



**2022 BUDGET  
AND 2021 REVISED  
BUDGET**



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2022 BUDGET

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## Letter from Executive Director & Finance Manager

2022 BUDGET (October 2021)

NWCCOG Council and all Members,

Welcome to the proposed 2022 Budget for the Northwest Colorado Council of Governments, presented at the October meeting and to be approved at the December meeting as required by Article V of the Amended and Restated Bylaws of the Northwest Colorado Council of Governments.

**Payroll:** The 2022 budget proposes a **1.5% merit wage increase with a 3.5% COLA increase** (reflects the “2021” Denver-Boulder-Greeley Consumer Price Index calculated by the Department of Labor, months ending in July 2021) per employee. Our primary asset is our people. The value we deliver through services is a direct result of their efforts. We continue to attract and retain quality employees in a very competitive market. We put considerable time into training. This summer we performed a Wage Range analysis per each position to better align our wages to the current market, including many of the nearby local governments we serve. This exercise resulted in many wages in most programs being adjusted in the 2022 budget within the parameters of what each program could afford to cover in consideration with the usual factors in employee compensation.

**General Administration:** We submit to CDOT for approval our Indirect Rate each year (15% currently) to confirm that it is in compliance with 2 CFR 200. The 15% indirect rate includes all the Office Manager’s time as well as a portion of the in-house Finance Manager and Fiscal Coordinator positions. In adding both fiscal positions, we have removed the Executive Director portion from Indirect. The 2022 Indirect budget totals \$484,024 and represents 5.35% of the total budget. Rent for each program was increased 5% again this year to bolster the fund balance for the aging NWCCOG office building. After mortgage, CAM and planned maintenance, this will leave the building fund balance at \$72,255 by the end of 2022 even after significant office upgrades in 2021 which are covered by a transfer from the Elevator Program. The Building Fund and Indirect Funds supported a significant IT Security Infrastructure project in 2020-2021. Ongoing IT support costs are charged to Indirect.

**Dues:** The projected 2021 Member Dues (jurisdictions confirm participation by December 1) are \$369,001 following a vote of approval from NWCCOG Council at the July Meeting. Combined with Indirect and fees for service from the Elevator Program, dues are the “General Fund” of NWCCOG. Note that revenues transferred from the Elevator Inspection Program and Regional Business (Dues) provide the local match required to for the Broadband Director position. Note that QQ projected dues for 2022 are estimated at \$159,809. This is most of the QQ operating budget. QQ also keeps a \$100,000 Legal Defense Fund balance and continues to build on beginning fund balance. All incorporated municipalities in Region 12 as well as 3 others are now NWCCOG Members. When the Governors’ order is issued, Routt will return to Region 12 membership again after more than a decade hiatus.

**Leverage:** One of the primary values of membership in NWCCOG is the ability of the organization each year to leverage Regional Business Dues as matching funds for grant programs which require it. Member dues represent a single digit fraction of the overall NWCCOG budget but this “local match” is required for NWCCOG to qualify for a number of grants and key programs listed below. For 2022, the following estimated amounts are submitted for approval with the budget:

Vintage	\$ 42,017 - cash
Broadband Grant	\$ 60,000 - cash
Economic Development District	\$ 70,000 - cash
Watershed Services	\$ 10,000 – cash


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TOTAL	\$182,017	(49% of Dues)
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The Bylaws require Restricted Emergency Reserve Account to be 10% of the current year’s internal programs’ projected revenues, which is \$7,095,349. The balance of the reserve fund is estimated to be \$792,533 at the beginning of 2022 and is anticipated to be \$903,516 at the end of 2022 which equals 11.28% of the internal program budgeted revenues.

We feel confident that the 2022 budget continues NWCCOG’s commitment to provide high-quality, cost-effective services to our members.

Jon Stavney, Executive Director 

Becky Walter, Finance Manager 

## **Additional NWCCOG Budget Narrative Background from the Executive Director**

The bulk of the revenues at NWCCOG come from narrowly targeted funding streams from federal and state programs or grants, each of which is managed by a different state or federal department or agency, and only permissible for specific uses within specifically tailored programs at NWCCOG designed around a nexus of services needed across the region and the boundaries of that funding stream. NWCCOG programs work with approximately eight different federal agencies and nine different state agencies. This is one reason for so many specialized departments and programs, and many silos of expertise built upon the scope, guidelines and criteria of those funding streams.

The Energy Program receives an allotment of dollars for a fiscal year and must tailor staffing and the number of jobs around utilizing those allotted dollars. The Northwest All Hazards Emergency Management Region and the Northwest Healthcare Coalition have a somewhat similar situation as the total grant to the region is defined tri-annually and annually respectively. The Economic Development District receives annual funding from the Economic Development Administration to run the program, but must apply for grants for specific projects. The Northwest Loan Fund is annually allotted monies by the state on an as requested basis and is only distributed those dollars as it closes on qualified loans. Staffing for NLF is paid from a 16% administrative fee allowed for each loan.

Programs at the AAA are funded by federal dollars through the Older Americans Act and state dollars through the State Funding for Senior Services. The RSVP grant is federally funded through the Corporation for National and Community Service and the SHIP Medicare program is funded through a small state grant (funds less than 25% of the program) and AAA state funding. Some of the support for people over 60 years of age is directly provided by AAA, but much of it is subcontracted to providers within the region, many of whom bring additional funds to the programs for services such as congregate meals, home delivered meals and legal assistance. These are all funded through the annual federal budget process.

The Elevator Inspection Program is the only fully fee-for-service program at NWCCOG and supplements the Regional Business and Broadband programs. The Energy Program in 2018 continued to expand two programs which are fee-for-service. These funds were less than 15% of the program in 2017 and remained within the Weatherization overall budget. The goal is to increase these fee-for-service programs to stabilize and diversify the program to counter the fluctuations of annual federal appropriations to WAP.

Most of the programs above pay into the indirect fund to help cover the general costs of managing NWCCOG, the office manager, copier, payroll, accounting, audits and other costs that would be onerous to track and bill out to specific departments. This indirect calculation is re-approved annually by a state and a federal agency. Watershed Services, and QQ, with contract staff that are out of the NWCCOG office pay a lesser amount into Indirect as a fee. Indirect is not allowed by the NWAHEMR grant requirements, so that group contracts directly with Summit Bookkeeping for accounting, and with the NWCCOG auditor for those services. The Healthcare Collaborative grant allows for an administrative fee, which was proposed and accepted annually as 10% of the grant.

These are quite different models than most of our member jurisdictions (municipalities and counties) which collect sales or property taxes and then have relatively broad latitude for prioritizing and distributing those funds across departments. Some of those county and municipal departments may charge fees for service which may or may not cover the cost of running that department and may or may not just return to the general fund. The closest analogue to most of our programs is for municipalities with designated Enterprise Funds in which a specific service (water, wastewater or other utility) must build a fee structure for revenues to balance against expenses.



# History & Mission Statement

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2022 BUDGET

## HISTORY

Northwest Colorado Council of Governments was established as Colorado Planning and Management Region XII in 1972 by Executive Order of the Governor in response to the Federal Intergovernmental Cooperation Act of 1968. Regional, multi-jurisdictional planning was encouraged as a means to avoid overlap, duplication, and competition between local planning activities and to coordinate planning and management of certain activities at a regional level. Today, NWCCOG core programs serve a five-county region including Eagle, Grand, Jackson, Pitkin, and Summit Counties and 25 municipalities therein. Routt County re-addition to Region 12 is pending as of the date of this draft budget. Additional members from outside Region XII include the Cities of Glenwood Springs, Hayden and Steamboat Springs. Many programs serve customer bases larger than Region 12, some serving as many as 9 counties, for various reasons – including critical mass and opportunity.

## MISSION STATEMENT

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



# 2021 Year NWCCOG Council Members

(Who Vote on the 2022 BUDGET)

## COUNTIES

Eagle  
Grand  
Jackson  
Pitkin  
Summit

## REPRESENTATIVES

Jeanne McQueeney\*  
Kristen Manguso\*  
Coby Corkle\*  
Patti Clapper, Vice Chair\*  
Josh Blanchard\*

## ALTERNATE

Kathy Chandler-Henry  
Merrit Linke  
Dan Manville  
Steve Child  
Tamara Pogue

## MUNICIPALITIES

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

## REPRESENTATIVES

Ward Hauenstein  
Tamra Nottingham Underwood  
Bill Infante  
Toby Babich  
Brian Waldes  
Carolyn Skowyra, Sec-Treasurer\*  
Brandy Reitter  
Andy Miller\*  
Andrew Aerenson  
Matt Langhorst  
Joshua Hardy  
Jonah Landy  
Jeremy Rietmann  
Matthew Mendisco  
Robert McVay  
Dan Stoltman  
Gusty Kanakis  
Lesley Davis  
Bob Hill  
Ryan Hyland  
Tom Fridstein  
Sonja Macys  
Scott Robson  
James Dustin  
Keith Riesberg

## ALTERNATE

Skippy Mesirow  
Sarah Smith Hymes  
vacant  
Michelle Eddy  
Eric Mamula  
Nathan Johnson  
vacant  
Wesley LaVanchy  
Jessica Burley  
Jenn Ooton  
Ted Cherry  
John Crone  
Lana Bryce  
Vacant  
Christene Lee  
Gover Pryor  
vacant  
vacant  
Duke Gerber  
Ann-Marie Sandquist  
Alyssa Shenk\*  
vacant  
Patty McKenny\*  
Sherry Cure  
Alisha Janes  
\*Denotes Executive  
Committee Members





# 2022 Fiscal Management

## 2022 BUDGET

### Program Categorization:

#### Internal Programs:

Internal programs are managed by NWCCOG employees. NWCCOG is the sponsoring agency for Vintage, Elevator Inspection Program (EIP), Energy Management, Regional Business (RB), Economic Development District (EDD), the Northwest Loan Fund (NLF) and Regional Transportation Coordinating Council (RTCC) as well as sub-programs to each of these. These "internally" sponsored programs are included in the NWCCOG annual audit and share administrative costs through applied indirect cost rate.

#### External Programs:

NWCCOG enters into agreements for the provision of fiscal oversight, and sometimes office space and other admin services with external programs that can benefit through co-location and shared usage of NWCCOG resources. Most external programs are coordinated by contract staff rather than employees with benefits. The NWCCOG Foundation, Inc. is administered by NWCCOG, but its administrative costs are covered by a 5% administrative rate assessed annually *to active accounts* rather than by an indirect cost rate. The NWCCOG Foundation's 5% administrative fee may be waived for NWCCOG members or programs that are partnering with the Foundation on projects.

