have a quorum for the July 24th conference call, so we will table the actions items until the September 25, 2014 meeting.

We do have one item that requires action sooner – the approval of the 2015 NWCCOG dues. Attached is the 2015 NWCCOG Dues worksheet.

Please respond to this e-mail as soon as possible with your vote:

“Yes” to approve the 2015 NWCCOG dues as presented, or

“No” to not approve the 2015 NWCCOG dues as presented.

The following members voted via e-mail to approve the policy as presented:

- | | |
|-------------------------------------|-------------------------------------|
| 1) Keith Montag, Eagle County | 10) Stuart Richardson, Silverthorne |
| 2) James Newberry, Grand County | 11) John Hoffman, Carbondale |
| 3) Lanny Weddle, Jackson County | 12) Tom Clark, Kremmling |
| 4) Rob Ittner, Pitkin County | 13) Willy Powell, Minturn |
| 5) Karn Stiegelmeier, Summit County | 14) Jason Haber, Snowmass Village |
| 6) Ben Raitano, Dillon | 15) Stan Zemler, Vail |
| 7) Tom Connolly, Frisco | |
| 8) Wally Baird, Granby | |
| 9) Jeff Shroll, Gypsum | |

The remaining 12 members did not vote. There were zero opposing votes.

ACTION REQUESTED: Motion to ratify the e-mail vote to approve the 2015 NWCCOG dues as presented.



PROGRAM UPDATES

To: NWCCOG Council
From: NWCCOG Staff
Date: September 17, 2014
Re: September 2014 Program Updates

The following are the events of note that have occurred since the July 24, 2014 NWCCOG meeting.

Administration/Regional Business – *Liz Mullen, Executive Director*

- Liz Mullen sent an offer to each member town and county to present an annual update on NWCCOG's programs and projects. The offer was sent via e-mail to each town and county manager on July 31, 2014. To date, only two jurisdictions have requested presentations. If you would like a presentation for your town or county board, please contact Liz to schedule.
- Liz Mullen and Mike Kurth are working with NWCCOG's auditors to develop a new method to calculate the indirect rate, which will then be sent to NWCCOG's cognizant organization, the US Department of Health and Human Services, for approval. NWCCOG's current method is based on budgeted revenue numbers, which will not be acceptable in 2015 according to the OMB guidelines.
- The 2015 NWCCOG and QQ dues notices were mailed to each jurisdiction on August 1, 2014. The Town of Blue River has notified NWCCOG of their intention to join NWCCOG in 2015.

Alpine Area Agency on Aging – *Jean Hammes, Director*

- *Regional Advisory Council (RAC):* At the RAC meeting on September 10, 2014, the following actions were taken:
 - o A timeline for the development of the draft Region 12 area plan was developed.
 - o Reminder that Eagle and Grand county RAC Appointees will need to be selected for terms that will begin January 2015.
 - o The RAC's November 11th meeting will be changed from a conference call to a face-to-face meeting to be held in Eagle. The meeting will include the formal Public Hearing on the Region 12 Area Plan State Fiscal Years 2016-2019.

Legislation & Advocacy:

- *Aging Policy and Advisory Committee (APAC):* At the July 2014 meeting, Jean was selected as the chairperson of the Aging Policy and Advisory Committee of the State Unit on Aging. The purpose of this committee is to provide a formal structure for input from the Area Agencies on Aging to the Colorado Department of Human Services and Aging and Adult Services Division on policies, procedures and programs that impact services to older adults and their caregivers. Meetings over the summer included revisions to the State Unit on Aging Policy & Procedure Manual and the establishment of a Funding Review working group of the State, area agencies on aging, and

the Colorado Commission on Aging to do a more detailed analysis and look at the factors of the funding and service provision data.

- *Community Living Advisory Group (CLAG)*: At the writing of this report, the final official meeting of this advisory group, formed by Executive Order D 2012-027, will be September 22, 2014. This group is charged with developing a set of final recommendations to be made to the Governor and Executive Directors of the State Departments of Healthcare Policy and Financing and Health and Human Services. The final report will be presented and voted on at the meeting on September 22, 2014. Also, discussion on implementation of the report recommendations is on the agenda, as well as the consideration of retaining the CLAG and its membership to develop a plan for implementation.
- *2015 White House Conference on Aging*: Nora Super has been named as director of the conference for the 2015 White House Conference on Aging. The White House Conference on Aging, held every 10 years, is expected to closely examine issues facing older Americans. 2015 marks the 50th anniversary of Medicare, Medicaid and the Older Americans Act, and it is the 80th anniversary of Social Security. A website devoted to the conference will be launched soon: WhiteHouseConferenceOnAging.gov.

Program Operations:

- *Subcontract Provider Training*: A training meeting with the service subcontractors was held on August 6, 2014. The agenda included the following topics: reporting for SFY14-15, the four-year area plan process and service outcomes, discussions occurring at the Aging Policy Advisory Council, and the new Request For Proposal process.
- *Community Living Services proposal*: Participated in four working sessions with staff to develop the Community Living Services proposal which will be presented to the NWCCOG Council. Met with state staff at the State Unit on Aging and Health Policy and Financing to share and vet the draft proposal for their review and comments. Comments from each of the state departments were positive and supportive. The approved proposal will be used to align the upcoming four-year area plan efforts and resources with the AlpineAAA's strategic priorities.
- *Region 12 Four-Year Area Plan*: At the State-AAA training on September 15, 2014, it was announced that guidance on the final area plan development will be available the end of September. Area agencies on aging are required to present area plans to the State Unit on Aging to indicate service provision and funding goals for the next four years. Our next cycle is July 2015-June 2019, and this four-year area plan will be due to the State Unit on Aging in early 2015. The AlpineAAA is busy gathering data on federal directions, state recommendations, county strategic plans, and community initiatives. We will be presenting a draft of the plan through community conversations in the fall. This will be done in collaboration with the Regional Advisory Council membership and community partners. Following approval of the plan by the State, a new Request For Proposal will be released with awarded service contracts effective July 1, 2015.
- *Aging and Disability Resources for Colorado (ADRC) Summit*: The Alpine Area Agency on Aging attended the State Unit on Aging's ADRC Summit on August 26, 2014, in Denver. ADRCs from across the state attended the two-day meeting, with sessions focused on collaborating with partners and creating sustainability. The Region 12 ADRC invited our regional partners, including representatives from our Independent Living Centers, Regional Care Collaborative Organization (RCCO), Single Entry Point (SEP), Rural Health, Mental Health, and the Consortium for Older Adult

Wellness. The ADRC Summit provided the platform to formally discuss with our partners the Region 12 ADRC and we are collaboratively moving forward with a kick-off meeting in October 2014 and a Region 12 ADRC business meeting with a facilitator by the end of 2014.

Broadband Projects — *Nate Walowitz, Regional Broadband Coordinator*

- Continuing to work on the RFP for Pitkin County broadband solutions for East of Aspen, Red Cliff, Redstone, Marble, and other areas. The RFP is expected to be issued in September 2014.
- Rio Blanco County has released its RFP in August 2014. Rio Blanco County will include a referendum on their November 2014 ballot to exempt them from SB-152.
- A one-day broadband workshop was held on August 18, 2014, with over 50 attendees. At the end of the day we agreed on a number of steps to continue communication and cooperation between local governments and local services providers.
- Grand County is helping to support a new wireless Internet service provider (WISP) for the Frasier Valley and Winter Park/Mary Jane Resort. I am working to support Grand County IT and the ED agencies to facilitate securing vendor interest in delivering last mile solutions for this area.
- Continuing the work to pilot/establish an additional broadband provider from Laramie, WY to Walden, CO. The focus is on establishing a WISP and enabling cost competitive access to legacy CenturyTel fiber first.
- Access to beanpole fiber controlled by CenturyTel is not cost effective at this time, based on the number of customers to be served. Brian Shepherd, Broadband Program Manager at State of Colorado, Governor's Office of Information Technology, is taking the competitive access issue to the State PUC. Nate hosted a conference call with Brian Shepherd and the active CLECs in the NWCCOG region to discuss this issue. The need for obtaining wholesale rates for bandwidth is needed to improve the poor business case for a wireless last mile solution in Jackson County and potentially other areas.
- Moffat County is considering placing an SB-152 referendum on their November ballot. There are ongoing conversations with Mammoth and Zirkel Wireless about submitting proposal for FCC money and how they can provide services outside of the "main street Craig" corridor. Zerkel Wireless continues to work with Moffat County to provide improved wireless services in Craig, and potential installation of a tower to support services to Maybell (possible CY 2015). Zerkel is also working with Rio Blanco County on wireless backhaul options from Rangeley to Dinosaur to feed the delivery of services.
- The conversation regarding potential paths for broadband connections to Red Cliff continues. Scott Burgess, mayor of Red Cliff, was approached by a start-up Wireless ISP based out of Leadville. They are going to provide service to Ski Cooper, which is line of site to Red Cliff. The Town of Red Cliff will place a resolution on their November ballot to opt-out of SB 152. At this time, the town envisions being the last mile provider. Other possible provider solutions are still on the table, however, the timetable and cost of a non-wireless solution appears to be cost prohibitive at this time.

Economic Development District (EDD) – Rachel Lunney, Director

- *2015 EDA Planning Partnership Grant:* Work is underway for the 2015 EDA planning partnership grant due to the EDA on October, 2014. The proposed 2015 scope of work is being discussed/approved at the September 2015 EDD board of directors meeting. We will be requesting the same amount as 2014 (\$61,000).
- *Health & Wellness Sector Partnership:* A “next step” meeting was held on September 9, 2014, with health and wellness industry leaders and public partners. The main action item that came out of that meeting was to collaborate with Eagle County Public Health on a regional grant application for a comprehensive worksite wellness program. The grant is due at the end of September. The end goal for this program is two-fold: (1) to strengthen the industry in our region by building on business opportunities, and (2) to spur investment in our region’s workforce via the development of worksite wellness programs, thereby helping to make our workforce healthy and productive; which will in turn positively affect our region’s businesses’ bottom lines. All of this leads to a stronger, healthier regional economy. NWCCOG assisted the SBDC in putting on the first annual Health and Wellness Business Symposium on August 14, 2014, at Colorado Mountain College (CMC) in Breckenridge.
- *EDD Working Group:* The fourth Working Group meeting of 2014 was held on August 27, 2014, at Colorado Mountain College (CMC) in Dillon. This meeting was used as a planning session for the 2015 EDA scope of work.
- *Collaboration with SBDC:* NWCCOG will be a sponsor of the 5th Annual Women’s Business Conference on October 10, 2014, at Copper Mountain. NWCCOG continues to work with SBDC in promoting their programs including free business consulting, webinars, and training.
- *Northwest Loan Fund (NLF) training:* NWCCOG EDD is collaborating with the NLF on a training class; the topic will be “Insider Tips for a Bullet Proof Loan Application” on September 17, 2014, at Colorado Mountain College (CMC) in Dillon. NWCCOG is building a list of contacts from businesses that make inquiries to the NLF such that we can do outreach to these businesses on resources available including training, funding opportunities, access to capital opportunities, etc.
- *National Association of Development Organizations’ (NADO) conference:* Rachel attended the (NADO) Annual Training Conference August 25-26, 2014, in Denver. She gave a presentation on NWCCOG’s Elevator Inspection Program during the session entitled “Building Revenue Streams”.
- *On-going:* Website maintenance including training opportunities page, funding opportunities page, and regional success stories. Two Economic Development Resources Bulletins have been sent out since the last program update: July 24, 2014 (24% open rate) and September 2, 2014 (30% open rate). The September 2014 Economic Update will be sent on September 18, 2014.

Elevator Inspection Program (EIP) – Gene Morse, Director

The EIP continues to work with elevator companies to schedule a five-year witnessing of safety tests for each unit as required by the State regulations. Our efforts to improve communications with elevator companies have been successful. The NWCCOG inspectors were able to witness 46 tests in August as compared to 24 tests in July, in addition to completing the 140 annual inspections that were due in August. To date in 2014, NWCCOG has received 109 permit applications, compared to 90 permit applications received at this same point in 2013. Accounts receivable are at an all-time low of \$3,000.

Energy Management (Weatherization) – Steve Getz, Director

In late August, Energy Management Director Steve Getz received some wonderful news from the Colorado Energy Office (CEO). The CEO and the Office of the State Controller have implemented a policy to evaluate contractor performance for all contracts valued at \$100,000 or more, and posted all ratings at a State of Colorado website. NWCCOG's performance was based on our overall compliance with contract requirements and obligations throughout the contract period.

The results are as follows:

Contractor met requirements related to Quality: YES ☒ NO ☐

Contractor met requirements related to Cost: YES ☒ NO ☐

Contractor met requirements related to Timeliness: YES ☒ NO ☐

Overall Rating of Contractor Performance:

Below Standard

☐

Standard

☐

Above Standard

☒

Steve is very proud of the accomplishments of the entire Weatherization Team, and CEO's acknowledgement that recognizes how hard the NWCCOG Weatherization staff works, every day at every house at every task.

CONGRATULATIONS NWCCOG WEATHERIZATION STAFF!!!!

Northwest All Hazards Emergency Management Region (NWAHEMR)

NWCCOG and the NWAHEMR have closed the 2011 and 2012 State Homeland Security Grants (SHSG). The contract for the 2014 SHSG grant, in the amount of \$249,730, has been signed and sent to the State Controller. There are two projects included in the 2014 SHSG: 1) to complete the credentialing system project, and 2) to purchase HDMI switching equipment for the Eagle County Emergency Operations Center for use during the World Ski Championships in Vail in February 2015.

Northwest Loan Fund (NLF) - Anita Cameron, Director

- A statistical spreadsheet has been created to track key factors for the State Quarterly reports and for the Economic Development Districts (EDD) objective of *access to capital*.
- Since Anita's start date of May 1, 2013, she has had conversation with 85 callers. Of the 85 inquiries, 8 submitted applications, and 17 were not a fit for the NLF*. The volume of callers that have been encouraged to apply, but have not submitted applications, seems to indicate a need for assistance to complete the application package.
- The NLF has recruited, and the SBDC has hired, a consultant with banking and micro-lending experience.
- On September 17, 2014, at Colorado Mountain College (CMC) in Dillon, a training class was conducted in collaboration with NWCCOG EDD titled "Insider Tips for Bullet Proof Loan Applications" to de-mystify the application process.
- Jackson County is the only county with no inquiries.
- An email campaign went out that included:
 - o Announcement of the training class "Insider Tips for Bullet Proof Loan Applications"
 - o EDD Resource Bulletin, and

- Announcement of the new Colorado Small Business Technology Cooperative (CO-SBTC) - businesses can pay \$20 per month for needed technologies and support.
- Anita was a panel speaker in the Money Café session at the Health and Wellness Conference on August 14, 2014, at CMC in Breckenridge. The next marketing effort will be to go out and meet bankers in the NLF Territory.

*The inquiries that were not a fit for the NLF were:

- 1 Request was well before NLF was re-capitalized
- 3 Not creating jobs or not a micro enterprise
- 3 \$ Request to jobs Ratio (i.e.\$3MM for 2 jobs)
- 1 Weak collateral, leveraged, headquartered in another region
- 2 In or moving to another region
- 1 Construction of a condo complex when contractor is bankable
- 1 Refinance of residential property to do early repayment on high interest business loan
- 1 Consumer debt consolidation
- 1 Start-up with no experience or collateral
- 2 Vehicle only loan
- 1 Municipality would be the borrower

NW Regional Assistance HUB – Connect for Health Colorado- *TJ Dufresne, Coordinator*

- There has been much work over the past three months to prepare for Connect for Health Colorado Open Enrollment 2015 in the areas of Health Coverage Guide training, technology enrollment platforms, inter-agency collaboration, community outreach and education, and working with insurance agents and brokers and other community partners.
- The Northwest HUB has been heavily involved in re-working the Health Coverage Guide training. The training has been re-designed to allow for new Health Coverage Guides to be able to access all of their training on-line. However, in-person training will still be integral in assuring Health Coverage Guides have quality support and opportunities for deeper learning and practice. Health Coverage Guides report that they want to continue with in-person training for: a) learning content at a deeper level, b) ability to network with one another, c) take advantage of professional development opportunities, and d) increase their effectiveness working with their diverse client base. There will be a Building Better Health: Enroll 2015 Conference held October 14-15, 2014, sponsored by the Colorado Health Foundation. The goal of the conference is to provide more in-depth support for Health Coverage Guides, Certified Application Counselors, insurance agents and brokers, and other health insurance enrollment partners. There will also be first time certification training as well as re-certification training opportunities for Health Coverage Guides and insurance agents and brokers.
- The Connect for Health Colorado website has gone through many changes. Goals for system enhancements were to improve navigation efficiency, improve the customer experience, and to improve system communications with the federal and state databases and with carriers. It is expected that real time eligibility determinations will be efficiently made. The system now will recognize many of the complex household configurations and complicated household constructs that made manual processing of eligibility determinations a challenge during the 2014 open enrollment period. Connect for Health Colorado and the Colorado's Health Care and Public

Finance division worked collaboratively to develop the Shared Eligibility System (SES) to allow Coloradoans have one entry point for financial assistance program applications.

- Outreach efforts have just begun in Northwest Colorado and throughout the state. Our outreach revolves around health insurance literacy. Health insurance literacy includes insurance basics, the importance of health insurance, effective use of one's health insurance plan, how to read an explanation of benefits, and how to compare insurance plans. Our outreach efforts will include partnerships. We have strengthened partnerships with our county public health and social services departments in order to better assist our communities in accessing health insurance coverage. We have expanded our partnerships to include more non-profit community groups that serve individuals and families, insurance agents and brokers, the medical community, faith based organizations, business organizations, and school systems.
- Connect for Health Colorado is committed to help us continue to increase our enrollment successes, support us in our training efforts, and will assist in targeted ways to help us reach more of our Northwest communities. Our Northwest Connect for Health Colorado team is eager to help more families, individuals, and small business Get Covered in 2015!

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

- The regional Non-Emergent Medical Transportation (NEMT) Medicaid billing project has begun. Memorandums of Understanding have been signed by county officials in Summit County and Grand County. In each County transition meetings were held with the Health and Human Services financial staff and training on the new process was held with case workers. Memorandums of Understanding are still pending with Jackson, Eagle, Pitkin and Routt Counties. The NWCCOG received payment for the first claim for this project from the Health Care Policy and Financing Department on August 29, 2014. Currently seven new client cases are being processed.
- Susan Juergensmeier and Laurie Patterson received scholarships from the Colorado Department of Transportation (CDOT) and the Rural Transit Assistance Program (RTAP) to attend the Colorado Association of Transit Agencies (CASTA) Conference at Crested Butte on September 9 – 12, 2014. Susan gave a presentation as part of a panel discussion on the "Successes and Challenges of Mobility Collaboration".
- At the conference, Colorado Association of Transit Agencies (CASTA) awarded the Regional Transportation Coordinating Council the 2014 Open Category Award for its support of the One Call/One Click Transportation Resource Center and the NEMT billing project.
- The next Regional Transportation Coordinating Council (RTCC) meeting will be held on October 1, 2014, at 10:00 a.m. at the ECO Transit Office in Gypsum.

Watershed Services and Water Quality and Quantity Committee (QQ) –

Lane Wyatt and Torie Jarvis, Co-Directors

- QQ continues work on the CO Water Plan, which is nearing completion of the first complete draft in upcoming months (due to the Governor on Dec. 10, 2014). In the past few months, QQ members and staff testified at two (2) Colorado Water Conservation Board meetings and at a legislative hearing on the Water Plan held in Glenwood Springs. We continue to submit

comments that are protective of the headwaters water quality and quantity. We have also started a blog about the water plan process: www.nwccog-qqblogger.org.

- QQ plans to submit comments on the new EPA and Army Corps of Engineers rule clarifying what waters are subject to the Clean Water Act as “waters of the United States.”
- QQ is working with the Water Quality Control Division to address some nuances of how streams get 303(d) listed as "impaired" when the source of the problem is a hydrologic modification like an upstream dam. We are concerned that no effort will be put into resolving stream impacts such as loss of dilution when there may be opportunities to minimize this problem.
- QQ and NWCCOG Watershed Services have initiated a facilitated process to determine an attainable clarity standard for Grand Lake. The process has just started so we will report more on the progress later.
- The next QQ Board meeting will be on Wednesday, October 15, 2014, in Aspen. Agenda and registration information is posted at www.nwccog-qq.org.

NWCCOG

Community Living Services

A proposal to increase capacity & coordination.

September 2014

Northwest Colorado Council of Governments (NWCCOG) Community Living Services (CLS): Proposal to increase capacity and coordination

Executive Summary

NWCCOG has followed Federal and State initiatives by establishing a Community Living Services umbrella division to connect and strengthen the following four programs: Alpine Area Agency on Aging (AlpineAAA), Aging and Disability Resources for Colorado (ADRC), Regional Transportation Coordinating Council (RTCC), and the Connect for Health Colorado Regional Hub (C4HCO Hub).

As NWCCOG began considering a new business model for the Alpine AAA, it became clear that the other three relatively new NWCCOG programs overlap with the Alpine AAA, and each other. Not only do they overlap in the populations they serve, but also in their missions to create empowered, informed consumers, and to help people plan for their longevity.

The NWCCOG Community Living Services (CLS) programs propose to develop a sustainable business plan to meet the anticipated increase in demand for services by coordinating outreach efforts, expanding partnerships, and diversifying funding sources. The CLS division has the potential to grow into an enterprise center with a positive fund balance reserve to equalize and stabilize the division's collective funding stream. To increase capacity and coordination of the CLS programs, we propose the following action steps:

- **Develop a Community Living Services (CLS) menu of service products.**

Objectives:

- Develop products and processes. Build from existing tools, if available.
 - Determine fee schedule and billing systems.
 - Develop business plan to show how services will be implemented and managed including costs covered, critical mass needed, competition, and data tracking systems to show evidence based outcomes, actual savings to partners, etc.
 - Develop marketing plan and materials for products.
- **Market Community Living Services products and services to hospitals, healthcare providers, Medicaid, Medicare, and others.**

NWCCOG's Community Living Services programs will work to develop partnerships with hospitals, healthcare providers, and other organizations through coordinated marketing of the services available through the multiple CLS programs.

Objectives:

- Implement marketing plan.
 - Meet with new partners to develop positive working relationships.
 - Set up contracting arrangements for fee for service.
 - Develop shared data collection systems to measure activity, progress, and results.
-
- **Coordinate work plans for all Community Living Services programs to support person-centered community life.**

Objectives:

- Develop a regional volunteer coordination program that supports all four CLS programs.
- Apply for the regional State Health Insurance Assistance Program (SHIP) contract in 2015 to add Medicare counseling to fill the gap in the CLS services.
- Coordinate between programs to simplify and consolidate costs, data collection, and reporting where possible.
- Seek opportunities for shared funding sources.
- Work from a shared client database to facilitate information sharing, reduce redundancy, and enhance customer service.
- Actively seek opportunities to support and partner with the other CLS programs.

Northwest Colorado Council of Governments Community Living Services

“Even if you are on the right track, you’ll get run over if you just sit there.” – Will Rogers

The Changing Business Model for AAAs

The Northwest Colorado Council of Governments (NWCCOG) has hosted the Alpine Area Agency on Aging (Alpine AAA) since 1978. The Alpine AAA serves residents within the region who are age 60 and older by acting as the fiscal agent for the region and administering Older Americans Act (OAA) and Older Coloradans Act (OCA) funds allocated to the NWCCOG region, also known as State Planning Region 12.

Kathy Greenlee, U.S. Assistant Secretary for Aging, has clearly stated that discussions to revitalize OAA funding are not happening at the Federal level. Area Agencies on Aging (AAAs) need to change their business models and diversify their funding sources through new partnerships. Over the years, AAAs have developed valuable knowledge and capabilities that can be marketed to Medicaid, Medicare, private insurance companies, hospitals, and other healthcare service providers on a fee for service basis. Historically, AAAs have provided these services and shared their knowledge at no cost. Currently, with the demand for services far exceeding the available funding through OAA, AAAs should look to market their expertise and services, and the significant cost savings that could result, to partnering organizations. There exist new opportunities through the Affordable Care Act (ACA) that allows the Centers for Medicare and Medicaid (CMS) to contract with AAAs for services. For example, the Medicare Improvements for Patients and Providers Act (MIPPA) provides critical support to assist AAAs in helping Medicare beneficiaries apply for the Medicare Part D Extra Help/Low-income Subsidy (LIS) and the Medicare Savings Program (MSP). Working with nursing homes and assisted living facilities, an AAA can help to transition appropriate individuals from care provided in a long term care facility to a home setting. The newly formed Regional Care Collaborative Organizations (RCCO) are partnership opportunities for aging services to bridge the gap between acute care and home care, and the provision of service assessments as well as evidence-based health promotion services and care management.

Another example is an AAA working with a hospital to assist a recently discharged senior to continue their recovery at home with the goal of avoiding readmission which would lead to improved quality of care for the patient and a significant savings to Medicare and/or Medicaid and the hospital. The Denver Regional Council of Governments (DRCOG), as the region’s AAA, is already showing notable savings by implementing the Community-based Care Transitions Program (CCTP). DRCOG partnered with seven local hospitals and more than 50 community service providers to “improve the quality of life for Medicare fee-for-service beneficiaries by working to reduce avoidable hospital readmissions.” DRCOG expects the

program will increase patient activation, reduce readmission rates, and reduce admission rates.

Over the past several years, opportunities have arisen for NWCCOG to develop and host new regional programs that are separate from the Alpine AAA, but serve the same population.

- The Regional Transportation Coordinating Council (RTCC) was formed through the Rural Resort Region's *Seniors in our Mountain Communities* project in 2010. The RTCC has been awarded grant funding to develop a One-Call/One-Click regional transportation coordination system that will serve veterans, seniors, people with disabilities, and low income adults.
- In 2013, the Patient Protection and Affordable Care Act resulted in the Colorado health insurance exchange, Connect for Health Colorado (C4HCO). NWCCOG was selected as one of six regional hubs in the State and now serves as a liaison between the State and the 19 assistance sites in the NW region that provide health insurance counseling to individuals, families, and businesses.
- Aging and Disability Resources Centers (ADRCs) are being developed around the country and, at the direction of the Colorado State Unit on Aging, NWCCOG began developing an ADRC (Aging and Disability Resources for Colorado) center for Region 12 in 2013 that will serve seniors, veterans, and people with disabilities, as well as serve as a resource to caregivers.

As NWCCOG began considering a new business model for the Alpine AAA, it became clear that these three new NWCCOG programs overlap with the Alpine AAA, and each other. Not only do they overlap in the populations they serve, but also in their missions to create empowered, informed consumers and to help people plan for their longevity. NWCCOG has followed Federal and State initiatives by establishing a Community Living Services umbrella division to connect and strengthen these four programs.

Community Living Services

Following the establishment of President Obama's Community Living Initiative "to ensure the fullest inclusion of all people in the life of our nation," the Department of Health and Human Services (HHS) established the Administration for Community Living (ACL). Establishing this single HHS organization focused on community living enhances and strengthens HHS efforts to support seniors and people with disabilities. The ACL now includes the Administration on Aging, the Administration on Developmental Disabilities, and the Office on Disability in a new entity that establishes a formal infrastructure to ensure consistency and coordination in community living policy across the Federal Government.