NWCCOG is the designated fiscal agent for the Northwest All Hazards Emergency Management Region (NWAHEMR) whose grant does not allow indirect, and the Northwest Colorado Healthcare Coalition (NWHCC) for which we negotiated a 10% administrative fee on actual expenditures. Federal granting sources for the NWAHEMR do not allow reimbursement for expenses based on an indirect cost rate so all expenses are individually calculated and direct billed. NWCCOG also serves as the fiscal agent for the Water Quality/Quantity Committee (QQ), Watershed Services, and Wild & Scenic Stakeholder group which are each charged an administrative fee which is somewhat less than the indirect fee charged to programs. In 2021, with the retirement of Lane Wyatt, the Summit Water Quality Committee (SWQC) is managed by a contractor, and the joint fiscal agency roles of Silverthorne and NWCCOG are to be taken on entirely by the Town of Silverthorne in 2022.

#### Fiscal Philosophy:

NWCCOG will operate common cost centers such as motor pool, the building fund, and arrange for leasing and/or purchasing of equipment, cars, phone systems, fax machines, copiers, postal machines, etc. to meet the needs of internal staff and for external program contractors as arranged. Actual costs for the use of the equipment and services will be charged directly to programs whenever it is efficient for NWCCOG staff to do so. In recent years leased vehicles are being charged directly to the programs in which they are assigned.



# Annual Dues Assessment Policy

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2022 BUDGET

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

**2. CALCULATION AND APPROVAL OF TOTAL ANNUAL DUES ASSESSMENT:** The proposed total annual dues assessment will be adjusted by the latest available population estimates and assessed valuation and a factor calculation for each. The proposed total dues assessment shall be calculated by adding the individual jurisdictions' dues amounts together. The proposed total annual dues assessment will be presented to the membership for approval at the July Council meeting (or) when Population numbers are available, or no later than the August meeting for approval.

**3. INDIVIDUAL MEMBER JURISDICTION ASSESSMENT:** The dues assessment for each Member Jurisdiction will be calculated using a formula applying a dollar multiplier on population and percent of mills multiplier on assessed valuation as approved by the NWCCOG Council. Assessed valuation amounts will be the most recent annual report produced by the State of Colorado, Division of Property Taxation. Population numbers will be the latest available estimates from the State Demographer's Office.

**4. ANNUAL CONFIRMATION OF DUES ASSESSMENT:** The dues calculation shall be reviewed and approved by the NWCCOG Council at either the July or August meeting. By August 31st, NWCCOG shall send notices to each Member Jurisdiction stating the amount of the next calendar year's annual assessment for services, including a confirmation of that annual assessment. The confirmation of intention to pay the assessment must be received by NWCCOG by December 1st.

**5. PAYMENT OF DUES ASSESSMENT:** Dues Assessments are billed in early January and due and payable on an annual basis by February 28th. All members who have fulfilled their dues assessment responsibilities by this date will be considered "current" and thereby eligible for all Member rights, privileges, and services for the calendar year including participating as voting members of Council. New members jurisdictions may join at any time and pay that year dues based on the same calculations.

**6. NON-PAYMENT OF DUES ASSESSMENT:** If any members' dues payment is more than 20 days delinquent, the Council Chair or Executive Director shall send written notice to each Member Jurisdiction within the county where such delinquent member is located, setting forth in detail the amount of said delinquency and permitting all Member Jurisdictions within that county to collectively contribute the amount of the delinquency. If, at the next regular meeting it is determined that the amount of the delinquency will be contributed by the other members, then the delinquent member shall be deemed to be current. If the amount of the delinquency will not be covered by the other members, then the delinquent member will not be eligible for any membership rights, privileges, and services.

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

# NWCCOG 2022 Dues Confirmation

Reply requested by 11/01/21

Fax: 970-468-1208 or email to: office@nwccog.org NWCCOG, PO Box 2308, Silverthorne, CO 80498

County	2022 NWCCOG DUES	2022 Q/Q DUES (3% increase approved at 9/15/21 meeting)	2022 TOTAL DUES	Signature to confirm jurisdiction's intent to participate in 2022
Eagle County	\$75,561	\$23,493	\$99,054	
Grand County	\$18,778	\$23,493	\$42,271	
Gunnison County	\$0	\$5,464	\$5,464	
Jackson County	\$2,009	\$0	\$2,009	
Pitkin County	\$54,872	\$23,493	\$78,365	
Routt County	\$29,937	\$0	\$29,937	
Summit County	\$45,942	\$23,493	\$69,435	
Municipality				
Aspen	\$28,207	\$7,430	\$35,637	
Avon	\$6,952	\$0	\$6,952	
Basalt (Eagle & Pitkin)	\$4,697	\$1,366	\$6,063	
Blue River	\$1,167	\$0	\$1,167	
Breckenridge	\$11,620	\$5,737	\$17,357	
Carbondale	\$0	\$3,551	\$3,551	
Crested Butte	\$0	\$1,639	\$1,639	
Dillon	\$1,631	\$820	\$2,451	
Eagle	\$5,588	\$1,913	\$7,501	
Fraser	\$1,448	\$765	\$2,213	
Frisco	\$4,851	\$1,913	\$6,764	
Glenwood Springs	\$8,736	\$0	\$8,736	
Granby	\$2,019	\$765	\$2,784	
Grand Lake	\$914	\$765	\$1,679	
Gypsum	\$5,947	\$2,186	\$8,133	
Hayden	\$1,345	\$0	\$1,345	
Hot Sulphur Springs	\$495	\$218	\$713	
Kremmling	\$1,028	\$1,093	\$2,121	
Minturn	\$959	\$711	\$1,670	
Montezuma	\$69	\$0	\$69	
Red Cliff	\$222	\$0	\$222	
Silverthorne	\$5,716	\$1,858	\$7,574	
Snowmass Village	\$7,930	\$0	\$7,930	
Steamboat Springs	\$17,205	\$2,732	\$19,937	
Vail	\$20,404	\$6,830	\$27,234	
Walden	\$379	\$0	\$379	
Winter Park	\$2,373	\$1,366	\$3,739	
Yampa	\$0	\$218	\$218	
Associations				
Colorado River Water Conservation District	\$0	\$3,824	\$3,824	
Upper Gunnison River Water Conservation District	\$0	\$546	\$546	

# NWCCOG 2022 Dues Confirmation

Reply requested by 11/01/21

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Water & San Districts				
Basalt Sanitation District	\$0	\$109	\$109	
Bellyache Ridge Metro District	\$0	\$109	\$109	
Copper Mountain Consolidated Metro District	\$0	\$984	\$984	
Dillon Valley Dstrict	\$0	\$546	\$546	
Eagle River Water & Sanitation District	\$0	\$2,186	\$2,186	
East Dillon Water District	\$0	\$546	\$546	
Granby Sanitation Dist	\$0	\$546	\$546	
Grand County Water&San Dist	\$0	\$546	\$546	
Hamilton Creek Metro District	\$0	\$109	\$109	
Kremmling Sanitation District	\$0	\$109	\$109	
Mid Valley Metro District	\$0	\$109	\$109	
Silver Creek Water & San Dist	\$0	\$109	\$109	
Snake River Water District	\$0	\$546	\$546	
Snowmass Water & Sanitation	\$0	\$2,186	\$2,186	
Three Lakes Water & San Dist	\$0	\$0	\$0	
Town of Silverthorne - SDJSA	\$0	\$2,186	\$2,186	
White Horse Springs Water District	\$0	\$109	\$109	
Winter Park Ranch Water & San	\$0	\$546	\$546	
Winter Park Water&San Dist	\$0	\$546	\$546	
<b>Total Dues</b>	<b>\$369,000.93</b>	<b>\$159,809</b>	<b>\$528,809.93</b>	

**Northwest Colorado Council of Governments** – Dues calculated using a formula applying a \$.52 multiplier on population and .00001330 multiplier on assessed valuation.

**Water Quality & Quantity** – Dues for QQ for each municipality are based on the percentage of the region’s total treated water that is served by a particular municipality. Associate Members based on a contribution.

**Source of Data:** Certification of Levies & Revenues as of 1/1/2020, Year 2019 49th Annual Report, Division of Property Taxation, State of Colorado

**Population:** 2019 population estimates, Colorado Department of Local Affairs, Demography Section



# 2022 Indirect Cost Rate

2022 BUDGET

**Introduction:** Cost effectiveness is a key component to the viability of any Council of Governments. Programs sponsored by NWCCOG must be able to make more effective use of their administrative dollars by sharing operational systems than a comparable stand-alone operation. An example of this shared program cost savings is fiscal duties including the annual audit, and insurance which covers all NWCCOG program areas, and is administered for each of these entities rather than multiple times on an individual program basis. Other costs that follow this pattern include office supplies, the copy machine, the phone system, equipment repairs, and some organizational staff time.

**Support Areas:** The 2022 Indirect Cost Center is comprised of support services, which provide fiscal accountability, communication services, and basic office functions.

**Fiscal:** Includes the book keeping and general fiscal management services of the Fiscal Manager, and Fiscal Coordinator as well as annual audit expense, accounting software support, and check printing.

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

**Office/IT Security/Insurance:** Includes 100% of the Administrative Assistant’s time (1FTE), including oversight of programs such as safety, wellness, benefits management. Other expenses include office supplies, office equipment rentals and maintenance, copier lease, etc. All general IT support including annual fees for IT will be in Indirect. **Also included is all insurance** for General Liability, Errors and Omissions, and Property.

**Management:** With the Fiscal duties being managed entirely in-house by NWCCOG employees in 2021 the Executive Director time related to internal management of NWCCOG including human resources, building, motor pool and other matters of general organizational concern will no longer be charged to Indirect, but will return primarily to Regional Business and EDD. Occasionally the ED will charge hours of extended focus on a specific program. The intent of this is to allow the bulk of ED time to be charged to Regional Business with a focus on delivering value outward to the membership.

**Methodology:** Indirect costs are shared, pro-rata, by NWCCOG programs. Each contributes to these costs based on that program’s total salaries and wages. The percentage applied is determined by averaging the proposed with current year and with updated prior two audited fiscal years’ indirect costs as a percentage of the total salaries as shown below: Application of Four-Year Averaging Factor:

YEAR	RATE
<b>2022</b>	<b>15.00</b>
2021	15.00
2020	15.00
2019	15.33
Four Year Total	60.33
<b>Four Year Average</b>	<b>15.08</b>

# Indirect Budget

	<b>FUND BALANCE - BEGIN</b>	<b>(45,872)</b>	<b>(30,493)</b>		<b>(95,394)</b>	<b>44,242</b>
					<b>Projected</b>	
		<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2021</b>	<b>2022</b>
<b>ACCT #</b>	<b>ACCOUNT NAME</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>Actual</b>	<b>BUDGET</b>
4250	ADMINISTRATION				2,096	
4450	CREDIT CARD REBATES		2,402		2,971	4,000
4540	OTHER INCOME	2,207		2,500		1,000
4620	REIMBURSED FEES/EXPENSES	693	700			
4550	INTERNAL INDIRECT REVENUE	298,153	318,048	331,255	338,275	398,076
4560	EXTERNAL INDIRECT REVENUE - HCC		19,825	16,000	21,000	6,200
4560	EXTERNAL INDIRECT REVENUE - Other	36,388	36,519	17,729	12,049	15,281
4610	INSURANCE PROCEEDS		5,732		757	
	<b>TOTAL REVENUES</b>	<b>337,441</b>	<b>383,227</b>	<b>367,484</b>	<b>377,148</b>	<b>424,558</b>
6110	SALARIES - Executive Director	24,968	23,805	27,834		
6121	SALARIES - Program Staff	2,033	4,989		5,845	
6131	SALARIES - Office Support	82,169	55,665	56,421	62,328	56,000
6141	SALARIES - Fiscal		45,482	36,590	56,002	107,218
6210	TAXES & BENEFITS	38,078	45,023	41,810	52,000	57,886
6410	CONTRACT STAFF	12,708	720			
6420	FISCAL OFFICER CONTRACT	32,012	33,720	36,000	27,439	5,000
6421	FISCAL ASSISTANT EXPENSE		1,204			
6510	CONTRACT SERVICES- GENERAL	3,254	75,942		9,337	50,000
	<b>TOTAL SALARIES AND BENEFITS</b>	<b>195,222</b>	<b>286,549</b>	<b>198,655</b>	<b>212,951</b>	<b>276,104</b>
6130	MEETING EXPENSE		(76)		15	
6310	FLEX PLAN ADMIN	1,326	2,409		(530)	
6311	BACKGROUND CHECK	421				
6430	LEGAL EXPENSE	332	488	2,000	500	
6440	AUDIT SERVICES	23,300	24,650	24,500	25,675	27,500
6610	OFFICE SUPPLIES	13,298	12,466	11,000	18,500	10,000
6620	BANK CHARGES					
6640	POSTAGE	404	288		264	300
6650	PRINTING & PUBLICATION	228	4,193			
6660	ADVERTISING	2,383	79		700	800
6670	INTERNET/WEB SITE ADMIN	4,005	16,523	60,000	17,210	
6675	IT SECURITY				64,805	60,000
6680	DUES & SUBSCRIPTIONS	12,354	16,189	20,000	20,000	20,000
6690	COPIER CHARGES	864				
6730	TELEPHONE	16,615	11,615	15,000	8,751	12,000
6740	REPAIR AND MAINTENANCE		3,244		15,781	
6750	OFFICE REPAIRS, JANITOR & MAINT.		2,313	3,000		
6760	INSURANCE	12,613	16,261	15,000	13,945	15,000
6750	JANITORIAL/TRASH EXPENSE	600				
6800	EQUIP. MAINT. & REPAIRS	1,650		2,000		
6830	EQUIPMENT LEASE - Copier	15,081	18,231	17,000	17,000	17,000
6830	EQUIPMENT LEASE - Postage	1,441	1,989	2,000	2,000	2,000
7130	TRAVEL & MEETINGS	1,074	1	1,000	50	500
7150	TRAINING & TECH ASSISTANCE	534	163	500	300	8,000
	<b>TOTAL PROGRAM EXPENSES</b>	<b>108,523</b>	<b>131,026</b>	<b>173,000</b>	<b>204,967</b>	<b>173,100</b>
	<b>OTHER EXPENSES</b>					
6720	RENT	18,317	30,552	28,735	32,246	34,820

# Indirect Budget

	<b>FUND BALANCE - BEGIN</b>	(45,872)	(30,493)		(95,394)	44,242
					<b>Projected</b>	
		<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2021</b>	<b>2022</b>
<b>ACCT #</b>	<b>ACCOUNT NAME</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>Actual</b>	<b>BUDGET</b>
8000	CAPITAL OUTLAY			2,000		
	<b>TOTAL EXPENSES</b>	<b>322,062</b>	<b>448,127</b>	<b>402,390</b>	<b>450,164</b>	<b>484,024</b>
	Transfers from other programs				212,652	14,000
	<b>REVENUE OVER EXPENDITURES</b>	<b>15,379</b>	<b>(64,900)</b>	<b>(34,906)</b>	<b>(73,017)</b>	<b>(59,466)</b>
	<b>FUND BALANCE - END</b>	<b>(30,493)</b>	<b>(95,394)</b>		<b>44,242</b>	<b>(1,224)</b>

\*Transfer in From EIP to cover IT upgrades

OK Jon 10/13/2021

\*Office Supplies 2021 - IT hardware

\*Training and Tech assistance 2022 - IT HIPAA requirements

\*Contract services 2022 - IT expenses

\*IT security account created in 2021

\*Energy program estimates hiring between 6-12 employees in 2022 which will increase internal ID revenue.

Indirect increases roughly \$7500 for an employee salaried at \$50,000/year. This is not budgeted, but would make up for the deficit.

\*ECO trails admin income is unknown for 2022 and not included in revenues

Jon and Becky reviewed 11-16-21

## Building - 249 Warren Avenue

	<b>REPLACEMENT FUND -BEGIN</b>	<b>57,707</b>	<b>69,898</b>		<b>79,991</b>	<b>100,232</b>
					<b>Projected</b>	
		<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2021</b>	<b>2022</b>
<b>ACCT #</b>	<b>ACCOUNT NAME</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>ACTUAL</b>	<b>BUDGET</b>
4530	DIRECT CHARGES INCOME	80,797	83,786	87,993	87,993	92,183
4810	RENTAL INCOME					
	<b>TOTAL REVENUES</b>	<b>80,797</b>	<b>83,786</b>	<b>87,993</b>	<b>87,993</b>	<b>92,183</b>
6510	CONTRACT SERVICES- GENERAL			500	500	
6610	OFFICE SUPPLIES	-	-	-	-	-
6680	DUES & SUBSCRIPTIONS	-	-	-	-	-
6710	MORTGAGE EXPENSE	38,160	38,160	38,160	38,160	38,160
6720	RENT - COG Storage/ Parking Spaces	6,000	5,295	6,000		
6745	CAM FEES	17,723	16,687	17,723	16,687	20,000
6740	REPAIRS & MAINTENANCE.	2,772	2,627	10,000	35,000	2,500
8000	CAPITAL IMPROVEMENT		7,525		16,505	10,000
6750	JANITORIAL/TRASH EXPENSE	3,951	3,400	3,600	3,900	6,500
	<b>TOTAL EXPENSES</b>	<b>68,606</b>	<b>73,693</b>	<b>75,983</b>	<b>110,752</b>	<b>77,160</b>
	<b>REVENUE OVER EXPENDITURES</b>	12,191	10,093	12,010	(22,759)	15,023
	<b>TRANSFERS FROM OTHER PROGRAMS</b>				<b>43,000</b>	
	<b>REPLACEMENT FUND -END</b>	<b>69,898</b>	<b>79,991</b>		<b>100,232</b>	<b>115,255</b>

\*Continue to build replacement fund for major improvements, window replacement, carpet, remodel, etc--goal \$100,000 bal

\*Increased R&M costs in 2021 are for security, rewiring and office improvements

OK Jon 10/7/2020

Jon and Becky reviewed 11-16-21

\*EIP transfer added from 2021 revenues to help reach \$100,000 fund balance



# Motor Pool

	<b>REPLACEMENT FUND -BEGIN</b>	<b>66,757</b>	<b>42,923</b>		<b>35,155</b>	<b>56,732</b>
					<b>Projected</b>	
		<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2021</b>	<b>2022</b>
<b>ACCT #</b>	<b>ACCOUNT NAME</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>ACTUAL</b>	<b>BUDGET</b>
4530	MOTOR POOL BILLINGS	18,535	6,734	5,000	2,860	
4610	INSURANCE PROCEEDS	6,447	696		215	
4010	GAIN ON SALE				19,038	
	<b>TOTAL REVENUES</b>	<b>24,982</b>	<b>7,430</b>	<b>5,000</b>	<b>22,113</b>	<b>-</b>
6141	SALARY - FISCAL			585		
6210	BENEFITS			158		
6420	CONTRACT - FISCAL OFFICE	2,232	2,304	2,304	1,728	
	<b>TOTAL SALARIES AND BENEFITS</b>	<b>2,232</b>	<b>2,304</b>	<b>3,047</b>	<b>1,728</b>	<b>-</b>
6610	OFFICE SUPPLIES				101	
6640	POSTAGE	13				
6660	ADVERTISING	2,700				
6760	INSURANCE	2,894	1,877	2,000	1,407	
6800	EQUIP REPAIR/MAINTENANCE/SUPPLY		24			
6810	VEHICLE REPAIR	11,070	1,760	1,000	-	
6811	GAS, OIL & VEHICLE SUPPLIES	9,247	717	1,000	487	
6830	EQUIPMENT LEASE	20,366	8,348	8,500	6,721	
7120	LICENSE & PERMITS				36	
7130	TRAVEL & MEETING	294	168	100	55	
	<b>TOTAL PROGRAM EXPENSES</b>	<b>46,584</b>	<b>12,893</b>	<b>12,600</b>	<b>8,808</b>	<b>-</b>
	<b>OTHER EXPENSES</b>					
8000	CAPITAL OUTLAY					10,000
9130	TRANSFERRED BETWEEN PROGRAMS					
	<b>TOTAL EXPENSES</b>	<b>48,816</b>	<b>15,197</b>	<b>15,647</b>	<b>10,536</b>	<b>10,000</b>
	<b>NET REVENUE</b>	<b>(23,834)</b>	<b>(7,768)</b>	<b>(10,647)</b>	<b>11,577</b>	<b>(10,000)</b>
	<b>TRANSFERRED FROM PROGRAMS</b>				<b>10,000</b>	
	<b>REPLACEMENT FUND - END</b>	<b>42,923</b>	<b>35,155</b>		<b>56,732</b>	<b>46,732</b>

\* Increase in mileage to .54/mile

\*In 2019 began a lease program in which Elevator and Regional Business vehicles are charged directly to those program

\*Vehicle cost includes expense plus buyout, insurance and other costs

\*No vehicles in motor pool in 2022; retaining fund for potential buyout at end of lease or future vehicle purchases

Jon and Becky reviewed 11-16-21

\*\$10,000 EIP transfer from 2021 revenues to pay for 2022 down payment on new EIP vehicle



# PROGRAM SUMMARIES

## 2022 BUDGET AND REVISED 2021 BUDGET



# ECONOMIC DEVELOPMENT DISTRICT

## 2022 BUDGET NARRATIVE PROGRAM SUMMARY

<b>Program Established:</b>	2012
<b>Program Director:</b>	Rachel Lunney

### Recent Program Highlights:

- a. The Five-Year update to the Comprehensive Economic Development Strategy (CEDS) was completed in 2022, and submitted to the EDA on September 30<sup>th</sup>. The updated CEDS covers the period October 1, 2022 – September 30, 2026, and serves as the economic development roadmap for the NWCCOG Region.
- b. NWCCOG EDD was successful in securing additional funding for the region for capacity building and COVID recovery in 2020. In 2021, these grant funds were spent as follows:
  - a. \$200,000 in EDA CARES Act funding: total grant was \$400,000; \$200,000 was spent in 2021 on Mountain Migration study, grants directly to each of the five counties in the NWCCOG Region for their own individual COVID recovery and resiliency projects; funding towards NLF Business Loan Assistant’s salary for work done on COVID-related business grants and loans; funding towards a portion of the NWCCOG Executive Director’s salary and benefits for COVID recovery activities.
  - b. \$24,000 USDA Rural Business Development Grant – these funds were spent to support the Summit Prosperity Initiative’s Business Bootcamp program for business owners entrepreneurs to start and/or grow their business. NWCCOG was a supporter of this event, along with USDA, Summit Chamber, and Freeport McMoRan. In 2021, over 30 businesses and entrepreneurs participated in four cohorts.
  - c. \$87,990 USDA Housing Preservation Grant – these funds were used to complete a multi-year project for the Golden Eagle Senior Apartments in Eagle, Colorado. The funds were used in 2021 to construct a second egress by replacing dining room window with a sliding glass door and deck. The final 12 units (out of 36 units total) were completed in 2021 with this funding. Golden Eagle Senior Apartments provide affordable housing to approximately 45 low and very-low income seniors.