HHS established the ACL in order to achieve several important objectives:

- Reduce the fragmentation that currently exists in Federal programs addressing the community living service and support needs of both the aging and disability populations.
- Enhance access to quality healthcare and long-term services and supports for all individuals.
- Promote consistency in community living policy across other areas of the Federal Government.
- Complement the community infrastructure, as supported by both Medicare and other Federal programs, in order to better respond to the full spectrum of needs of seniors and persons with disabilities.

On July 5, 2012, through executive order, Governor Hickenlooper established the Office for Community Living within Colorado’s Department of Health Care Policy and Financing to “prepare our long-term services and supports system for the coming ‘wave of wisdom’, when the nation’s population age 65 and older is projected to double. By 2021, the number of older adults in Colorado is expected to increase by 54 percent.”

NWCCOG is anticipating significant increases in its older adult populations as well. Therefore, to effectively prepare for this increase in demand for services, and to remain aligned with the Federal and State philosophies and funding opportunities, NWCCOG has selected to mirror this structure by binding the Alpine AAA, RTCC, ADRC, and C4HCO Regional Assistance Hub together under a Community Living Services division.

The Increasing Demand for Services within the Region

The State demographer’s forecasts show the following increases in NWCCOG’s age 65+ population by the year 2030:

Eagle, Grand, Summit Counties: 250% or greater increase

Pitkin County: 75 – 150% increase

Jackson County: 50 – 75% increase

Table A1. Region 12 Population Forecast by Age
Colorado State Demography office

AGE	2010-2020	2020-2030	2030-2040
65 – 90+ % change	121.0%	52.7%	28.7%
65 – 90+ change in population	10,930	10,525	8,751

The combination of increasing senior populations and Medicaid enrollments will quickly overwhelm our region’s current resources. For this reason, NWCCOG now looks to increase

service capacity across the region and position itself to be eligible for new sources of funding that has become available as a result of the Community Living Initiative and the Affordable Care Act.

Table A2. Region 12 Change in Medicaid Enrollment
Colorado Department of Health Care Policy and Financing

County	31-Dec-13	30-May-14	Increase in Enrollments	Percent Increase Pre to Post Enrollment
Eagle	4,178	5,831	1,653	39.6%
Garfield	8,523	11,227	2,704	31.7%
Grand	1,132	1,780	648	57.2%
Jackson	214	291	77	36.0%
Moffat	2,303	3,083	780	33.9%
Pitkin	537	1,101	564	100.5%
Rio Blanco	840	1,156	128	15.2%
Routt	1,885	2,987	1,102	58.5%
Summit	1,931	2,996	1,065	55.2%

The NWCCOG Community Living Services programs will develop sustainable business plans to meet the anticipated increase in demand for services by coordinating outreach efforts, expanding partnerships, and diversifying funding sources. The Community Living Services division has the potential to grow into an enterprise center with a positive fund balance reserve to equalize and stabilize the division's collective funding stream.

Priority Actions:

- **Develop a Community Living Services (CLS) menu of service products.**

Objectives:

- Develop products and processes. Build from existing tools, if available.
- Determine fee schedule and billing systems.
- Develop business plan to show how services will be implemented and managed including costs covered, critical mass needed, competition, and data tracking systems to show evidence based outcomes, actual savings to partners, etc.
- Develop marketing plan and materials for products.

- **Market Community Living Services products and services to hospitals, healthcare providers, Medicaid, Medicare, and others.**

Objectives:

- Implement marketing plan.
 - Meet with new partners to develop positive working relationships.
 - Set up contracting arrangements for fee for service.
 - Develop shared data collection systems to measure activity, progress, and results.
- **Coordinate work plans for all Community Living Services programs to support person-centered community life.**

Objectives:

- Develop a regional volunteer coordination program that supports all four CLS programs.
- Apply for the regional State Health Insurance Assistance Program (SHIP) contract in 2015 to add Medicare counseling to fill the gap in the CLS services.
- Coordinate between programs to simplify and consolidate costs, data collection, and reporting where possible.
- Seek opportunities for shared funding sources.
- Work from a shared client database to facilitate information sharing, reduce redundancy, and enhance customer service.
- Actively seek opportunities to support and partner with the other CLS programs.

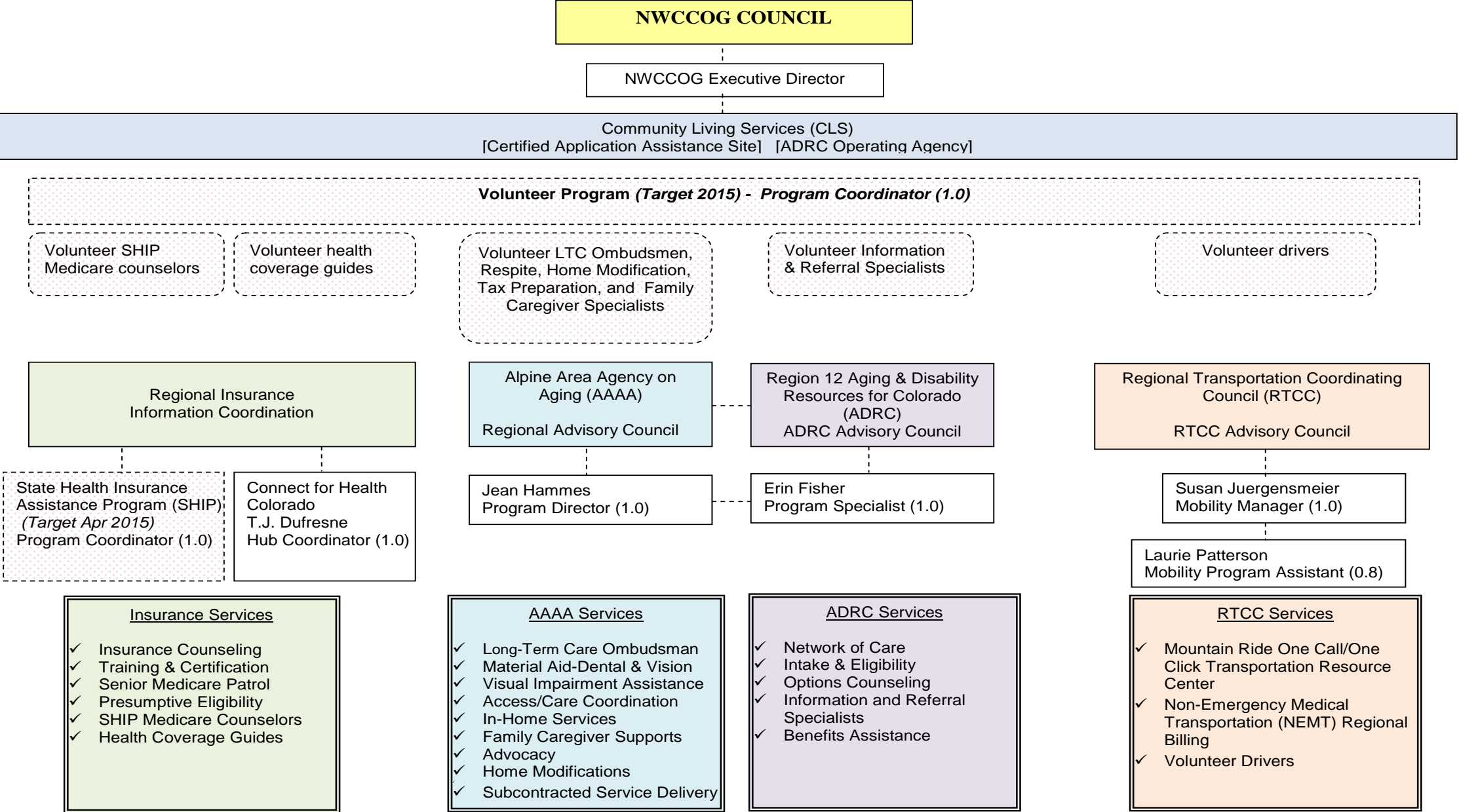
Acronym Key

AAA	Area Agency on Aging
ACL	Administration for Community Living
ADRC	Aging and Disability Resources for Colorado the national reference is: Aging and Disability Resource Centers
AoA	Administration on Aging
C4A	Colorado Association of Area Agencies on Aging
C4HCO	Connect for Health Colorado
CCB	Community Centered Boards
CCTP	Community-Based Care Transitions Program
CDOT	Colorado Department of Transportation
CLS	Community Living Services
CMAC	Colorado Mobility Action Coalition
CMS	Centers for Medicare and Medicaid Services
DAV	Disabled American Veteran
FTA	Federal Transit Administration
HCPF	Colorado Health Care Policy and Financing
HHS	Health and Human Services
I&R	Information and Referral
ILC	Independent Living Centers
LCC	Local Coordinating Council
LTSS	Long Term Services and Supports
MOU	Memorandum of Understanding
MSAA	Mobility Services for All Americans
MSO	Military Service Organization
n4a	National Association of Area Agencies on Aging

NEMT	Medicaid Non-Emergent Medical Transportation
NWD	No Wrong Door
PSA	Planning and Service Area
RCCO	Regional Care Collaborative Organizations
RFP	Request for Proposal
RSVP	Retired and Senior Volunteer Program
RTCC	Regional Transportation Coordinating Council
SCC	State Coordinating Council (Colorado Interagency Coordinating Council for Transportation Access and Mobility)
SHIP	State Health Insurance Assistance Program
SUA	Colorado State Unit on Aging
TPR	Transportation Planning Region
VFW	Veterans of Foreign Wars
VSO	Veterans Service Officer
VTCLI-1	Veterans Transportation and Community Living Initiative phase 1
VTCLI-2	Veterans Transportation and Community Living Initiative phase 2
VTTF	Veterans Transportation Task Force

Proposed 2015 NWCCOG Community Living Services (CLS)

Proposed new positions

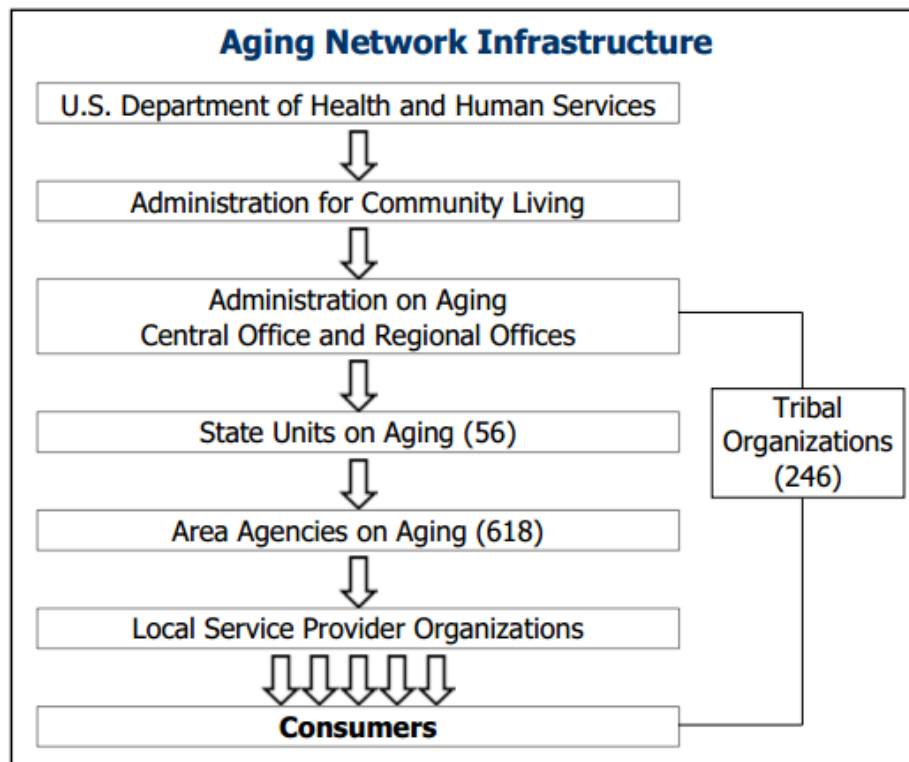


Northwest Colorado Council of Governments Alpine Area Agency on Aging

National Background

The Older Americans Act (OAA), signed into law on July 14, 1965 (P.L. 89-73), established the Administration on Aging at the Federal level, and is the lead partner of the National Aging Network. In 1973, an amendment to the federal OAA required states to separate their aging Planning and Service Areas (PSA) and to designate Area Agencies on Aging (AAAs) to implement programs and services for older adults, referred to as the aging network. In Colorado, the State Unit on Aging and 16 Area Agencies on Aging were established with the responsibility of developing a comprehensive and coordinated system of home and community-based services of older persons and their family caregivers. The mission of the aging network is to support older adults to live with dignity and independence at home and in the community for as long as possible.

Figure B1. Aging Network Infrastructure
Administration on Aging



The OAA, as amended, is structured as follows (condensed):

Throughout all the amendments to the OAA, the main tenet of the Older Americans Act has remained basically the same: to foster maximum independence by providing a wide array of community based services and protections to those older persons with the greatest economic and social needs.

The key philosophy has been to enable specialized assistance to older adults so that they can lead independent, meaningful, and dignified lives in their own homes, avoiding unnecessary or premature institutionalization. Should an older adult require institutionalization, the concern is then to provide protection and preservation of their rights and dignity.

All older Americans and their family caregivers are eligible to receive services. There is no income determination to receive OAA services, nor is there a charge to receive services. The OAA gives specific attention to those individuals who are in greatest economic and social need, and provides for targeting resources to help ensure those most in need receive assistance.

State & Local Background

Since its inception in 1978, the Alpine Area Agency on Aging is the designated regional planning and service agency for Region 12, and is housed and operates under the state designated sponsorship of the Northwest Colorado Council of Governments. As required by the OAA, the Region 12's Area Plan on Aging is carried out through programs provided directly by the Alpine Area Agency on Aging and through contracts with community-based agencies to provide a continuum of services. The Alpine Area Agency on Aging has many options to help older adults 60 years of age and older remain independent in the community, including support services, nutrition services, health promotion programs, legal services, long-term care ombudsman, family caregiver supports and more through our network of funded and partner providers.

The State Unit on Aging grants each area agency on aging a portion of the total Older Americans Act funds based on an intrastate funding formula that takes into account the number of persons aged 60+ in the area, the number of persons aged 75+ in the area, the number of 60+ who live in poverty, and the number of 60+ who live in rural sections of the PSA.

Vision

The vision of the Alpine Area Agency on Aging is to provide a comprehensive and coordinated system of services for the older population (60+) of Region 12.

Mission

The mission of the Alpine Area Agency on Aging is to identify needs, provide programs and services, and increase community awareness to promote the dignity, independence, and well-being of Region 12's older citizens.

Current Status

The landscape for area agencies on aging is changing. The 2006 reauthorization of the OAA included a forward looking strategy that enhances the Aging Network's interface with the modernization of our nation's system of long-term care alongside our healthcare system, giving people greater choice, control, and independence as they age. This strategy builds on and integrates the best practices of other Health and Human Services (HHS) initiatives including No Wrong Door/Aging & Disability Resource Centers (ADRCs), Community Living Program (CLP), Own Your Future Long-Term Care Awareness Campaign, Cash & Counseling Demonstration Program (consumer direction), Evidence-Based Disease Prevention, Community-based Care Transitions Programs (CCTP), Veterans' Directed Home and Community-Based Services (VDHCBS), and the Money Follows the Person programs.

In Colorado, three initiatives are in development: the Colorado Choice Transitions-Money Follows the Person, and the State Demonstration to Integrate Care for Dual Eligible Individuals. These offer AAAs an opportunity to partner with health providers and Colorado Department of Health Care Policy and Financing to provide a source of revenue for service delivery, to further the Alpine AAA's mission, and to align efforts that strengthen the coordination of community-based services and care for the older adults in our rural region.

Figure B2. Where Aging Services Connect to the
Community-based Care Transitions Program

*Sustaining Networks: Marisa Scala-Foley, Administration for Community Living
Office of Policy Analysis and Development, Center for Disability & Aging Policy*

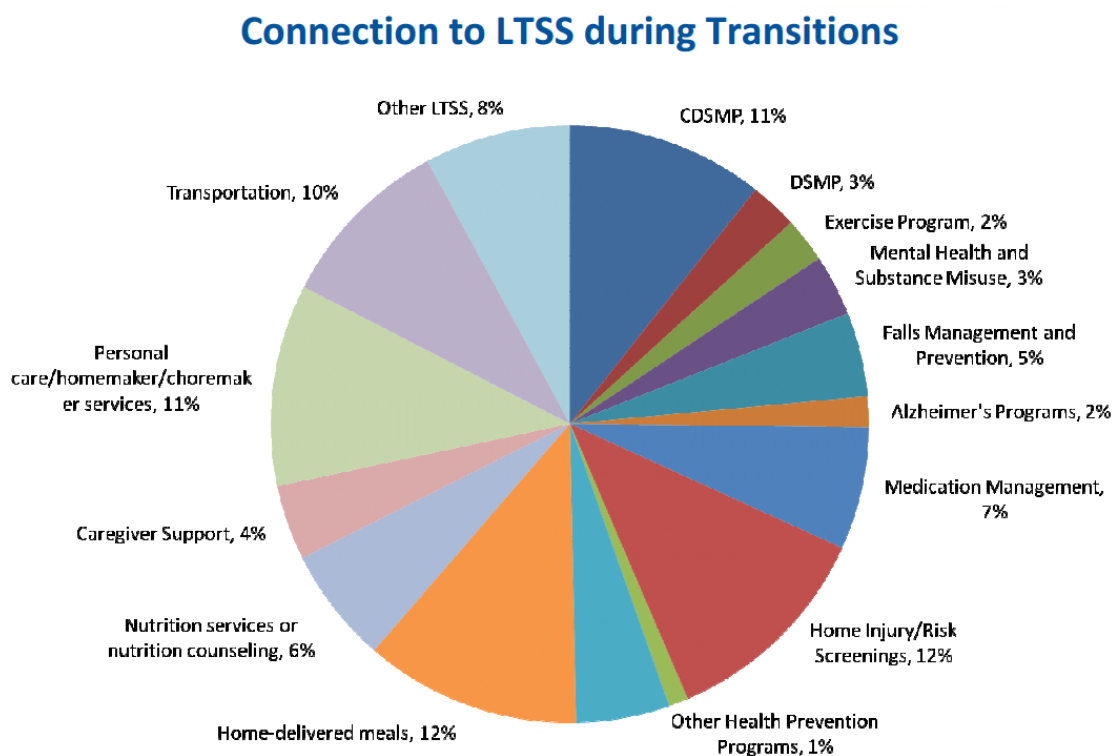
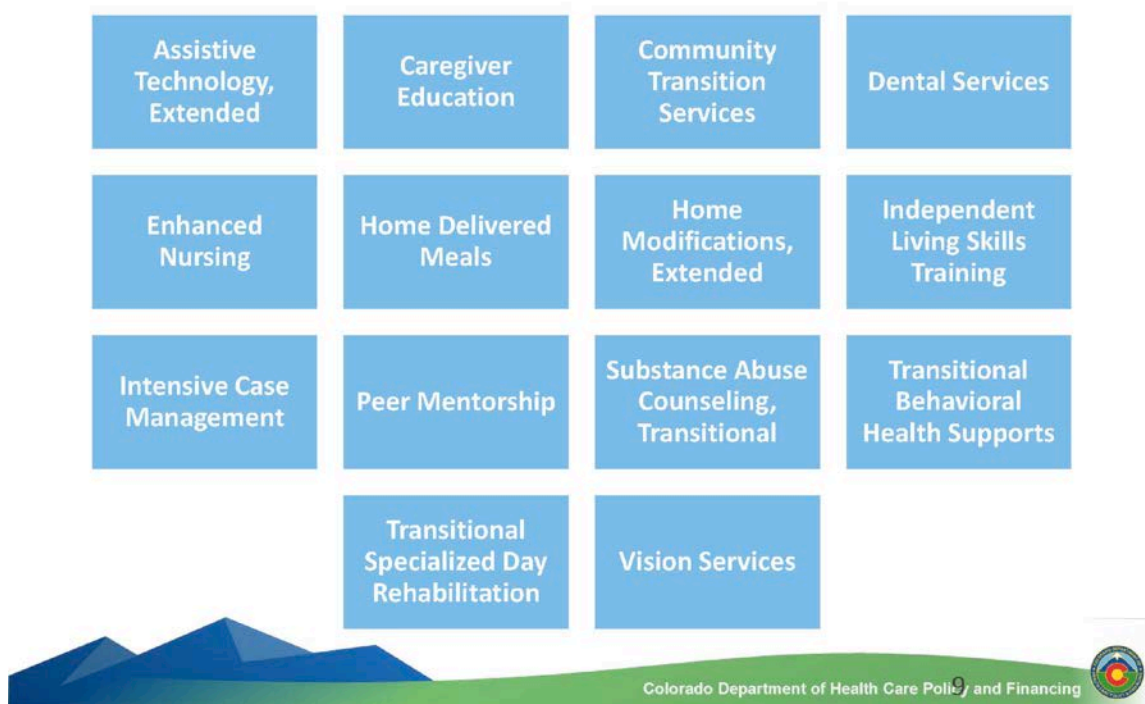


Figure B3. Where Aging Services are Part of the Enhanced Home and Community-based Demonstration Services in the Colorado Choice Transitions (CCT), a Money Follows the Person initiative
Colorado Choice Transitions presentation; Kathy Cebuhar, Colorado Choice Transitions, Department of Health Care Policy and Financing

CCT Demonstration Services



The creation of the Administration for Community Living (ACL) in 2012 at the Federal level brings together new relationships between programs for aging people and people with disabilities that focus attention and resources on the unique needs of older Americans and people with disabilities across the lifespan. The Administration on Aging is a part of the new Administration for Community Living.

In addition to providing the core services funded under the OAA, area agencies on aging must build their business acumen to be sustainable. With the passage of the Patient Protection and Affordable Care Act (H.R. 3590), in March 2010, there is a new conversation on the connections between community services, healthcare, and long term services and supports, and how these three interplay as a person ages. Service system reforms are shaping what is happening today. U.S. Assistant Secretary for Aging, Kathy Greenlee, has been at the forefront of these

discussions. In March 2014, she addressed the Colorado State Unit on Aging and the area agencies on aging. She communicated the changes that are happening and positioning of the aging network for the opportunities, as well as what this network has to offer. For the area agencies on aging, there are growth opportunities to consider and to look at how we can contract and be paid for our expertise in aging: our values, our information and assistance, our knowledge. At the July 2014 n4a Annual Conference, Kathy Greenlee emphasized that in addition to providing the core services funded under the OAA, area agencies on aging must build their business acumen to be sustainable, increase use of technology, and be better able to demonstrate outcomes. It is changing who we are, but not changing the mission and why we exist: it's about staying in the game.

As the number of older Americans continues to increase, the Federal support for aging services has not kept pace. Three of Region 12's counties will have a greater than 250% change in their 65 population by 2030. Targeting and prioritization of OAA funded services has been added because we cannot serve every older adult.

Table B1. Population Change in NWCCOG's Age 65+ Population by the Year 2030
Colorado State Demography office

County	Percent Increase
Eagle	250% or Greater
Grand	250% or Greater
Summit	250% or Greater
Pitkin	150% Increase
Jackson	75% Increase

In addition, the characteristics and needs of the older adult population are also changing. Individuals with disabilities are living longer and are experiencing the effects of aging.

Table B2. Colorado 65+ Population Characteristics
AARP Public Policy Institute, Long-Term Care Profile of Colorado

Population Characteristics	Colorado
Individuals ages 75+ living alone	34%
Bachelor-level education or higher, ages 65+	27%
Median household income, ages 65+	\$36,759
At or Below Federal Poverty Level (FPL), ages 65+	8.5%
At or below 200% of FPL, ages 65+	28%
Women ages 75+ at or below FPL	13%
Disability rates, ages 65 and older	
Sensory disability	16%
Physical disability	26%
Mobility disability	15%
Self-care disability	9%
Cognitive/mental disability	10%
One or more disabilities	37%

The establishment of the state’s Office of Community Living (Executive Order D 2012-027) is addressing Colorado’s increase in the older adult population and the need to better align services and supports. It is developing recommendations to redesign all aspects of the long-term services and supports delivery system, including service models, payment structures and data systems to create efficient and person-centered community based care. The Community Living Advisory Group, under this Office, is recommending necessary changes to the system, and this is inclusive of Colorado’s aging network.

The AlpineAAA is at a crossroads. We can maintain the status quo and be less competitive, or, perhaps be one of the agencies that fade and close. We prefer to set the future direction for the Alpine AAA and move forward with developing a strategic plan (not just a four-year area plan) to meet the challenges of aging services in the future and to be prepared for the evolving federal and state strategic visions means change and we must embrace change. *“It is not the strongest of the species that survives, nor the most intelligent that survives. It is the one that is most adaptable to change”-Charles Darwin*

The AlpineAAA is developing a sustainable business model to develop the business acumen of the agency and prepare our services and supports to better serve more people and to remain viable and relevant. The strategic priorities below are to build upon the existing resources and expertise in Region 12, to advance the principles and mission of the Older American Act, to diversify funding resources, and to be a part of the full spectrum of a coordinated system of services and support and integrated care opportunities. This could include an alignment with federal and state initiatives, with federal-state shared program partnerships, and shifting to a regional service delivery structure to be considered for and be positioned to take advantage of future funding streams.

The Alpine Area Agency on Aging's overall approach for achieving goals is to support initiatives - in partnership with other agencies and national - that strengthen the capacity of the agency and the region's aging services network to advance systemic changes in the nation's system of care in a manner that will make our system of long-term care more consumer-directed and supportive of community-living. The Alpine Area Agency on Aging will continue to focus on initiatives that build on the latest research and best practices from the field and capitalize on the unique assets and core programs inherent in the OAA.

The Alpine Area Agency on Aging will use the priorities to position the agency to respond to the opportunities and prepare for challenges.

Priority Actions:

- **Build Our Financial and Operating Capacity:** Implement continuous improvement practices that result in accountability, transparency, and maximized operating efficiently and effectiveness with a culture that supports divergent business functions and initiatives.
 - Develop a sustainable business model for the Alpine Area Agency on Aging that can respond to the changing world of aging services and can generate diversified revenues and resources to expand services and improve the lives of older adults in Region 12.
 - Strengthen the Alpine Area Agency on Aging's organizational operations and administrative capacity and build the infrastructure to position the program for new options and opportunities and resources.
- **Program Development:** Provide the most innovative and highest quality programs and services.
 - Modernize the Older American Act Programs with investments in the Aging & Disability Resources for Colorado (ADRC), coordinated regional transportation, evidenced-based disease prevention programs, and consumer-directed service provision.
 - Deploy state-of-the-art practices in home and community-based services. This includes facilitating consumer choice using evidence-based strategies, ongoing skills training and certification, and adopting performance-based approach to demonstrate outcomes and value.
 - Coordinate Older American Act services with federal and state initiatives through shared program partnerships. Consider regional service delivery to be positioned and structured to take advantage of future funding streams.
- **Cultural Alignment:** Cultivate a positive environment that actively engages program staff, council and volunteers to achieve priorities and realize the program's vision.
 - Focus the program's leadership, and the Region 12 aging services network, on the prioritized opportunities and resources.