**Budget Notes:** EDA CARES Act funding began July 1, 2020: of the total funding of \$400,000, \$300,000 was spent in 2020 and 2021. The remaining \$100,000 will be spent in 2022 to be used for County grants, NLF Loan Assistant time and benefits (portion), and NWCCOG Executive Director time and benefits (portion). NWCCOG EDD plans on holding the Regional Economic Summit again in 2022, and \$5,000 has been budgeted for this event.

### General Program Description:

NWCCOG is an officially designated Economic Development District under the auspices of the U.S. Department of Commerce Economic Development Administration. This EDA designation serves as a foundation for economic development projects and programs that aim to build the capacity of our member communities in creating and sustaining health, vibrant, diverse economies. The EDA's mission is to "lead the federal economic agenda by promoting innovation and competitiveness, preparing American regions for growth and success in the worldwide economy". To further this mission, the EDA provides annual funding to EDD's across the country to assist in their pursuit of region-building economic development activities. NWCCOG will continue to use this funding to focus on activities which aim to stimulate growth and business expansion in order to strengthen the economies of member communities in our region.

# Economic Development District

	<b>FUND BALANCE - BEGINNING</b>	<b>16,855</b>	<b>20,027</b>		-	-
					<b>Projected</b>	
		<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2021</b>	<b>2022</b>
<b>ACCT #</b>	<b>ACCOUNT NAME</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>Actual</b>	<b>Budget</b>
4100	FEDERAL CONTRACT	70,000	170,000	442,990	374,838	170,000
4200	STATE GRANT REVENUE					
4630	NWCCOG MATCHING	69,996	69,996	70,000	70,000	70,000
4640	CARRY OVER REVENUE from prior				46,142	83,428
4650	CARRY OVER REVENUE to next period		(26,115)	24,000	(83,428)	(18,945)
	<b>TOTAL REVENUES</b>	<b>139,996</b>	<b>213,881</b>	<b>536,990</b>	<b>407,552</b>	<b>304,483</b>
6110	SALARIES - Executive Director	16,006	22,969	30,061	30,000	36,720
6121	SALARIES - EDD Director	71,258	74,821	94,152	77,140	80,998
6210	TAXES & BENEFITS - ED & EDD Director	29,174	32,062	44,910	44,910	40,243
6121	SALARIES- NLF Loan Assistant		3,151		25,352	25,000
6210	TAXES & BENEFITS - NLF Loan Assistant				1,921	6,921
6410	CONTRACT STAFF			65,000		
6510	OUTSIDE CONTRACT		5,417	70,000	33,020	
	<b>TOTAL SALARIES AND BENEFITS</b>	<b>116,438</b>	<b>138,419</b>	<b>304,123</b>	<b>212,344</b>	<b>189,882</b>
6610	OFFICE SUPPLIES	224				
6640	POSTAGE	19	13	20	10	10
6650	PROGRAM EXPENSE		219			6,000
6660	ADVERTISING	2,507	1,043	10,000	5,000	
6670	INTERNET / WEBSITE	3,104	24	3,000	500	1,000
6680	DUES & SUBSCRIPTIONS	1,129	352	1,500	1,500	1,500
7110	PROGRAM SUPPLIES			100		
7130	TRAVEL & MEETINGS	2,351	308	7,712	500	2,500
7150	TRAINING & TECH. ASSISTANCE	1,059	56	1,000	500	1,000
	<b>TOTAL PROGRAM EXPENSES</b>	<b>10,393</b>	<b>2,014</b>	<b>23,332</b>	<b>8,010</b>	<b>12,010</b>
	<b>OTHER EXPENSES</b>					
6720	RENT	1,913	1,984	2,084	2,084	2,183
7910	INDIRECT COSTS APPLIED	13,090	15,141	22,025	17,736	21,408
7320	PASSED THROUGH	(5,010)	56,322	172,990	167,377	79,000
	<b>TOTAL EXPENSES</b>	<b>136,824</b>	<b>213,881</b>	<b>524,554</b>	<b>407,552</b>	<b>304,483</b>
	<b>REVENUES OVER EXPENDITURES</b>	<b>3,172</b>	<b>-</b>	<b>12,436</b>	<b>-</b>	<b>-</b>
	<b>FUND BALANCE - ENDING</b>	<b>20,027</b>	<b>20,027</b>			

\*Carry Over Revenue is from CARES act billed at beginning of quarter

\*6410 Contract for RBRC, only used partial

\*6420 Outside Contract -- Payments To Counties in 2021 budget charged to 7320

\*Executive Director 6110 is partially CARES Act 3830 for 2021 and 2022

\*2022 Program Expense acct is for sponsorships to partners for events, initiatives, and projects

\*Removed starting/ending fund balance effective 2021

\*OK Jon 10/12/2021

Becky and Jon reviewed 11-16-21

## EDD Budget Detail

	<b>FUND BALANCE - BEGINNING</b>	-			
		<b>2022</b>	<b>EDD General</b>	<b>EDD CARES</b>	<b>EDD RLF</b>
<b>ACCT #</b>	<b>ACCOUNT NAME</b>	<b>Budget</b>	<b>3800</b>	<b>3830</b>	<b>3845</b>
4100	FEDERAL CONTRACT	170,000	70,000	100,000	47,000
4200	STATE GRANT REVENUE				
4630	NWCCOG MATCHING	70,000			
4640	CARRY OVER REVENUE from prior	83,428			
4650	CARRY OVER REVENUE to next period	(18,945)			
	<b>TOTAL REVENUES</b>	<b>304,483</b>			
6110	SALARIES - Executive Director	36,720	31,720	5,000	
6121	SALARIES - EDD Director	80,998	80,998		
6210	TAXES & BENEFITS - ED & EDD Director	40,243	37,843	2,400	
6121	SALARIES- NLF Loan Assistant	25,000		25,000	
6210	TAXES & BENEFITS - NLF Loan Assistant	6,921		6,921	
6410	CONTRACT STAFF				
6510	OUTSIDE CONTRACT				
	<b>TOTAL SALARIES AND BENEFITS</b>	<b>189,882</b>			
6610	OFFICE SUPPLIES				
6640	POSTAGE	10	10		
6650	PROGRAM EXPENSE	6,000	6,000		
6660	ADVERTISING				
6670	INTERNET / WEBSITE	1,000	1,000		
6680	DUES & SUBSCRIPTIONS	1,500	1,500		
7110	PROGRAM SUPPLIES				
7130	TRAVEL & MEETINGS	2,500	2,500		
7150	TRAINING & TECH. ASSISTANCE	1,000	1,000		
	<b>TOTAL PROGRAM EXPENSES</b>	<b>12,010</b>			
	<b>OTHER EXPENSES</b>				
6720	RENT	2,183	2,183		
7910	INDIRECT COSTS APPLIED	21,408	16,908	4,500	
7320	PASSED THROUGH	79,000		79,000	47,000
	<b>TOTAL EXPENSES</b>	<b>304,483</b>			
	<b>REVENUES OVER EXPENDITURES</b>	<b>-</b>			
	<b>FUND BALANCE - ENDING</b>				

\*RLF Grant shows funds available to request but not yet received or used



# ELEVATOR INSPECTION PROGRAM

## 2022 BUDGET NARRATIVE PROGRAM SUMMARY

<b>Program Established:</b>	1993
<b>Program Director:</b>	David L Harris

### Review of projected end of year budget projections for 2021:

1. Since 2019 the program continues to perform at a level that made it a model program for the State of Colorado.
2. Annual revenues for 2021 again exceeded projections, specifically with the enforcement program which exceeded revenues by over 100%. Other revenues also exceeded expectations. This has allowed the EIP program to contribute to the BB program budget, pay for significant office space and IT improvements, and to pay off a residual beginning fund balance deficit in Indirect which has accomplished it's purpose of bringing the Indirect rate of 15%
3. Annual inspection billing (**4410**) may fall short of projections but with the addition of new admin staff we should start seeing the collections ramp up. We plan for this revenue stream to be back on track early in 2022. Other service income (**4430**) is mostly reserved for 5yr witnessed tests and failed acceptance inspections which exceeded projections greatly. Permit review fees were higher than expected also. In all, EIP actual Revenues for 2021 are far above the actual expectations.

### General overview of projected 2022 budget:

In general, the overall budget for 2022 remains the same with exception of the following.

1. The EIP is proposing an increase in annual inspection fees by 5% in order to off-set the cost of doing business. The addition of Snowmass Village will also bring in additional revenue from both enforcement and annual inspection fees however the total increase will not be entirely known until mid-year.
2. There has been increases to staffing salaries that will affect the total revenue however with continued enforcement and the addition of a new Jurisdiction we feel confident that the impact will be truly felt.

### Program Summary:

The EIP is moving ahead strong in fulfilling program requirements, the office support team as well as the field inspection staff is finally working together in manner that is consistent and fluid. There have been many changes in the program within the last 3 years and there are several more positive changes to come. The addition of an enforcement program has been tough for not only conveyance owners but for conveyance contractor and the EIP program. However, the number of elevators that have a valid certificate of operation has increased from 55% to 74% since its implementation and with persistence that number should rise to 85% 2022. In closing, the program staff is operating sharper than ever, especially with so many changes in the last two years and the program only looks to improve moving forward.