- Continue participation in key state, regional and national groups to stay current on trends, policy directions, and resources.
- Engage older adults, caregivers, and adults with disabilities in establishing diverse programs that result in sustainability and growth.
- Marketing/Communication: Execute a communication strategy designed to inform and activate existing and potential consumers, and attract critical partners.

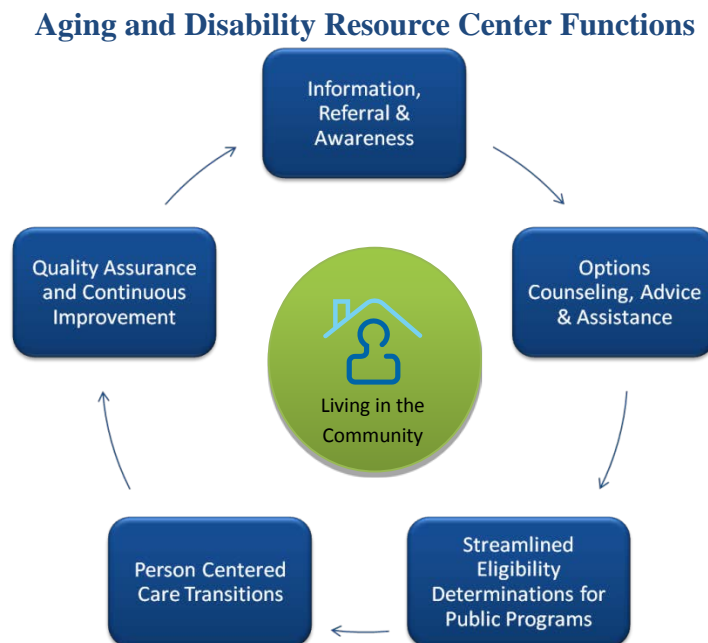
Northwest Colorado Council of Governments Aging and Disability Resources for Colorado (ADRC)

National Background

The Aging and Disability Resource Center (ADRC) is a collaborative effort of the U.S. Administration on Community Living (ACL) and the Centers for Medicare & Medicaid Services (CMS). ADRCs serve as single points of entry into the Long-Term Services and Supports (LTSS) system for older adults and people with disabilities. Through integration or coordination of existing aging and disability service systems, ADRCs raise visibility about the full range of options that are available, provide objective information, advice, counseling and assistance, empower people to make informed decisions about their long term supports, and help people more easily access public and private long term supports and services programs.

The goal of the ADRC is to use Information and Referral (I&R) and Options Counseling to enable service providers and consumers to work together to best fit the services to meet the desires of the consumer. Using a person-centered, self-directed approach, consumers who choose to navigate long-term care systems on their own are given the information they need, while those who request more involvement by an options counselor or care navigator, may be assisted every step of the way. The ADRC's No Wrong Door approach serves people of all income levels and disabilities across the age continuum.

Figure C1. Aging and Disability Resource Center Functions
Aging and Disability Center Technical Assistance Exchange



State & Local Background

Colorado received the ADRC grant in 2005. The original name for Colorado's ADRC was Adult Resources for Care and Help (ARCH), but the name was changed in April 2014 to the current Aging and Disabilities Resources for Colorado (ADRC) to better reflect the mission of streamlined access to long-term services and supports to both older adults *and* people with disabilities.

Vision

The vision of the Colorado ADRC is to:

- Serve as a visible and trusted source of information on the full range of long term services and support options that are available in the community.
- Provide personalized and consumer friendly assistance to empower individuals to make informed decisions about their service and support options.
- Provide coordinated and streamlined access to all publicly supported long term services and supports options so that consumers can obtain the care they need.
- Provide options counseling in a person centered interactive, decision support process whereby individuals are supported in their deliberations to make informed choices regarding long term services and supports in the context of their own preferences, strengths, and values.
- Assist individuals in planning for their future long term services and support needs.

Mission

The mission of the Colorado ADRC is to provide a coordinated and streamlined access point to long-term services and supports to serve people of all income levels and disabilities throughout the age continuum and their caregivers. ADRC empowers older adults, adults with disabilities, and caregivers to navigate health and long term care options by providing options counseling in a person centered manner.

Current Status

The Region 12 ADRC currently provides one of the core components of a fully functioning ADRC, Information and Referral (I&R). This component is achieved through the Network of Care (www.region12networkofcare.org), the web-based, searchable and comprehensive resource database for older adults and adults with disabilities in Region 12's five counties. The Region 12 ADRC is in the process of inviting members to join the Advisory Council for the purpose of providing input and guidance, as required by the ADRC Policy and Procedures Manual. The Advisory Council will hold its first meeting by the end of 2014.

Priority Actions:

- Strengthen the capacity of the No Wrong Door (NWD)/ADRC system to serve people of all income levels and disabilities across the age continuum by adopting a “No Wrong Door” approach that operationally involves a wide array of community agencies and organizations that can effectively serve all populations and their family caregivers.
- Develop financially sustainable NWD/ADRC model that includes revenue from multiple public programs (including Medicaid, Medicare, the Older Americans Act, the Veterans Health Administration, the Rehabilitation Act, and other programs).
- Use a common entry point system to provide access to all publicly supported long-term care to perform the functions of client screening, assessment, care planning, and targeting individuals at risk of nursing home placement and spend down to Medicaid.
- Participate in and support the commitment of the ADRC network state-wide to report to the State Unit on Aging the individuals from whom information/referral contacts were received, unduplicated options counseling service units were provided, and the individuals who were enrolled in Medicaid Long-Term Services and Supports (LTSS).
- Collaborate with a contracted consultant to develop a sustainable business model, in coordination with the Colorado Association of Area Agencies on Aging (C4A) and The Colorado Health Foundation, and begin implementation of an evaluation plan of ADRC, which may include factors of cost-effectiveness and/or sustainability.
- Continue to incorporate and strengthen strategies to better integrate the disability community with ADRC practices:
 - Review resources with the Alpine Area Agency on Aging (AlpineAAA), our three Independent Living Centers (ILC) and three Community Centered Boards (CCB) to confirm the accuracy of referrals.
 - Partner with the AlpineAAA, three ILCs and three CCBs to create and execute an outreach strategy to inform all consumers about ADRC services.
 - Work with the AlpineAAA, three ILCs and three CCBs to prevent duplication of options counseling services in the region.
- Collaborate in the finalization of a Region 12 ADRC site business plan that includes a model for sustainability.

- The NWCCOG will serve as the Region12 ADRC operating agency, coordinating the fiscal management and reporting for the ADRC.
- Serving as the common entry point, the Region 12 ADRC will become fully functioning by providing these program components/core functions:
 - Information and Referral
 - Options Counseling
 - Streamlined Eligibility Determination for Public Programs
 - Person-Centered Transition Support
 - Involve Consumer Populations, Partnerships, and Stakeholder Involvement
 - Quality Assurance and Continuous Improvement
- Ensure that ADRC staff meets federal and state requirements as it relates to training and certification on specialized content. Training and/or certification may include, but is not limited to, Alliance of Information and Referral Systems (AIRS), Consumer-Directed Service Delivery, Behavioral Supports, Mental Health, Motivational Interviewing, Care Coordination, Options Counseling, Person Centered Care, and recommendations for training made through the Community Living Advisory Group.

**Northwest Colorado Council of Governments
Regional Transportation Coordinating Council
One-Call/One-Click Transportation Resource Center**

National Background

The need for transportation is increasing nationwide with older adults, people with disabilities, individuals who are economically disadvantaged, and veterans. Demand exceeds supply and will do more so in the future. Organizations such as the American Red Cross, Easter Seals, the Community Transportation Association of America (CTAA), Federal Transit Administration (FTA), National Association of Area Agencies on Aging (NAAA), National Center on Senior Transportation (NCST), and Veterans Administration (VA) have all addressed the need for transportation in one or more these populations.

The National Caregivers Library website (www.caregiverslibrary.org) reports that “currently, there are about 8.4 million senior citizens who depend on others for their transportation. Shortly, the numbers of older drivers will more than double, making the issue of senior transportation even more critical. In fact, according to the Administration on Aging, by the year 2030 the number of drivers over age 85 will be 4–5 times what it is today.....because the skills and abilities associated with driving tend to diminish with age—viable alternate forms of transportation for the elderly will continue to be an important issue for years to come.”

Bringing together funding sources, service providers, and transportation interests will maximize limited resources, provide more rides, and reduce duplication of rides.

National initiatives include:

United We Ride/Mobility Services for All Americans (MSAA) - an interagency Federal initiative that supports states and local communities in developing coordinated human service delivery systems, generally focused around public transit. In addition to coordination grants, United We Ride provides state and local agencies with transportation, coordination, and planning self-assessment tools, technical assistance, and other resources. Eleven federal agencies and one Presidential initiative form the United We Ride program.

Veterans Transportation and Community Living Initiative (VTCLI) - an innovative, federally coordinated partnership that will make it easier for veterans, active service members, military families, and others to learn about and arrange for locally available transportation services that connect them with work, education, healthcare, and other vital services in their communities. Drawing on existing federal resources, and in consultation with advocates for veterans and people with disabilities, projects are being funded in urban, suburban, and rural communities around the nation to strengthen and promote "one-call/one-click" information centers and other

tools that conveniently "connect the dots" as never before. As a result, these deserving men and women and their families may quickly and conveniently turn to trusted sources that have been specially trained to help them access local transportation options and other support services, ranging from workforce training to food pantry locations.

Veterans and military families are a traditionally under-served population when it comes to transportation access, so they're an important focal point. However, the VTCLI grant program is structured to fund projects that will potentially benefit anyone living within the jurisdiction of a grant recipient, with or without veteran status.

The initiative is developed and supported by members of the Federal Coordinating Council on Access and Mobility (CCAM). Council member participants include the Department of Transportation, VA, Department of Labor, and Health and Human Services. The Department of Defense and over a dozen leading veteran service organizations are also involved. The VTCLI grant program is managed and administered by the FTA.

State & Local Background

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.

In 2011, a Local Coordinating Council (LCC) grant was received from the Colorado Department of Transportation (CDOT) to hire a consultant to aid in the development of the RTCC. In 2012, a FTA Veterans Transportation and Community Living Initiative Phase 1 (VTCLI-1) grant was received to develop a One-Call/One-Click center to coordinate transportation for veterans, senior citizens and people with disabilities. Also in 2012, a regional Mobility Manager was hired to staff the RTCC to work on the development of a One-Call/One-Click Center, develop a regional billing mechanism for Non-Emergent Medical Transportation (NEMT), maintain a regional transportation services inventory, including both human services agencies and transit providers, and conduct a detailed gap analysis of the transit needs across the region to expand coordination of, and access to, existing and new resources. An additional grant, the Veterans Transportation and Community Living Initiative Phase 2 (VTCLI-2), was received to market the One-Call/One-Click Transportation Resource Center.

Vision

The vision of the RTCC is to provide the mechanism for regional transportation in rural Colorado that coordinates public transit providers and human service providers to meet the needs of the region's residents.

Mission

The mission of the RTCC One-Call/One-Click Transportation Resource Center is to coordinate, manage, consolidate, educate, promote, enhance, and facilitate a seamless access to transportation services for veterans, people with disabilities, older adults, and economically disadvantaged adult populations in the geographic region composed of Garfield, Pitkin, Eagle, Summit, Grand, Jackson, and Routt Counties.

Current Status

Regional Transportation Coordinating Council (RTCC)

The RTCC is the local coordinating council for a seven county rural area of northwest Colorado. RTCC efforts are focused on coordinating existing public and private transit providers with other human services providers by promoting, enhancing and facilitating access to transportation services through a coordinated system that is easily available to customers from anywhere in the region. The RTCC has been in existence for over three years and the enthusiasm and participation continues to grow.

Financial Contribution by members:

- The four major transit agencies on the RTCC (Summit Stage, Roaring Fork Transportation Authority, ECO Transit, and Steamboat Springs Transit) have each committed to contribute matching funds annually for the 5310 Mobility Manager grant for 2012 through 2015.
- The match for the VTCLI-1 grant is being met with funds from ECO Transit for their software match and the Alpine Area Agency on Aging.

Several sub-committees were formed to research pertinent topics to bring to the full council. Usually between five and six members served on each committee. Sub-Committees have included:

- RTCC Technology Sub-Committee: research the types of technology needed for the call center prior to the creation of the Request for Proposal (RFP).
- Policy & Procedure Sub-Committee: develop a manual for operation in regard to the relationship between the call center and vendors. (Still under development)
- Software RFP Evaluation Sub-Committee: evaluate the proposals received in response to the RFP.

RTCC Mountain Ride One Call/One Click Transportation Resource Center Website

The website will soon be up and running and will be entering a testing phase. Once the web portals are completed by RouteMatch Software, the site will go live. The website will have an information section on transportation options available by county in the seven-county region.

Through the web portals, clients can request transportation to appointments. The web address is www.mtnride.org and the toll free number is 1-844-mtn-ride (1-844-686-7433).

Medicaid Non-Emergent Medical Transportation (NEMT) Billing

On April 7, 2014, the NWCCOG received approval from Colorado Health Care Policy and Financing (HCPF) to proceed with our regional NEMT billing program. Summit and Grand Counties have completed the Memorandum of Understanding (MOU) process. Active implementation of the NEMT program is underway in these counties. Eagle, Pitkin, Jackson, and Routt Counties all have MOU's in process. This program has been a project of the RTCC since the beginning and has been discussed at all RTCC meetings, so members have a high interest in NEMT, especially the Health and Human Services representatives on the RTCC.

Priority Actions:

- Continued growth and participation on RTCC.
- Implementation of a volunteer driver program. Compile a list of volunteer driver programs that currently exist in the region and pursue in-house development of a volunteer driver program.
- Work with the State Coordinating Council (SCC), Veterans Organizations, Health and Human services and other funding agencies to break down funding and service silos.
- To continue collaboration with state and regional organizations including the Northwest Transportation Planning Region (TPR) and Intermountain Transportation Planning Region, Colorado Interagency Coordinating Council for Transportation Access and Mobility (State Coordinating Council - SCC), the I-70 Coalition, the Colorado Mobility Action Coalition (CMAC) and Colorado Association of Transportation Agencies (CASTA) on transportation issues in this seven county region.
- To strengthen collaboration with veterans, Veterans Service Officer (VSO) /Military Service Organization (MSO)'s and other veterans groups in the region and participate on the State Veterans Transportation Task Force (VTTF).
- Provide a single entry point for NEMT scheduling and billing. Establish Regional Medicaid Billing mechanism.

- Coordinate with transportation providers to overcome geographic barriers including distances between towns, people and medical facilities; Geologic/environmental challenges – mountain passes, canyons, inclement weather. Work with existing and potentially develop new transportation providers.
- Focus groups and meetings with VSO's, VFW posts, American Legion Posts, DAV and other organizations servicing veterans and their families on transportation needs, current available transportation options and challenges accessing/using transportation and transit.
- Research and complete an updated inventory of all transportation/transit providers and resources.
- Complete a survey of current veterans transportation riders, hold general public meetings, and in-services at VSO offices and veteran groups to determine where veterans and their families need to go to access healthcare and other services. Compare this listing to current routes provided by the transportation/transit providers.
- Complete implementation and training on all technical applications of the software.
- Market the new One Call/One Click Center Transportation Resource Center and provide transportation information to the general public in the RTCC area. This includes making presentations, completing evaluations and monitoring current programs. Create marketing materials for target audiences identified in focus groups.
- Advocate for public and specialized transportation service coordination by providing presentations to elected officials, interface with Regional Transportation Planning processes, inform and work with state representatives and senators regarding any changes in existing laws, etc.
- Develop financially sustainable One Call/One Click Transportation Resource Center that includes revenue from multiple public programs (including Medicaid) Write grant applications and seek new funding sources.

Northwest Colorado Council of Governments
Connect for Health Colorado
Northwest Colorado HUB

National Background

The Patient Protection and Affordable Care Act, commonly called the Affordable Care Act (ACA), is a United States federal statute signed into law by President Barack Obama on March 23, 2010. Together with the Health Care and Education Reconciliation Act, it represents the most significant regulatory overhaul of the U.S. healthcare system since the passage of Medicare and Medicaid in 1965.

The ACA was enacted with the goals of increasing preventive service coverage, Medicaid expansion, the creation of Insurance Marketplaces, specified health provisions – Advanced Premium Tax Credits (APTC), Cost Sharing Reductions (CSR), access to healthcare coverage if employer provided coverage is unaffordable or is not a Qualified Health Plan (QHP), caps on out of pocket maximums, elimination of lifetime health insurance coverage limits, wellness (preventative) coverage, and tiered health insurance plans based on cost and coverage benefit levels.

State & Local Background

The Connect for Health Colorado Marketplace history dates back to 2006, when the General Assembly passed Senate Bill 06-208 under Republican Governor Bill Owens. Senate Bill 06-208 established the Blue Ribbon Commission for Health Care Reform, which was known as the 208 Commission within the state. The Commission was charged with “studying and establishing healthcare reform models to expand healthcare coverage and to decrease healthcare costs for Colorado residents.” In 2008, under Democratic Governor Bill Ritter Jr., the Commission released its report with 26 recommendations. It included the concept of an individual mandate and a health insurance marketplace: create a “connector” to assist individuals and small employers to understand and choose among insurance options.

The General Assembly passed Senate Bill 11-200 in May 2011 to create the Colorado Health Benefit Exchange as a public, non-profit entity and set the direction for governance and an open marketplace model and became Connect for Health Colorado (C4HC). Connect for Health Colorado chose a statewide operational hub and spoke model for consumer support and education. It is a tiered support which includes the Assistance Network leads, HUB coordination, and Assistance Sites to provide in-person Certified Health Coverage Guides.

The Northwest Colorado Council of Governments was chosen to house the Northwest Colorado HUB to provide coordinated HUB services throughout Routt, Moffat, Rio Blanco, Garfield, Pitkin, Eagle, Summit, Grand, and Jackson counties. The Northwest Colorado HUB serves as a liaison between the Assistance Sites, local Health Coverage Guides, and Connect for Health Colorado.

Vision

The vision of the Northwest Colorado Connect for Health HUB is to provide coordination services and technical support, build community partnerships to effectively educate consumers and businesses, assist Connect for Health Colorado, Medicaid, CHP+, and Medicare consumers with their enrollment in qualified healthcare coverage, and promote utilization of preventive care services across all ages.

Mission

The mission of the Northwest Colorado HUB is to identify the uninsured in the Northwest Region, provide them with helpful access to health insurance coverage for all individual and small business consumers, and educate consumers about the various aspects of health insurance coverage to include preventive care.

Current Status

Colorado's Insurance Marketplace was one of the four most successful in the nation – along with Kentucky, Connecticut, and Washington. Specific strategies and approaches were identified which attributed to their success. Post open-enrollment focus groups determined what contributed to their success and identify areas of improvement. Some of the key outcome success elements include:

- Recognition that enrollment requires time and education.
- Recruitment of a diverse group of assisters with ties to local communities.
- Development of strong relationships between stakeholders.
- Coordinated assistance through a regional hub and spoke model.
- Collaboration with stakeholders early and often.

Of particular note is the hub and spoke model. The Northwest Colorado HUB (HUB) directly performed most of the elements listed which have been integral for our rural region's enrollment success. The hub and spoke model provides effective coordination, an established systematic on the ground support, technical assistance for Health Coverage Guides as well as for consumers, a critical technical feedback for system operations and technical engineers, input on statewide

Marketplace improvements with both the on-line system as well as the on-site health coverage assistance quality and efficiency. It also played a major role in engaging the community and form partnerships.

Further, the HUB liaisons between the Assistance Sites, local Health Coverage Guides, and Connect for Health Colorado. Also, the HUB works to facilitate community awareness of the Connect for Health Colorado Marketplace, the Affordable Healthcare Act, awareness of in-person Health Coverage Guide assistance, as well as the availability of telephone and on-line support. The HUB works to create coordinated partnerships with local social service agencies, healthcare providers, insurance agents/brokers, and service oriented non-profit organizations to provide consumers with more health coverage access for the uninsured and those who may benefit from insurance coverage through the Connect for Health Colorado.

The HUB also participates in the identification of federal and state policy gaps, the design and implementation of effective working place policies and procedures, identification of professional development needs, outreach coordination and implementation, and establishment of a framework for best practices in health insurance coverage consumer education.

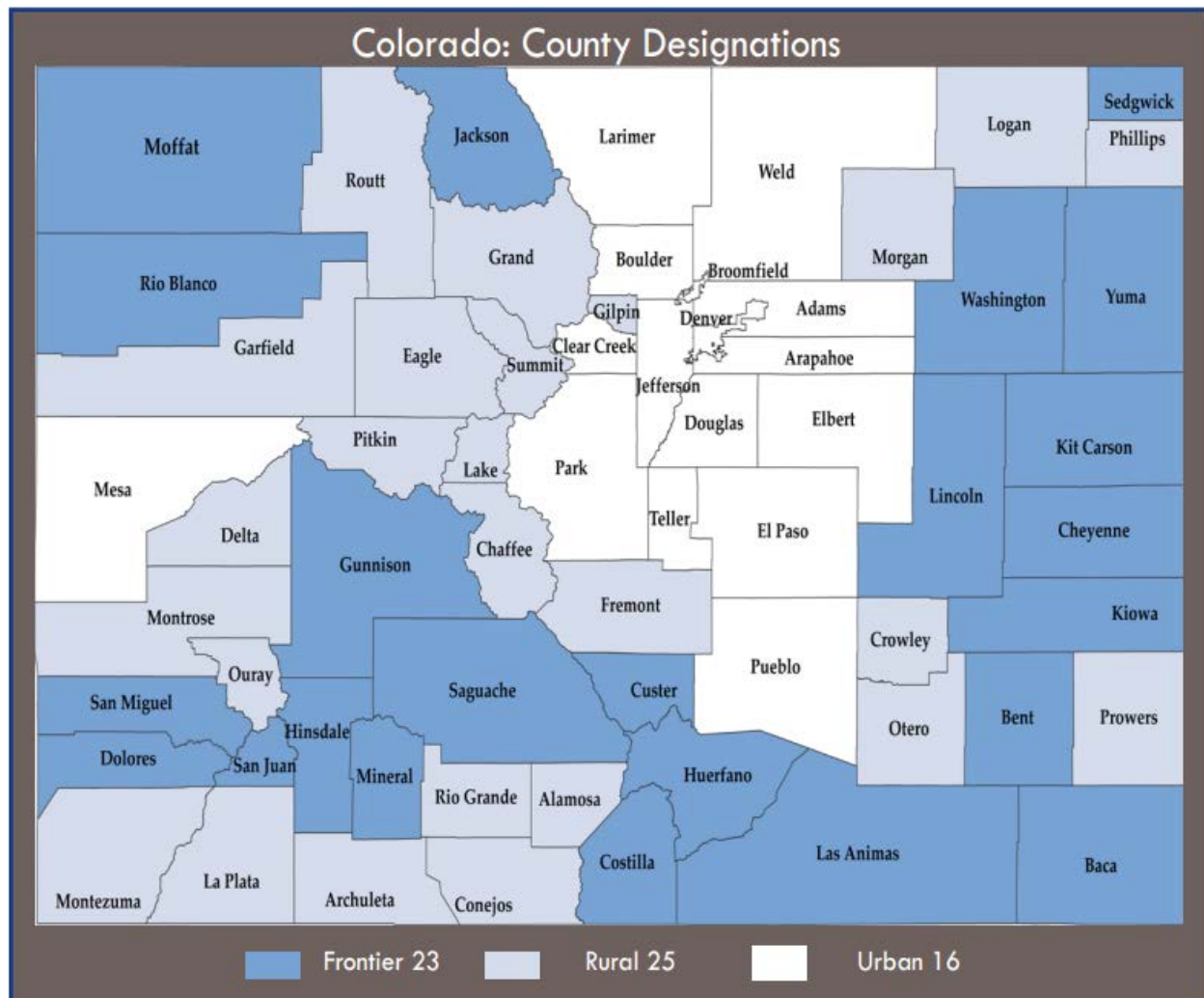
Rural Barriers to Obtaining Health Insurance

In the Connect for Health Colorado NW Region, six counties are classified as rural (Eagle, Garfield, Grand, Pitkin, Routt, Summit) and three are classified as frontier (Jackson, Moffat, Rio Blanco).

As such, there are barriers to obtaining health insurance. These barriers include cost and that the population is largely self-employed or small business owners, which often lack the buying power of larger businesses. Additionally, our counties also have a high amount of seasonal recreation industry employees, which often do not receive health insurance through their employers. Of the 10 counties in Colorado with the highest rates of uninsured adults, nine of those counties are rural, including the NWCCOG member counties.

The average rate of uninsured adults among Colorado's rural counties is nearly 23 percent, compared to 18 percent for the average rate of uninsured adults among Colorado's urban counties. Summit County has the largest percentage of uninsured in the state. The average rate of uninsured children among Colorado's rural counties is nearly 16 percent, compared to just over 9 percent on average of uninsured children among Colorado's urban counties.

Figure E1. Colorado County Designations
Colorado Rural Health



In order to reach more of our uninsured populations, we increased outreach and enrollment efforts January through March, 2014. As you can see in the table located on page 29, the numbers of Connect for Health Colorado enrollments jumped as our outreach continued and awareness of the looming enrollment deadline approached.

Healthcare Insurance Enrollment

Outreach efforts throughout our region revealed the need for conscious collaboration to address the cross-over needs of Northwest consumers' health insurance coverage understanding and enrollment. Consumers in our region demonstrated the need for assistance and information regardless of the source they obtained their health insurance (private policies, Medicaid, CHP+, employer plans) – whether it is from the Connect for Health Colorado Marketplace on-line or with Health Coverage Guides, through insurance agents or brokers. Because we were not

equipped to assist Medicare beneficiaries, we had to turn to turn them away for enrollment assistance. If we had Medicare assisters available to counsel and enroll Medicare recipients at the enrollment events, we would have had more health insurance enrollment successes. We did provide marginal information for individuals who would transition to Medicare in the coming year as well as provide some support for families with multiple health insurance coverage sources. This is an identified efficiency gap in health coverage community support in our region and in the state as a whole.

Northwest Colorado Enrollment Effort Outcomes

HUB collaboration efforts for enrollment outreach and health insurance education has been deemed successful in our Northwest Colorado by Connect for Health Colorado. In our Northwest Region, concentrated efforts included uninsured consumers who would obtain insurance through Connect for Health Colorado as well as consumers who qualified for Medicaid and CHP+. We experienced high demand for in-person assistance and were at full assistance capacity at our enrollment events. Many people throughout the state reported they were unable to meet with Health Coverage Guides because of capacity issues during the peak enrollment period February 15th – March 31st. There continues to be demand for in-person assistance during the post open enrollment period, primarily for consumers who have experience a Qualifying Life Event which opens up a Special Enrollment Period (SEP) for them. Additional consumers who we continue to assist are those who have had a life change event or are now aware of the financial assistance they may be eligible for.