## Elevator Inspection Program

ACCT #	ACCOUNT NAME	2019	2020	2021	Projected	2022
		ACTUAL	ACTUAL	BUDGET	2021 ACTUAL	BUDGET
4410	ANNUAL INSPECTION FEES	329,325	487,700	565,000	453,000	615,000
4430	OTHER SERVICES INCOME (5 Yrs & Failed Accept)	180,178	178,080	145,000	376,000	210,000
4440	PERMIT REVIEW FEES	255,425	266,000	150,000	279,000	150,000
4460	FINES & PENALTIES	244,500	425,300	200,000	362,000	220,000
4430	MISCELLANOUS INCOME				3,600	
4520	OTHER LOCAL FUNDING		385			
	<b>TOTAL REVENUES</b>	<b>1,009,428</b>	<b>1,357,465</b>	<b>1,060,000</b>	<b>1,473,600</b>	<b>1,195,000</b>
6110	SALARIES - Executive Director	473	395			
6112	SALARIES - Program Director	99,750	104,737	109,085	109,085	125,000
6121	SALARIES - Inspectors	285,911	311,673	307,394	283,100	329,382
6131	SALARIES - Office Support	99,704	110,455	137,581	126,600	173,919
6100	PAYROLL EXPENSES - OTHER		8,518			
6210	TAXES & BENEFITS	124,977	173,030	192,384	159,500	213,813
6510	CONTRACTOR	24,504	1,702	13,000	7,000	13,000
6560	OTHER CONTRACTOR (3rd Party)	4,622	17,410	30,000	30,000	30,000
	<b>TOTAL SALARIES AND BENEFITS</b>	<b>639,941</b>	<b>727,920</b>	<b>789,444</b>	<b>715,285</b>	<b>885,114</b>
6310	MEETING EXPENSE		250			
6610	OFFICE SUPPLIES	2,668	2,429	3,000	8,500	10,000
6630	CREDIT CARD FEES	383				
6640	POSTAGE	585	325	600	50	600
6650	PRINTING	38		500		
6655	PROGRAM EXPENSE		43			
6660	ADVERTISING	1,171	189	1,000	100	1,000
6670	INTERNET/WEBSITE		1,065			
6680	DUES & SUBSCRIPTIONS	839	48	1,200	1,250	1,250
6730	TELEPHONE	3,132	4,412	3,900	6,000	6,000
6760	INSURANCE	689	60	60	600	60
6800	EQUIP. MAINT. & REPAIRS	50				
6830	VEHICLE LEASE	27,597	31,706		34,400	39,000
6811	VEHICLE SUPPLIES/TIRES	6,019	7,689		8,200	12,000
6840	TOOLS & EQUIPMENT	5,118		2,000		2,000
6930	BAD DEBT WRITTEN OFF	4,750	800	4,000	700	4,000
7120	LICENSE & PERMITS	1,183	1,534	2,500	400	2,500
7110	PROGRAM SUPPLIES	717	613		10	1,000
7130	TRAVEL & MEETINGS	39,920	29,189	35,000	37,000	40,000
7150	TRAINING & TECH. ASSISTANCE	6,146	175	6,000		6,000
	<b>TOTAL PROGRAM EXPENSES</b>	<b>101,005</b>	<b>80,525</b>	<b>59,760</b>	<b>97,210</b>	<b>125,410</b>
	<b>OTHER EXPENSES</b>					
6720	RENT & UTILITIES	8,540	8,598	9,030	9,030	5,309
7910	INDIRECT COSTS APPLIED	72,876	80,367	81,954	78,000	94,245
	<b>TOTAL EXPENSES</b>	<b>822,362</b>	<b>897,410</b>	<b>940,188</b>	<b>899,525</b>	<b>1,110,078</b>
	<b>REVENUES OVER EXPENDITURES</b>	<b>187,066</b>	<b>460,055</b>	<b>119,812</b>	<b>574,075</b>	<b>84,922</b>
9130	TRANSFERED TO OTHER PROGRAMS			63,000	394,652	84,922
	<b>REPLACEMENT FUND RESERVE</b>	<b>22,500</b>	<b>22,500</b>	<b>22,500</b>		

\*Added Transfer to RB (and RB-BB) instead of implied "balance" to GF in previous years

\*End Replacement Fund Reserve in 2022 --was for next vehicle

OK Jon 10/13/2021



# ENERGY PROGRAM

## 2022 BUDGET NARRATIVE PROGRAM SUMMARY

<b>Program Established:</b>	1978
<b>Program Director:</b>	Doug Jones

### Recent Program Highlights:

- The BEECH program that we developed has been adopted by CEO as part of the weatherization measures installed in a home and is now being implemented state-wide. Governor Polis has issued a press release on this project and The Colorado Sun, Colorado Public Radio, and Colorado Public Broadcasting have covered Project BEECH or are in the process of reporting on this project.
- Solar Panels were installed on WAP homes producing in excess of 30 kW. Additional funding from CEO was requested for a solar array on the Summit County Advocates against Abuse shelter for 10 kW and 60 kW for a low-income apartment complex in Chaffee County.
- ASHPs were installed in 5 WAP homes for PY 20/21 and for PY 21/22 it will be 20 more installs.
- Continuing education for all staff including Universal EPA 608 certification that allows staff to safely work with refrigerants and allows all ASHP installs to be done in-house. Building Performance Institute certifications for all staff.
- Purchase of 5 new vehicles to replace an aging fleet and new equipment like combustion analyzers and insulation machines.
- The New Castle satellite office has moved into new office space above the warehouse providing more room for staff and making more storage room in the warehouse.
- Increased funding allowed increased staff (currently at 19.5) and an increase in homes serviced.
- The annual evaluations done by CEO for both field and administrative practices found the Energy Program to be in compliance with both policies and procedures.

### Budget Notes:

In PY 15/16 when new management first took over the Energy Program the budget was \$1,000,570 and the contract was for 105 homes with 10 employees. In PY 20/21 the budget is \$2,850,000 and among all the programs we will service 341 homes and have almost doubled the staff. Going into 21/22 Colorado legislation will provide an additional \$3,000,000 in funding for residential energy efficiency upgrades. It is expected that on a federal level there will also be an increase in available funding.



## **Energy Sub-Program Descriptions:**

The Energy Program provides the Weatherization Assistance Program (WAP), the Colorado Affordable Residential Energy Program (CARE), the Crisis Intervention Program (CIP) and the Beneficial Electrification of Eagle County Housing program (BEECH) to qualified Coloradans in northwest part of the state. The territory covers 13 counties and is geographically larger than the state of West Virginia.

**WAP** is funded by the Department of Energy, the Low-Income Energy Assistance Program (LEAP), state funding provided through the Colorado Energy Office (CEO), and available utility rebates. The Energy Program does outreach and qualifies clients. The Energy Auditor evaluates the home. The Energy Efficiency Technicians on staff install all the measures that have been proven to be cost-effective. These include such things as: insulation, lighting upgrades, heating upgrades, energy efficient refrigerators, reducing the air leaks in the building shell, and storm windows. A thorough battery of health and safety tests is also done. Issues like gas leaks, venting or moisture issues, and excessive carbon monoxide are all tested for and fixed.

The **CARE** program provides very similar measures to lower the client's utility bill. The health and safety tests are still incorporated but the measures for the home are based on parameters agreed upon with the local utility provider. The Energy Program has gone from 20 jobs the initial year to 175 jobs in 2021 including 20 jobs in Mesa County.

**CIP** is an emergency program to repair or replace a broken or dangerous heating system. The service begins every October and continues until the funding runs out. LEAP clients automatically qualify for this service.

The **BEECH** program started as a pilot project with Eagle County, Holy Cross Energy, Walking Mountain Science Center and the owner of the Dotsero Mobile Home Park. All fossil fuel use was to be replaced with electric power incorporating air sourced heat pump (ASHP) technology, more efficient appliances like induction ovens and EnergyStar™ refrigerators. The manufactured home would also be weatherized. The five homes done in the pilot project proved that utility bills were lowered and client comfort and safety were improved. In 2021, the Energy Program agreed to finish twenty more homes in the park with a goal of converting the entire park to beneficial electrification. The park owner, Holy Cross Energy and CEO are in talks with the Energy Program to install a large solar garden on available land west of the park to further reduce the residents' utility burden.

# Energy Program Budget

					Projected	
		2019	2020	2021	2021	2022
ACCT #	ACCOUNT NAME	ACTUAL	ACTUAL	BUDGET	ACTUAL	BUDGET
4100	FEDERAL CONTRACT REVENUE	1,005,063	1,034,045	1,465,691	1,766,512	1,836,170
4200	STATE CONTRACT REVENUE	750,090	318,140			
4200	CARE/CIP/BEECH REVENUE	58,341	615,714	357,316	958,318	1,050,000
4430	OTHER SERVICES INCOME		(40)			
4620	REIMBURSED EXPENSES	10,393	(148)			
4620	LOCAL REVENUE	34,596		12,000		
4610	INSURANCE PROCEEDS		7,387		5,931	
4660	MATCHING FUNDS		7,030			
4830	GAIN ON SALE / INSURANCE PROCEEDS	2,689			3,000	
4640	CARRYOVER REVENUE		14,562			
	<b>TOTAL REVENUES</b>	<b>1,861,172</b>	<b>1,996,690</b>	<b>1,835,007</b>	<b>2,733,761</b>	<b>2,886,170</b>
6112	SALARIES - Program Director		92,865	95,481	95,481	115,000
6115	SALARIES - Program Manager	88,200	75,059	77,330	77,330	81,201
6131	SALARIES - Outreach Manager	9,526	52,983	54,105	58,181	63,008
6115	SALARIES - Outreach Assistant		34,416	38,601	41,600	43,680
6121	SALARIES - Weatherization Hourly	622,867	480,599	565,353	675,987	706,481
6141	SALARIES - Fiscal		12,333	19,905	22,887	39,218
6124	WX STAFF BONUS		58,313			98,000
6210	TAXES & BENEFITS	250,578	300,421	307,806	385,473	427,248
6410	CONTRACT STAFF	5,483		14,055		
6420	CONTRACT - FISCAL	9,485	5,608	8,418	8,417	
6510	CONTRACT SERVICES	144,382	23,506	42,263	75,088	77,340
6511	H&S CONTRACTOR		22,113		13,126	13,779
6520	OUTSIDE CONTRACT - OTHER		3,536			
	<b>TOTAL SALARIES AND BENEFITS</b>	<b>1,130,521</b>	<b>1,215,013</b>	<b>1,223,317</b>	<b>1,453,569</b>	<b>1,664,955</b>
6430	LEGAL EXPENSE			500		500
6610	OFFICE SUPPLIES	10,436	27,989	3,952	11,363	10,119
6630	CREDIT CARD FEES	514	396	396		396
6640	POSTAGE	1,284	3,360	620	1,181	1,240
6650	PRINTING	1,789	134	600	100	250
6655	PROGRAM EXPENSE	10,257	6,437			
6660	ADVERTISING	5,992	3,592	500	6,500	6,703
6670	INTERNET/WEBSITE EXPENSE		2,808		1,500	1,615
6680	DUES & SUBSCRIPTIONS	637	1,323	1,236	1,236	275
6730	TELEPHONE	10,848	11,469	8,198	14,556	14,556
6760	INSURANCE - vehicles/tools	10,329	6,229	14,894	5,288	5,288
6761	INSURANCE DEDUCTIBLE		1,124		700	797
6762	LIABILITY INSURANCE				3,000	3,893
6800	EQUIP. MAINT & REPAIR	2,433	1,813	5,955	4,772	4,271
6810	VEHICLE REPAIR/MAINTENANCE	24,126	33,080	18,763	18,217	30,706
6811	GAS, OIL & SUPPLIES	35,244	29,436	33,921	41,504	43,579