Table E1. Northwest Colorado Connect for Health Enrollment January-April 22, 2014
Connect for Health Colorado

Northwest Colorado Connect for Health Colorado Enrollment January to April 22, 2014				
County	Dec 31 2013	Apr 22 2014	Increase in Enrollments	Percent Increase
Eagle	492	1,653	1,161	336%
Garfield	387	1,057	670	273%
Grand	215	614	399	286%
Jackson	16	44	28	275%
Moffat	68	189	121	278%
Pitkin	667	1,599	932	240%
Rio Blanco	13	72	59	554%
Routt	613	1,389	776	227%
Summit	365	1,106	741	303%

Medicaid

Colorado qualified more than 25,000 adults for its expanded Medicaid program through November 2013. Another 10,000 people enrolled in that program were transferred to expanded Medicaid coverage in January. In total, 35,000 individuals, or more than 20 percent of the 160,000 uninsured, are now insured.

Although, Medicaid enrollment is allowed any time of the year, the Colorado Department of Healthcare Policy and Financing indicates that the increase in Medicaid enrollment numbers reported below are a reflection of active engagement of consumers to provide uninsured access to health insurance coverage.

Table E2. Northwest Colorado Medicaid Enrollment January 1-May 31, 2014
Colorado Department of Health Care Policy and Financing

County	31-Dec-13	30-May-14	Increase in Enrollments	Percent Increase Pre to Post Enrollment
Eagle	4,178	5,831	1,653	39.6%
Garfield	8,523	11,227	2,704	31.7%
Grand	1,132	1,780	648	57.2%
Jackson	214	291	77	36.0%
Moffat	2,303	3,083	780	33.9%
Pitkin	537	1,101	564	100.5%
Rio Blanco	840	1,156	128	15.2%
Routt	1,885	2,987	1,102	58.5%
Summit	1,931	2,996	1,065	55.2%

Enrollment Forecast Estimates for Medicaid in Colorado

The Colorado Health Foundation conducted analyses of enrollment estimates published in July of 2013 which forecasts higher Medicaid enrollment for both currently eligible and expansion populations. The following includes information obtained from the report.

The Congressional Budget Office (CBO) estimated that approximately 5.5 million people will lose employer sponsored insurance nationally as a direct result of the ACA's provisions. Although the CBO made no state-level estimates, their assumed national rate applied to Colorado's population would estimate about 90,000 losing employer-sponsored insurance.

Table E3 below displays the Colorado forecast for enrollment eligibility increase with full Medicaid expansion, without Medicaid expansion, and the difference that represents the effect of expansion for FY 2025-26, the final year included in this analysis.

Table E3. Additional ACA Colorado Medicaid Enrollment under
Different Expansion Scenarios FY 2025-2026
Colorado Health Foundation

Enrollment Category	No Medicaid Expansion	Full Medicaid Expansion	Impact of Medicaid Expansion
Currently Eligible Children	4,178	5,831	1,653
Currently Eligible Parents to 60% FPL	8,523	11,227	2,704
Currently Eligible Parents 60% to 100% FPL	1,132	1,780	648
Newly Eligible Parents 100% to 138% FLP	214	291	77
Newly Eligible Adults without Dependent Children to 100% FPL	2,303	3,083	780
Newly Eligible Adults without Dependent Children to 100% to 138% FPL	537	1,101	564

Enrollments of newly eligible and currently eligible but not enrolled persons are projected to increase rapidly through FY 2014-15 and then more gradually to maturity through FY 2017-18. From FY 2018-19 onward, enrollments are projected to increase at the rate of growth of respective populations in the state. Enrollment of newly eligible and currently eligible but not enrolled persons will likely fluctuate.

To see the full report: [Medicaid Expansion: Examining the Impact on Colorado's Economy](#), by the Colorado Health Foundation, July 2013.

Priority Actions:

- **Market health coverage selection and enrollment services to community members who have a need for support and health insurance educational needs in order to make health coverage choices, health coverage utilization, and deciphering explanation of benefits.**

Objective: Offer centralized coordination and one point of entry for medical coverage services and education support services.

- Create and deliver community education modules for individuals, businesses, and non-profit organizations.
- Provide support services to local agencies, healthcare service providers to meet health insurance education and enrollment needs of individuals, businesses, and non-profit organizations.

- Offer fee for service assistance and support for consumers who desire expedited coordinated assistance.
- Provide a single entry point for state and federally supported health insurance coverage and serve as a resource center for the obtainment of health insurance coverage across all ages and demographics.
- **Create overlapping insurance education outreach modules and a delivery system model for organizations, care providers, and other organizations to utilize on contract basis in order to support their employee base, insure more of their patients, and compliment services they deliver.**
- **Provide health insurance coverage education and enrollment assistance to all ages to include Medicaid, CHP+, Connect for Health Colorado, and Medicare in order to provide one point of health insurance entry.**
- **Expand insurance counselors in order to assist consumers with their insurance coverage needs.**



MEMORANDUM

To: NWCCOG Council
From: Liz Mullen, Executive Director
Date: September 17, 2014
Re: 2015 direction

The NWCCOG staff is requesting input and direction from the NWCCOG Council for the following activities for 2015:

- 1) Building capacity for the Community Living Services (CLS) programs as presented in the proposal.
- 2) Apply for funding through DOLA EIAF to pay for a contractor from n4a to assist NWCCOG in developing a menu of services, price list, business plan, and marketing strategy for the Community Living Services programs (AAAA, ADRC, RTCC, Hub/Insurance Counseling).
- 3) If awarded, accept the three-year, renewable Retired and Senior Volunteer Program (RSVP) grant in the amount of \$81,693 to hire a RSVP program director and develop a volunteer coordination program in Eagle County that will, in time, expand throughout the region. The RSVP grant requires a 10% match in the 1st year, 20% match in the 2nd year, and 30% match in the 3rd year. Matching funds would be provided through in-kind and cash from the CLS programs. The grant is awarded through the Corporation for National and Community Service (CNCS).
- 4) Apply for the State Health Insurance Assistance Program (SHIP) contract that would begin in April 2015. If awarded, the contract would supply funding to hire a SHIP program coordinator. SHIP is a health benefits counseling service for Medicare beneficiaries and their families or caregivers. SHIPs mission is to educate, advocate, counsel and empower people to make informed healthcare benefit decisions. SHIP is an independent program funded by Federal agencies and is not affiliated with the insurance industry.
- 5) Apply for DOLA funding to cover the broadband coordinator's salary and expenses for two years (July 2015 – June 2017). This will require a 25% match from Regional Business and other participating counties (Routt, Moffat, Rio Blanco).



**Northwest Colorado Council of Governments (NWCCOG)
Economic Development District (EDD) Board Meeting Minutes
Eagle County Courthouse/Garden Level Classroom, Eagle, CO
May 22, 2014**

Presiding:

Rob Ittner, Pitkin County Commissioner

EDD Board Members Present:

DiAnn Butler, Grand County
Karn Stiegelmeier, Summit County
Tom Clark, Town of Kremmling
Chris Romer, Vail Valley Partnership
Kelli McDonald, Town of Vail
Ben Raitano, Town of Dillon

Others Present:

Liz Mullen, NWCCOG
Rachel Lunney, NWCCOG
Nate Walowitz, NWCCOG
Mark Campbell, Town of Kremmling
Jeremy Reitmann, Vail Valley Partnership
Dr. Carrie Hauser, Colorado Mountain College

Call To Order:

Rob Ittner, Chair, called the Northwest Colorado Council of Governments Economic Development District (NWCCOG EDD) Board meeting to order at 1:00 p.m. Rachel Lunney took roll call, a quorum was not achieved.

Approval of Minutes:

Approval of the minutes of the 1/23/14 NWCCOG EDD meeting was tabled due to lack of quorum.

Approval of Financials:

Approval of the April 2014 EDD financials was tabled due to lack of quorum.

Program Update:

Rachel gave an update on the following projects of the EDD:

Health & Wellness Sector Partnership –the Colorado Workforce Development Council earlier this week held the Sectors Summit II whereby NWCCOG EDD assembled a core team from Region 12 to attend. Travel scholarships have been granted by the CWDC. The summit included time for the regional team to meet to further work on the Health and Wellness industry sector partnership launched in November 2013.

EDD Working Group – The second Working Group meeting of 2014 was held on April 23 at CMC Dillon. At that meeting, Angela Baber from the Colorado Legacy Foundation gave a presentation on the Colorado STEM (Science, Technology, Engineering, Mathematics) Education Roadmap.

NWCCOG EDD is exploring ways in which we can build the capacity of our region's STEM programs so that that we as a region can work towards ensuring the students in our region have access to STEM instruction and experiences, thereby helping to support a highly skilled workforce as well as support entrepreneurs. The next EDD working group meeting will be held on Wednesday, June 25 from 1 – 4 pm at CMC Edwards Campus. The speaker at that meeting will be Paul Bergman from the U.S. Department. of Commerce to talk about costs and benefits of Foreign Trade Zones, and the various resources available to assist businesses with exporting.

Brownfields Workshop –NWCCOG EDD hosted at Brownfields Workshop on April 24 at Gypsum Town Hall. The workshop was presented by Kansas State University's Technical Assistance for Brownfields program. Representatives from multiple agencies gave presentations on the federal, state, and local resources available for brownfields redevelopment. Over 25 people attended from throughout the region. Information on the resources available was included in the May resources bulletin and is also posted on the EDD website under "Resource Center".

NW Colorado Small Business Development Center– Rachel participated in a Business Resources event organized by the NWCOSBDC on May 7 at CMC Breckenridge. She provided information about the services provided by the EDD and the Northwest Loan Fund. Rachel is assisting the NWCOSBDC Director with the recruiting process for an Office Administrator for the Center. Rachel will be attending a SBDC Host Meeting on Friday, May 23. We are in the process of brainstorming ideas for expanding consulting services throughout the region. The SBDC is organizing a Health and Wellness Business Resource Conference which will be held on August 14 at CMC Breckenridge.

Member Updates:

At this time the EDD Board members present gave a brief update of their respective organizations and jurisdictions.

New Business:

None.

Adjournment:

M/S/P Tom Clark/Chris Romer to adjourn the EDD meeting at 2:30 p.m.

Rob Ittner, NWCCOG EDD Chair

Date

9:07 AM

09/17/14

Accrual Basis

Northwest Colorado Council of Governments
Budget vs Actual - 3810 - Economic Development Planning
August 2014

	Aug 14	Budget	% of Budget	Jan - Aug 14	YTD Budget	% of Budget	Annual Budget
Ordinary Income/Expense							
Income							
4000 · Grant Income							
4100 · Federal Grant Income	0.00	5,083.33	0.0%	45,750.00	40,666.68	112.5%	61,000.00
4200 · State Grant Income	0.00			4,160.00			
Total 4000 · Grant Income	0.00	5,083.33	0.0%	49,910.00	40,666.68	122.7%	61,000.00
4510 · Local Funding							
4630 · NWCCOG Matching	5,083.33	5,083.33	100.0%	40,666.64	40,666.68	100.0%	61,000.00
Total 4510 · Local Funding	5,083.33	5,083.33	100.0%	40,666.64	40,666.68	100.0%	61,000.00
4640 · Carryover Revenue	0.00	0.00	0.0%	16,395.11	10,000.00	164.0%	10,000.00
Total Income	5,083.33	10,166.66	50.0%	106,971.75	91,333.36	117.1%	132,000.00
Gross Profit	5,083.33	10,166.66	50.0%	106,971.75	91,333.36	117.1%	132,000.00
Expense							
6100 · Payroll Expenses							
6110 · Executive Director	2,109.66	1,865.33	113.1%	16,334.52	14,922.68	109.5%	22,384.00
6121 · Gen Program Staff	4,571.66	4,571.67	100.0%	36,573.27	36,573.32	100.0%	54,860.00
6210 · Taxes & Benefits	2,221.81	2,175.67	102.1%	17,635.80	17,405.32	101.3%	26,108.00
Total 6100 · Payroll Expenses	8,903.13	8,612.67	103.4%	70,543.59	68,901.32	102.4%	103,352.00
6410 · Contract Staff	0.00	183.33	0.0%	0.00	1,466.68	0.0%	2,200.00
6520 · Outside Contract							
6510 · Contractor	0.00	258.33	0.0%	154.95	2,066.68	7.5%	3,100.00
Total 6520 · Outside Contract	0.00	258.33	0.0%	154.95	2,066.68	7.5%	3,100.00
6550 · Consultant	0.00	833.33	0.0%	10,128.75	6,666.64	151.9%	10,000.00
6610 · Office Supplies	0.00	8.33	0.0%	262.50	66.68	393.7%	100.00
6640 · Postage	0.00	8.33	0.0%	29.63	66.68	44.4%	100.00
6660 · Advertising Expense	0.00	279.75	0.0%	743.26	2,238.00	33.2%	3,357.00
6670 · Internet /Website Expense	0.00	199.00	0.0%	315.50	1,592.00	19.8%	2,388.00
6680 · Dues & Subscriptions	35.00	22.92	152.7%	404.00	183.32	220.4%	275.00
6690 · Copier Expense	0.00	25.00	0.0%	174.61	200.00	87.3%	300.00
6720 · Rent & Utilities	181.54	181.50	100.0%	1,452.32	1,452.00	100.0%	2,178.00
6730 · Telephone Expense	6.01			6.01			
7110 · Program Supplies	69.83	20.83	335.2%	182.58	166.68	109.5%	250.00
7130 · Travel & Meeting	30.00	250.00	12.0%	6,619.33	2,000.00	331.0%	3,000.00
7150 · Training & Technical Assistance	625.00	116.67	535.7%	880.00	933.32	94.3%	1,400.00
Total Expense	9,850.51	10,999.99	89.6%	91,897.03	88,000.00	104.4%	132,000.00
Net Ordinary Income	-4,767.18	-833.33	572.1%	15,074.72	3,333.36	452.2%	0.00
Net Income	-4,767.18	-833.33	572.1%	15,074.72	3,333.36	452.2%	0.00



MEMORANDUM

To: NWCCOG Council
From: Rachel Lunney, NWCCOG EDD Director
Date: September 15, 2014
Re: Changes to 2014 EDD Board of Directors

Changes to 2014 Board of Directors

At the request of two board members, and due to two vacancies, there are a few changes that need to be made to the 2014 Board of Directors roster: (proposed Board Roster following this memo)

1 – Non-governmental stakeholder organization for Summit County

Corry Mihm, Executive Director for the Summit Independent Business Alliance to replace Frank Lily, President, of the Summit Independent Business Alliance.