# Energy Program Budget

					Projected	
		2019	2020	2021	2021	2022
ACCT #	ACCOUNT NAME	ACTUAL	ACTUAL	BUDGET	ACTUAL	BUDGET
6830	EQUIPMENT LEASE - LONG TERM		5,625		6,609	6,609
6840	TOOLS AND EQUIPMENT	67,969	127,987	7,449	89,031	78,813
7120	LICENSE & PERMIT FEES	476	180	1,000	4,000	4,072
7130	TRAVEL & MEETINGS	54,838	20,030	38,393	26,589	24,889
7150	TRAINING & TECH ASSISTANCE	14,636	33,512	8,961	6,870	6,106
7425	SOLAR	2,985				
7410	MATERIALS	399,844	346,986	267,020	678,289	688,831
	<b>TOTAL PROGRAM EXPENSES</b>	<b>654,637</b>	<b>663,512</b>	<b>412,358</b>	<b>921,304</b>	<b>933,508</b>
	<b>OTHER EXPENSES</b>					
7910	INDIRECT COSTS APPLIED	108,085	129,216	127,616	131,747	157,288
6720	OUTSIDE RENT & UTILITIES	59,741		53,801	75,160	77,415
6720	WX - COG GARAGE			13,081	13,081	13,704
6720	COG OFFICE RENT & UTILITIES		69,021	4,834		300
9140	DEFERRED EXPENSE		(43,170)		43,170	
8000	CAPITAL OUTLAY		16,922		149,347	39,000
	<b>TOTAL EXPENSES</b>	<b>1,952,984</b>	<b>2,050,514</b>	<b>1,835,007</b>	<b>2,787,378</b>	<b>2,886,170</b>
	<b>REVENUES OVER EXPENDITURES</b>	<b>(91,812)</b>	<b>(53,824)</b>	<b>0</b>	<b>(53,617)</b>	<b>-</b>

*New in 2022 BEECH					
*New in 2017 CARE & CIP					
*Contract staff is temp labor, contract services are outside vendors					

\*Materials variance 2021: more funding received for add'l solar jobs, additional \$375,000 received for Beneficial Electrification

\*Potential for 2022 revenues to increase 100% or more due to State of CO house bill, infrastructure bill, and Build Back Better, unable to currently budget because future funding is unknown

\*Transit Vans moved from Tools & Equipment to Capital Outlay

\*Additional staffing will be needed for growth starting at beginning of program's 2022-23 fiscal year; future positions not budgeted

OK Jon 11/16/2021

Jon and Becky reviewed 11-16-21



# NWCCOG FOUNDATION INC.

## 2022 BUDGET NARRATIVE PROGRAM SUMMARY

<b>Program Established:</b>	1996
<b>Program Director:</b>	Jon Stavney (NWCCOG Executive Director)

### Recent Program Highlights:

In 2018-2021 the NWCCOG Foundation was minimally utilized. Some QQ funds pass through the Foundation. In 2021 a request from Eagle County ECO Trails for the foundation to support private donations to complete the core trail project was accepted by Council with terms negotiated by staff, and a web page for donations has been established. As of the draft of this budget in October 2021 only two donations have been received, though ECO staff is confident 2022 will have robust donations. NWCCOG has decided to budget conservatively regarding income related to this project in 2022 while hoping the donations are much more robust than budgeted.

There has been a fund balance in the Foundation for many years which the Executive Director has researched to be Admin fees from past project which were never transferred to NWCCOG as payment for those services, primarily Fiscal. In 2022, it is proposed that roughly half of that balance be transferred to the Indirect Fund where fiscal costs reside. As the extent of Admin income from the ECO project is determined, those fees will also be transferred to Indirect with a budget revision a year from now.

### Budget Notes:

The NWCCOG Foundation is a separate entity from NWCCOG Council and the Organization (although they share the same board members). All motions made regarding Foundation actions, including adopting of this budget are made with the board called to order and acting in that capacity in a meeting which has been posted as a NWCCOG Foundation meeting. It is “included” in this NWCCOG budget only for the convenience of the Council.

### General Program Description:

The NWCCOG Foundation Inc. is a federal tax-exempt public charity under section 501© (3) of the Internal Revenue Code. The mission of the NWCCOG Foundation, Inc. is to provide a financial mechanism for the member jurisdictions of the Northwest Colorado Council of Governments to work collaboratively with not-for-profit organizations, citizen-based groups and individuals on projects of mutual interest and benefit for the region. The board members of the NWCCOG Foundation Inc. are the officers of the NWCCOG Council. NWCCOG staff provides administration, and the cost of administration is customarily 5% of actively accounts, though this is negotiable based on the estimated time involved in administering any specific project.

A Foundation Uses Memo with guidelines for use of the Foundation for Local Projects as requested by the Membership are available upon request.

# NWCCOG Foundation

	<b>BEGINNING FUND BALANCE</b>	<b>32,567</b>	<b>29,738</b>		<b>29,897</b>	<b>29,872</b>
					<b>Projected</b>	
		<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2021</b>	<b>2022</b>
<b>ACCT #</b>	<b>ACCOUNT NAME</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>ACTUAL</b>	<b>BUDGET</b>
4003	FUNDRAISING INCOME					
4200	STATE GRANT INCOME					
4250	DONATIONS		153		5,500	3,500
4300	LOCAL FUNDING / MATCH					
4400	FOUNDATION & TRUSTS	329				
4800	PROGRAM FEES					1,000
7010	INTEREST EARNINGS	52	6		5	
	<b>TOTAL REVENUES</b>	<b>381</b>	<b>159</b>	<b>-</b>	<b>5,505</b>	<b>4,500</b>
6050	CONTRACT LABOR	1,200				
6141	SALARIES - Fiscal					
6210	FRINGE BENEFITS					
6520	OUTSIDE CONTRACT					
	<b>TOTAL SALARIES AND BENEFITS</b>	<b>1,200</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
6155	BANK SERVICE CHARGES				30	
6180	OFFICE SUPPLIES					
6195	POSTAGE					
6230	TELEPHONE					
6240	INTERNET/WEBSITE					
6250	TRAVEL & MEETINGS					
6260	LICENSE & PERMITS					
6660	ADVERTISING					
6800	PRINTING & PUBLICATION					
6810	OUTREACH					
	<b>TOTAL PROGRAM EXPENSES</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
	<b>OTHER EXPENSES</b>					
7320	PASS THROUGH FUNDS	2,000			5,500	3,500
7910	INDIRECT COST ALLOCATION	10				
	<b>TOTAL EXPENSES</b>	<b>3,210</b>	<b>-</b>	<b>-</b>	<b>5,530</b>	<b>3,500</b>
	<b>REVENUES OVER EXPENDITURES</b>	<b>(2,829)</b>	<b>159</b>	<b>-</b>	<b>(25)</b>	<b>1,000</b>
	Transfer to COG for administrative costs					(14,000)
	<b>ENDING FUND BALANCE</b>	<b>29,738</b>	<b>29,897</b>	<b>-</b>	<b>29,872</b>	<b>16,872</b>

\*As of Oct 2021 only \$35 in for ECO Donations, no idea how to accurately budget for 2022.

OK Jon 10/12/2021

Jon and Becky reviewed 11-16-21



# NORTHWEST ALL-HAZARDS EMERGENCY MANAGEMENT REGION

## 2022 BUDGET NARRATIVE PROGRAM SUMMARY

<b>Program Established:</b>	2003
<b>Program Director:</b>	Kim Cancelosi (Coordinator)

### Recent Program Highlights:

- a. NWAHEMR is awarded \$226,934 for federal fiscal year through the State Homeland Security Grant Program, the grants are 3-year grants and overlap
- b. The Grant was underspent because its' purpose is for preparation for emergencies, and for most of 2020 and 2021, all counties and the state have been in an emergency or recovery from the pandemic, so there has been less time to do planning work. Some the Grant projects continuing this year include Phase 3 of the mobile light generator project, the continued expansion of the credentialing project, training as well as regional capability assessment and threat analysis.

### General Program Description:

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

# Northwest All Hazards Emergency Management Region

		2019	2020	2021	Projected 2021	2022
ACCT #	ACCOUNT NAME	ACTUAL	ACTUAL	BUDGET	ACTUAL	BUDGET
4100	FEDERAL FUNDS - SHSG	261,410	204,816	240,325	240,325	240,325
4100	FEDERAL FUNDS - M & A			12,649	12,649	12,649
	<b>TOTAL REVENUES</b>	<b>261,410</b>	<b>204,816</b>	<b>252,974</b>	<b>252,974</b>	<b>252,974</b>
6410	CONTRACT STAFF	52,873	41,822	65,000	65,000	50,000
6420	FISCAL CONTRACT	4,200	1,479		4,332	4,332
6520	OUTSIDE CONTRACT			13,739	10,000	
	<b>TOTAL SALARIES AND BENEFITS</b>	<b>57,073</b>	<b>43,301</b>	<b>78,739</b>	<b>79,332</b>	<b>54,332</b>
6440	AUDIT EXPENSE	2,500	2,500	2,500	2,500	2,500
6620	BANK CHARGES		45			
6640	POSTAGE	32	1	50	100	
6680	DUES & SUBSCRIPTIONS	450	16	50	50	250
6670	INTERNET / WEBSITE			200		
6840	TOOLS & EQUIPMENT	13,594	155,959		150,000	
7130	TRAVEL & MEETINGS	9,840	1,656	20,000	2,000	
7150	TRAINING & TECHNICAL ASSISTANCE		1,338	1,500	1,338	
7160	EXERCISE - TRAINING			17,000	17,654	
	<b>TOTAL PROGRAM EXPENSES</b>	<b>26,416</b>	<b>161,516</b>	<b>41,300</b>	<b>173,642</b>	<b>2,750</b>
	<b>OTHER EXPENSES</b>					
6720	RENT					
7320	PASS THROUGH FUNDS	58,426				195,892
8000	CAPITAL OUTLAY	119,496		132,935		
	<b>TOTAL EXPENSES</b>	<b>261,411</b>	<b>204,816</b>	<b>252,974</b>	<b>252,974</b>	<b>252,974</b>
	<b>REVENUES OVER EXPENDITURES</b>	<b>(1)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

\*Revised and approved by Kim Cancelosi 10-14-21

\*Federal 2022 budget not yet available, all numbers are estimates

Jon and Becky reviewed 11-16-21



# NORTHWEST (BUSINESS) LOAN FUND

## 2022 BUDGET NARRATIVE PROGRAM SUMMARY

<b>Program Established:</b>	2013
<b>Program Director:</b>	Anita Cameron (Director of Business Lending)

### Recent Program Highlights:

- a. It is very difficult as of October to project whether a number of loans in the que and currently under consideration will close in 2021 so these are not projected in this first draft budget. Any which have closed will be added to the revised 2021 budget at the December meeting with the Final Revised Budget.
- b. Though the cost of two employees in the NLF are not covered fully by even the customary \$500,000 allocation, it is still considered strategically important to manage it as such
- c. After March 2020 and into 2021, much time was spent checking in with existing clients and suspending interest to help keep those clients solvent. Interest payments have resumed.
- d. Last summer, we advertised for and hired a Loan Assistant who has increased capacity of the program significantly.

### Budget Note:

After a very slow start and a strange year due to COVID in 2020 that extended well into 2022, as of this writing, it appears that the NLF may not loan the budgeted amount of CDBG funds which will cover the estimated admin income. The current 16% administration revenues from the CDBG program (assuming \$500,000 in loans closed in the year) roughly covers wages for the Director if overhead and other costs of the program are not included. Any costs over the CDBG revenue is covered by revolved funds or interest income—and this year an EDA recovery grant is supplementing the Loan Assistant Salary.

### General Program Description:

The first loan was made in 2014, one year after the re-establishment process for the Northwest Loan Fund. The Northwest Loan Fund (NLF) an economic development program that loans to start-up and/or expanding businesses to create, or retain, new full-time jobs in Eagle, Garfield, Grand, Jackson, Moffat, Pitkin, Rio Blanco, Routt, and Summit counties. Federal CDBG funds (HUD) for loans are managed through the State OEDIT office to the NLF. As loans are repaid, they become “revolved” and have fewer restrictions. NLF utilizes revolved funds sparingly. Recently, State CDBG allotments to NLF have been \$500,000 or more, and are requested as loans are approved. The budget shows the average allotment that is expected. CDBG allows a 16% fee for administration of each loan, so the \$500,000 nexus is significant because it nearly covers the cost of the Program Director. There are a handful of other funding sources from which NLF could draw upon, but rarely does, because these do not allow collection of an administration fee to fund the program, and the current director is working at capacity.

The NLF is governed by the NLF Board which mirrors the NWCCOG Council. That group approves Loan Committee members as recommended by Director. The NLF loan committee which is comprised of a volunteer from each of the nine counties in the service territory. The Executive Director of the Northwest Colorado Council of Governments serves as Ex Officio Member. Loan size ranges from \$5,000 to \$500,000 with a one-job-per-\$20,000-loaned guideline, with 51% of the new jobs filled by persons from low to moderate income backgrounds (per HUD guidelines).



# Northwest Loan Fund

	<b>Beginning Fund Balance</b>	<b>2,795,071</b>	<b>3,065,207</b>		<b>3,236,548</b>	<b>2,269,469</b>
					<b>PROJECTED</b>	
		<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2021</b>	<b>2022</b>
<b>ACCT #</b>	<b>ACCOUNT NAME</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>ACTUAL</b>	<b>BUDGET</b>
4200	OEDIT STATE OEDIT CONTRACT	25,000	30,000			-
4100	CDBG FEDERAL CONTRACT	237,340	396,000	500,000	133,000	1,315,000
4110	STATE ENERGIZE GRANT		1,688,994	100,000	33,847	
4251	STATE OEDIT CONTRACT -ADMIN		21,284			-
4250	CDBG CONTRACT- ADMIN	37,974	63,360	80,000	10,000	80,000
4620	REIMBURSED EXPENSES	(20)	20			
4710	INTEREST EARNINGS	2,934	1,400	1,000	3,599	2,000
4720	LOAN INTEREST REVENUE	101,688	51,488	100,000	55,000	55,000
4730	ORGINATION FEE	-	1,443	15,000	9,948	10,000
	MISCELLANEOUS	2,829	1,735	-	60	
	<b>TOTAL REVENUES</b>	<b>407,745</b>	<b>2,255,724</b>	<b>796,000</b>	<b>245,454</b>	<b>1,462,000</b>
58000	<b>* Less AMOUNT TO BE LOANED OUT</b>			<b>500,000</b>	<b>954,898</b>	<b>500,000</b>
	<b>NET REVENUES</b>	<b>407,745</b>	<b>2,255,724</b>	<b>296,000</b>	<b>(709,444)</b>	<b>962,000</b>
6112	SALARIES - Program Director	79,269	83,233	85,813	85,813	90,104
6121	SALARIES - Program Staff		17,682	34,539	34,539	31,925
6141	SALARIES - Fiscal		212			
6210	TAXES & BENEFITS	16,473	19,270	30,374	23,064	27,726
6410	CONTRACT STAFF	5,610				
6510	OUTSIDE CONTRACT SERVICES	1,491	6,555	-		
6511	LOAN ASSISTANT			2,000		
6420	FISCAL SERVICES	1,935	1,860	2,000	2,000	2,000
	<b>TOTAL SALARIES AND BENEFITS</b>	<b>104,778</b>	<b>128,811</b>	<b>154,726</b>	<b>145,416</b>	<b>151,755</b>
6130	MEETING EXPENSE		315			
6550	CONSULTANT				173	
6610	OFFICE SUPPLIES	724	609	2,000	700	1,500
6615	LOAN LOSS RESERVE	-	223,555	-	17,707	
6618	BAD DEBTS WRITTEN OFF				51,148	
6620	BANK CHARGES	22	12	25	25	25
6640	POSTAGE	290	356	300	150	200
6650	PRINTING	90				
6655	PROGRAM EXPENSE	1,653	4,698	4,000	4,248	5,000
6660	ADVERTISING	1,247	1,524	1,200	(763)	1,200
6670	INTERNET/WEBSITE		100			
6680	DUES & SUBSCRIPTIONS	2,624	4,872	4,000	4,329	4,500
6730	TELEPHONE EXPENSE	657	859	800	1,241	1,250
6760	INSURANCE PREMIUM EXPENSE	19				
6840	TOOL & EQUIPMENT	550	1,382			
7110	PROGRAM SUPPLIES		2,051	500	600	1,000
7120	LICENSE-PERMITS	42	10	1,000	-	50
7130	TRAVEL & MEETINGS	10,451	8,469	12,000	11,550	12,000
7150	TRAINING & TECH. ASSISTANCE	25				
7321	PASSTHROUGH - LOANS MADE		1,688,994	100,000		
	<b>TOTAL PROGRAM EXPENSES</b>	<b>18,394</b>	<b>1,937,807</b>	<b>125,825</b>	<b>91,108</b>	<b>26,725</b>

# Northwest Loan Fund

	<b>Beginning Fund Balance</b>	<b>2,795,071</b>	<b>3,065,207</b>		<b>3,236,548</b>	<b>2,269,469</b>
				<b>PROJECTED</b>		
		<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2021</b>	<b>2022</b>
<b>ACCT #</b>	<b>ACCOUNT NAME</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>ACTUAL</b>	<b>BUDGET</b>
	<b>OTHER EXPENSES</b>					
6720	RENT & UTILITIES	2,504	2,596	2,727	2,727	2,857
7910	INDIRECT COSTS APPLIED	11,933	15,169	18,053	18,385	18,304
	<b>TOTAL EXPENSES</b>	<b>137,609</b>	<b>2,084,382</b>	<b>301,330</b>	<b>257,635</b>	<b>199,641</b>
	<b>REVENUES OVER EXPENDITURES</b>	<b>270,136</b>	<b>171,341</b>	<b>(5,330)</b>	<b>(967,079)</b>	<b>762,359</b>
	<b>ENDING FUND BALANCE</b>	<b>3,065,207</b>	<b>3,236,548</b>		<b>2,269,469</b>	<b>3,031,828</b>

\*Fund Balance includes Loan Receivables and funds available for Loans

\*EDA CARES Act is covering \$25k of Loan Assistant salary in 2022

\*Funds loaned out of revolved funds in 2021 to be reimbursed in 2022, and will show in fund balance at that time

\*As of 11-16-21 it is possible that additional CDBG loans in process will be closed before the end of the fiscal year. These are not s

\*As of 11-16-21 it is possible that additional CDBG Covid funding could be received before the end of fiscal year. The total amount is unknown and therefore not shown.

Becky and Jon reviewed 11-16-2021



# Northwest Colorado Regional Healthcare Coalition (NWRHCC)

## 2022 BUDGET NARRATIVE PROGRAM SUMMARY

<b>Program Established:</b>	2017
<b>Program Coordinator:</b>	Addy Marantino, NWRHCC Coordinator

### Recent Program Highlights:

- a. The Colorado Department of Health and Environment (CDPHE) awarded NWCCOG Fiscal Agent status in July of 2017 and extended this through June 2020 and again through June of 2022.
- b. Because of the wealth of other COVID emergency and recovery funds available to Healthcare this year, the HCC fund is significantly underspending from it’s projected budget. It is unclear how this may impact future allocations and budgets.
- c. 2020-2021 is the fourth year of the NWRHCC in this current format. There are a list of deliverables from CDPHE that the NWRHCC is to complete by June 2022.
- d. NWRHCC website at [www.colorado-nwrhcc.org](http://www.colorado-nwrhcc.org). Information about the Coalition and its members can be found on the website.

### General Program Description:

In March 2017, the CDPHE designated nine regional healthcare coalitions that align with the already established boundaries of the all hazards (homeland security) regions in Colorado. Federal grant guidance defines Healthcare Coalitions (HCCs) as a regional healthcare system of emergency preparedness activities involving member organizations that serve as a multiagency coordinating group to support healthcare related preparedness, response, recovery, and mitigation activities. The NWRHCC counties include Eagle, Garfield, Grand, Jackson, Mesa, Moffat, Pitkin, Rio Blanco, Routt, and Summit. Required agencies include hospitals, public health, EMS, and emergency management but the NRWHCC is open to all healthcare agencies in the region.