2 – Colorado Workforce Center seat

Jack Taylor, (title), will replace Rosemary Pettus, Regional Director, as the primary board member for the Colorado Workforce Center. Rosemary will be the alternate.

3 – Non-governmental stakeholder organization for Jackson County

There is a vacancy for this board seat.

4 – Vacancy for one municipality

Jane Berry, former Town Manager for the Town of Walden, was one of six municipal seats on the EDD board. There is one vacancy for a municipality.

NWCCOG – Economic Development District

Governing Body

[Proposed] EDD Board of Directors 2014

1. Government Representatives (*Dues Paying Region 12 Jurisdictions*) (11)

Name	Jurisdiction	Position
Jill Ryan	Eagle County	County Commissioner
James Newberry	Grand County	County Commissioner
Lanny Weddle	Jackson County	County Commissioner
Rob Ittner	Pitkin County	County Commissioner
Karn Stiegelmeier	Summit County	County Commissioner
Jeff Shroll	Town of Gypsum	Town Manager <i>Appointed by Mayor</i>
Tom Clark	Town of Kremmling	Mayor
Kelli McDonald	Town of Vail	Economic Development Director <i>appointed by Mayor</i>
Susan Philp	Town of Basalt	Planning Director <i>appointed by Eagle County Commissioner</i>
Tim Westerberg	Town of Dillon	Councilmember
Vacant	Vacant	Vacant

2. Non-Government Representatives (10)

A. Private Sector Representatives (3)

Name	Company	Position
John Rich	Richland Propane, LLC.	Owner
Doris Kirchner	Vail Valley Medical Center	President & CEO
Drew Schiller	Aspen Skiing Company	Director of Financial Performance

B. Stakeholder Organization Representatives (7)

Name	Organization	Position
Chris Romer	Vail Valley Partnership <i>This is the chamber of commerce for Town of Vail</i>	Executive Director
Catherine Ross	Winter Park/Fraser Valley Chamber of Commerce	Executive Director
TBD	Jackson County ED Stakeholder Organization	
Debbie Braun	Aspen Chamber of Commerce	Executive Director
Corry Mihm	Summit Independent Business Alliance	Executive Director
Dr. Matt Gianneschi	Colorado Mountain College	Chief Operating Officer and Chief of Staff
Jack Taylor	Colorado Workforce Center	Business Services Representative

Calculations:

	<u>Number</u>	<u>Percent</u>
1. Government Representatives (51 - 65%)	11	<u>52%</u>
2. Non-Government Representatives (35 - 49%)	<u>10</u>	<u>48%</u>
A. Private Sector Representatives (at least 1)	3	
B. Stakeholder Organization Representatives (at least 1)	<u>7</u>	
Total Board Membership	<u>21</u>	<u>100%</u>

Ex Officio Representatives (3)

John Hoffmann	Town of Carbondale	Trustee
Dave Sturges	City of Glenwood Springs	Councilmember
Walter Magill	City of Steamboat Springs	Councilmember



MEMORANDUM

To: NWCCOG Council
From: Rachel Lunney, NWCCOG EDD Director
Date: September 15, 2014
Re: 2015 Scope of Work

Each year, NWCCOG Economic Development District receives a planning partnership grant from the U.S. Economic Development Administration for the programs and activities of the Economic Development District. NWCCOG will submit its grant request for January 1 – December 31, 2015 on October 3rd. The draft 2015 scope of work for the planning partnership funds can be found on the following pages. NWCCOG staff is asking for EDD Board of Directors approval of the proposed 2015 scope of work.

Some highlights for 2015:

- NWCCOG EDD will continue to host the Northwest Colorado Small Business Development Center. In this capacity, NWCCOG EDD staff will work in partnership with the NWCOSBDC to build its capacity and support and promote its programs including free business consulting, trainings and workshops, webinars, expansion of services through development of satellite offices. NWCCOG EDD will also continue to support 2 statewide business conferences put on by the NWCOSBDC: (1) Health and Wellness Business Conference (spring 2015) and (2) Women's Business Conference (fall 2015).
- NWCCOG EDD will offer training programs of interest to the business community according to the needs expressed. In 2015, NWCCOG will, in partnership with the Northwest Loan Fund, offer trainings on how to prepare loan packages. NWCCOG will, in partnership with OEDIT, offer training on Colorado InSite, a site selection tool developed by the state. NWCCOG EDD website has a regional portal on its website.
- NWCCOG EDD will continue the work of the health and wellness industry sector partnership by partnering with Eagle County Public Health, other public partners, as well as health and wellness industry leaders, on a comprehensive regional worksite wellness program (grant application due Sept. 2014; if the grant is funded, this work will commence in 2015).
- NWCCOG EDD, in partnership with the NWCCOG regional broadband program, will develop a regional marketing plan to attract private investment in broadband investment in the region.
- On-going activities: website enhancement and maintenance, monthly resources bulletins, quarterly economic updates, and bi-monthly working group meetings.

Northwest Colorado Council of Governments ECONOMIC DEVELOPMENT DISTRICT

[DRAFT] SCOPE OF WORK 2015

1. Build a Business Friendly Environment

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

1. Maintenance of NWCCOG EDD website which includes a clearinghouse of information on resources available throughout the region to assist communities with helping their small businesses including economic indicator data, access to capital, funding opportunities, links for “how to do business” in the region, and links to a wide variety of business resources available in the region. The website is also used as a marketing tool to highlight regional assets.
2. Maintain regional portal of Colorado InSite, the GIS-based database of available commercial properties (buildings and building sites). Coordinate trainings and workshops with the regional users of this system to keep abreast of system upgrades, changes, enhancements, etc. Coordinate with OEDIT to hold training events in 2015 for both (1) businesses so they know how to use the tool for demographic/economic data and (2) the real estate community so they know how to work with local economic developers to promote key commercial sites in the region. Continue to serve as liaison between OEDIT and regional users of the system.
3. Distribution of monthly resources e-bulletins. These bulletins provide information a broad range of economic development resources available throughout the region. The bulletins are sent directly to businesses as well as to a broad range of stakeholders, including the SBDC, chambers of commerce, business associations, town and county governments, and other economic development groups, and those groups are encouraged to forward it to their membership such that the reach is very large.
4. Work in collaboration with NW Small Business Development Center (NWSBDC) to promote, market, deliver free business consulting services to small businesses and entrepreneurs looking to start a business.

B. Build the capacity of the region’s communities to maintain existing assets, and develop new assets, which serve to make our communities attractive places for entrepreneurs to start new businesses, that serve to keep a productive, educated workforce. These assets include vibrant downtowns, transportation systems, recreational amenities, and preserve the natural environment, which is our greatest economic development asset. This includes:

1. Provide information on funding opportunities available to towns, counties, nonprofits through monthly resources bulletins as well as other newsletters, website postings, and social media.

2. Feature different communities throughout the region in newsletters, on the website, and through social media which highlight the community's assets and benefits to doing business in that community. Also feature local businesses in the region on an on-going basis.

2. Retain, Grow and Recruit Businesses

A. Retain:

1. Increase/build the capacity of the NWSBDC by assisting with increasing access to and connecting businesses with consulting services offered by the NWSBDC. Continue to serve as host organization of NWSBDC in 2015.
2. Support and assist with two regional business conferences in 2015: (1) Health & Wellness Business Symposium (Spring 2015) and (2) Women's Business Conference (Fall 2015).
3. Provide data and information to businesses to maximize economic growth opportunities and enhance local business and industry retention and expansion.
4. Serve as clearinghouse for business resources through direct contact with businesses as well as via website, monthly resources bulletins, and social media.
5. Promote and market the Northwest Loan Fund as a way for existing businesses to retain and create new jobs.
6. Highlight businesses that are current or past clients of the Northwest Loan Fund as a way to help market their businesses.

B. Grow:

1. Explore and possibly implement programs which help existing businesses grown including an Economic Gardening program and/or accelerator programs. Partner with the NWSBDC as well as other economic development partners in the region on this.

C. Recruit:

1. Work with regional broadband effort in creating a marketing plan for the region which highlight the many assets the region has which make it an attractive place to do business, and an attractive place for broadband providers to make investments in broadband infrastructure.
2. Maintain the NWCCOG EDD website to serve as a marketing tool for doing business in the region.
3. Explore and create programs to encourage new businesses that complement the region's key economic drivers, and that also serve to diversity our economy. This may include partnering with the many existing resources in the region that are already working on serving

entrepreneurs, including co-working spaces, accelerators, angel investment networks, Startup Weekend.

4. NWCCOG EDD to continue to serve as a clearinghouse for technical and financial resources available from the many partners in the region. We disseminate this information through our monthly resources bulletin, as well as on our website.

5. Serve as liaison between Federal (EDA) and State (OEDIT) government agencies and local communities.

3. Increase Access to Capital

A. Promote and market the Northwest Loan Fund. Highlight success stories of NLF clients to promote both the NLF and the businesses that benefitted.

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

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

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

A. Maintain website for the NWCCOG Economic Development District which serves as a marketing tool for the region, highlighting all assets in the region. Link to all chambers of commerce, destination marketing organizations, and economic development groups in the region.

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

C. Support area tourism businesses and agencies with their activities.

D. Support and encourage programs that serve to preserve, protect and enhance the natural environment, the region's most basic asset for health, vitality and the tourism industry. 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.

5. Educate, Train, and Attract the Future Workforce

A. Explore and implement initiatives, projects and programs that build the capacity of the region's communities to attract and retain human capital. This includes highlighting the amenities the region has that are attractive to this demographic group; i.e. walkable communities, natural environment amenities, 4-year degrees offered by Colorado Mountain College, recreational opportunities, etc. Highlight great built places in the region by doing feature stories in monthly newsletters, and doing a

“spotlight on” different towns in the region to highlight their aesthetics and attractiveness to that generation.

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

C. Carry out any work plan items that emerges from the regional Health and Wellness Sector Partnership with respect to workforce development. This includes working with regional partners (Colorado Workforce Center, county public health departments, worksite wellness businesses, NWCOSBDC) on implementing a regional comprehensive worksite wellness program, if funded by grant through the Colorado Dept. of Public Health and Environment (applying September 2014). Continue to serve as regional convener of any/all sector partnerships that emerge. Work with CWDC, OEDIT, etc. Participate in any summits, meetings, events, etc. organized by CWDC and OEDIT on sector partnership development that would benefit this region.

D. Partner with organizations/agencies to bring educational workshops to the region. Such organizations/agencies may include Colorado Mountain College, Colorado Workforce Center, NWSBDC, Chambers of Commerce, Small Business Administration, and other economic development organizations, educational organizations, and non-profits throughout the region.

E. NWCCOG EDD Manager to continue to serve on Colorado Workforce Investment Board for this region. The benefits of WIB membership include having a seat at the table to represent the key industries in our region’s workforce needs; network with business and community leaders; be part of the creation of a system of services that will benefit the region; stay up to date on what’s going on and new programs and services offered by the Workforce Center in the region; learn about new and/or pending legislation affecting businesses and communities; and have a seat at the table to represent the region with respect to workforce issues.

6. Cultivate Innovation and Technology

A. Cultivate Innovation

1 - Work with the various organizations and projects in the region to support and build the capacity of the entrepreneurial regional ecosystem. Specifically, support the work of the co-working spaces throughout the region, Startup Weekends in the area, Pitchfest Academy (Roaring Fork Business Resource Center) and similar programs, accelerators and all other organizations working to support entrepreneurs and growth companies in the region, which serve to diversity our economy.

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

3. Identify opportunities for the region’s communities to serve as business incubators for start-up businesses. Partner with organizations that are working in this area including co-working spaces, accelerators, Startup Weekend, etc.

4. Explore establishment of a commercial kitchen business incubator in the region.

B. Cultivate Technology

1. NWCCOG Executive Director to serve as project manager for regional broadband initiative including coordinating the work of the regional broadband steering committee, and overseeing the work of a regional broadband coordinator. NWCCOG EDD staff to continue to assist Executive Director in the implementation of action steps outlined in NWCCOG Regional Broadband Strategic Plan as appropriate. This includes developing a regional marketing plan to attract private investment in broadband investment.

7. Strengthen the capacity of the region's Towns, Counties, and Economic Development Organizations

A. Continue to provide a forum for intergovernmental cooperation on economic development issues to facilitate collaboration among towns, counties, and economic development organizations within the region. NWCCOG EDD provides this forum for exchange of ideas, needs, etc. at its bi-monthly working group meetings. Tentatively, the working group will meet on the fourth Wednesday of every other month beginning in February. Tentative dates for 2015:

- February 25
- April 22
- June 24
- August 26
- October 28
- December 9 (*moved up due to holidays*)

Continue to incorporate presentations of interest on a variety of economic development topics into working group meetings.

B. Continue to serve as a resource to assist local governments and economic development organizations with their economic development activities. Economic and demographic information is provided through quarterly bulletins as well as on the NWCCOG EDD website. NWCCOG EDD staff serves as a resource to direct local governments and stakeholders in the region to appropriate federal, state, regional and local resources.

C. EDD staff to participate in training offered by various professional organizations including but not limited to the International Economic Development Council (IEDC); National Association for Development Organizations (NADO), and Economic Development Council of Colorado (EDCC).

D. Maintain and convene an EDD Board of Directors that complies with EDA requirements; Prepare and submit all EDA-required reports and documents.