### Budget Note:

The NWCCOG receives 10% of the grant for administrative services.

# Health Care Coalition

	<b>FUND BALANCE - BEGINNING</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>
					<b>Projected</b>	
		<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2021</b>	<b>2022</b>
<b>ACCT #</b>	<b>ACCOUNT NAME</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>Actual</b>	<b>BUDGET</b>
4200	STATE GRANT REVENUE	216,620	218,070	212,430	260,472	212,430
4640	CARRY OVER REVENUE					
	<b>TOTAL REVENUES</b>	<b>216,620</b>	<b>218,070</b>	<b>212,430</b>	<b>260,472</b>	<b>212,430</b>
6410	OUTSIDE CONTRACT	118,343	103,960	101,040	100,340	101,040
	<b>TOTAL SALARIES AND BENEFITS</b>	<b>118,343</b>	<b>103,960</b>	<b>101,040</b>	<b>100,340</b>	<b>101,040</b>
6610	OFFICE SUPPLIES					200
6640	POSTAGE	33	-			
6655	PROGRAM EXPENSE	21,361	-	3,190	-	2,000
6660	ADVERTISING	-				800
6670	INTERNET/WEBSITE EXPENSE	100			99	500
6680	DUES & SUBSCRIPTIONS	-	-		200	400
7130	TRAVEL & MEETINGS	13,967	2,168	5,750	2,500	6,000
	<b>TOTAL PROGRAM EXPENSES</b>	<b>35,461</b>	<b>2,168</b>	<b>8,940</b>	<b>2,799</b>	<b>9,900</b>
	<b>OTHER EXPENSES</b>					
7320	PASS THROUGH CONTRACTUAL PAYMENT	43,124	92,117	81,207	133,654	82,178
7910	INDIRECT	19,693	19,825	21,243	23,679	19,312
	<b>TOTAL EXPENSES</b>	<b>216,621</b>	<b>218,070</b>	<b>212,430</b>	<b>260,472</b>	<b>212,430</b>
	<b>REVENUES OVER EXPENDITURES</b>	<b>(1)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
	<b>FUND BALANCE - ENDING</b>	<b>-</b>	<b>-</b>		<b>-</b>	<b>-</b>

In 2019 all funds considered pass through, including contractor  
 2022 repeating 2021 budget numbers OK Jon 10/12/2021  
 Jon and Becky reviewed 11-16-21



# REGIONAL BUSINESS

## 2022 BUDGET NARRATIVE PROGRAM SUMMARY

<b>Program Established:</b>	1972
<b>Program Director:</b>	Jon Stavney (NWCCOG Executive Director)

### Recent Program Highlights:

- a. Published highly successful Mountain Migration Report which has brought considerable media attention to NWCCOG and the membership
- b. Completed internally managed Wage Range analysis, approved by Council
- c. Re-wrote bylaws, Employee Handbook and various policies (IT policy pending)
- d. Completed successful transition to the Fiscal office from contractor to in-house staff
- e. Completed full revision of NWCCOG Website, and adding new content such as videos and success stories monthly
- f. Brought Routt County into membership
- g. Increased visibility of NWCCOG
- h. Continued services to membership
  - a. Assisted Fraser with Interim Manager and permanent Manager positions
  - b. Assisted Avon Council in Town Manager Evaluation
  - c. Continued GIS contract services for Fraser and Winter Park
  - d. Provided Health Plans for Kremmling, Hot Sulphur Springs, Walden and Red Cliff
- i. Assisted Program directors in highly performing, innovative programs
- j. Completed Office Remodel – new carpet, new meeting room and IT Closet
- k. Completed (ongoing) full IT security overhaul of NWCCOG
- l. Still planning Capital Funding Study of Members in late 2021, early 2022 with DOLA grant
- m. Applied for two DOLA grants, expect to be awarded both
- n. Continue concept planning for Project THOR, including Network Operator RFP, expansion and future management concept planning with partners

### Budget Notes:

Member Dues provide the primary revenue for Regional Business. Other income includes general COG DOLA grants and direct services to members (GIS). Approximately half of member dues cover cash matches required by specific programs—AAAA, EDD, Watershed Services and Broadband. The remainder of expenses include the Executive Director wages plus expenses (that are not charged to Indirect or other programs) and expenditures related to the COG cycle-DOLA grant.

### General Program Description:

The Regional Business budget provides for the administration, oversight and leadership to the NWCCOG. Dues paid by 29 local government members support the activities of the Regional Business program which in turn provides matching funds for the Alpine Area Agency on Aging, QQ, Watershed Services, the Economic Development District and various DOLA grants. The primary expense in Regional Business is funding of the Executive Director position, which besides supporting and managing the NWCCOG organization, continues to identify and support member needs, share information and be a resource for local governments and officials across the regions’ membership.

## Regional Business

					Projected	
		2019	2020	2021	2021	2022
ACCT #	ACCOUNT NAME	ACTUAL	ACTUAL	BUDGET	Actual	BUDGET
4200	STATE GRANT REVENUE	12,404	28,859	73,000	27,131	50,000
4250	ADMINISTRATION		2,512		1,332	
4310	COUNTY PLEDGES	161,740	177,655	177,656	177,655	227,099
4320	MUNICIPAL PLEDGES	110,602	127,411	127,411	127,199	141,902
4420	SPECIAL SERVICES INCOME		31,400		28,720	28,450
4520	OTHER LOCAL FUNDING	26,400		26,400	10,000	
4610	INSURANCE PROCEEDS		1,028			
4620	REIMBURSED EXPENSES	2,085				
4820	INTEREST INCOME	27,119	8,836	15,000	354	
4997	PROGRAM INCOME	655				
49900	UNCATEGORIZED		16			
	<b>TOTAL REVENUES</b>	<b>341,005</b>	<b>377,716</b>	<b>419,467</b>	<b>372,391</b>	<b>447,451</b>
6110	SALARIES - Executive Director	87,108	84,934	81,275	102,031	133,280
6121	SALARIES - Program Staff	170				
6131	SALARIES - Office Support	415				
6100	SALARIES - Bonus				10,200	
6210	TAXES & BENEFITS	28,803	28,918	21,260	24,000	30,811
6410	CONTRACT STAFF	26,820	26,400	26,400	38,000	35,450
6510	OUTSIDE CONTRACTOR	6,212				
	<b>TOTAL SALARIES AND BENEFITS</b>	<b>149,528</b>	<b>140,252</b>	<b>128,935</b>	<b>174,230</b>	<b>199,541</b>
6430	LEGAL EXPENSES			2,500	183	
6130	MEETING EXPENSE		10			
6610	OFFICE SUPPLIES	584	574	600	600	600
6620	BANK SERVICE CHARGES	717	732	450	450	500
6640	POSTAGE	103	155	200	120	200
6650	PRINTING & PUBLICATIONS	50	8,133	1,000	1,100	100
6655	PROGRAM EXPENSE	100	(3)			
6660	ADVERTISING	1,890			925	0
6670	INTERNET/WEBSITE		566	50		
6680	DUES & SUBSCRIPTIONS	1,980	450	2,000	500	500
6730	TELEPHONE	637	965	1,200	1,200	1,500
6760	INSURANCE PREMIUM EXPENSE	136				
6800	EQUIPMENT REPAIR/MAINT/SUPPLY	1,073	115	250		
6810	VEHICLE REPAIR		500			
6910	CHARITABLE DONATIONS		905			
6830	VEHICLE LEASE	5,431		5,785	6,609	6,800
6811	VEHICLE GAS, SUPPLIES, REPAIR	1,110		2,500	850	1,000
6830	EQUIPMENT LEASE - LONG TERM		6,558			
7120	LICENSE & PERMITS		10			
7130	TRAVEL & MEETINGS	8,447	9,069	12,000	4,000	7,000
7150	TRAINING & TECHNICAL ASSISTANCE	3,043	1,792	1,500	1,816	1,500
7311	PURCHASED FOOD		80			
7352	LEGAL ASSISTANCE		549			
7381	PROGRAM DEVELOPMENT		18,300			
	<b>TOTAL PROGRAM EXPENSES</b>	<b>25,301</b>	<b>49,459</b>	<b>30,035</b>	<b>18,354</b>	<b>19,700</b>
	<b>OTHER EXPENSES</b>					
6720	RENT & UTILITIES	3,803	3,944	4,142	4,142	4,339
7910	INDIRECT COSTS APPLIED	13,142	12,740	12,191	13,500	19,992
7320	PASS THROUGH - MINI GRANTS	32,446	38,053	73,000	47,998	50,000
7950	CASH MATCH TO PROGRAMS	150,030	178,904	166,472	181,529	182,017
	<b>TOTAL EXPENSES</b>	<b>374,250</b>	<b>423,351</b>	<b>414,775</b>	<b>439,753</b>	<b>475,589</b>
	<b>Transfer from Elevator inspection program</b>		<b>45,635</b>		<b>68,000</b>	<b>27,770</b>
	<b>REVENUE OVER EXPENDITURES</b>	<b>(33,245)</b>	<b>(0)</b>	<b>4,692</b>	<b>638</b>	<b>(368)</b>

\*RB Matches \$70K to EDD, \$42,017 to Vintage, \$60,000 to BB, \$10,000 to Watershed

\*Broadband program separated from Region Business in 2018

\*ID portion of ED salary moved to RB in 2021

Reviewed by Jon, OK 10/12/2021



# REGIONAL BUSINESS – BROADBAND and THOR Budgets

## 2022 BUDGET NARRATIVE PROGRAM SUMMARY

<b>Program Established:</b>	2013
<b>Program Director:</b>	Nate Walowitz (Regional Broadband Coordinator)

### Recent Program Highlights:

- a. NWCCOG operates Project THOR on behalf of 10 local meet me center host communities. The project is anticipated to be expanding, though no budget numbers are added for that purpose because it has not been scoped or designed.
- b. NWCCOG continues to provide technical assistance to partners across the region and as a requirement of DOLA funding, across ½ the geography of the State of Colorado
- c. The Regional Director Position grant is 2 years, through December of 2021. As of the draft of this budget a grant requesting funding for the next two years is pending at DOLA. Budget numbers for the program are based on what was proposed in that grant.
- d. The monthly reports reveal extensive activity by this program across all counties and many municipalities in the region and many beyond

### General Program Description:

The Regional Broadband program delivers technical assistance, education, inter-jurisdiction coordination, project and, program management for broadband, cellular, and public safety communications throughout the 9-County program area.

The primary expense in Regional Broadband is funding of the Regional Broadband Coordinator position, which besides supporting and managing the NWCCOG Regional Broadband Program, continues to identify and support member needs, share information and be a resource for local governments and officials across the region membership.

## Broadband Program Budget

		2019	2020	2021	Projected 2021	2022
ACCT #	ACCOUNT NAME	ACTUAL	ACTUAL	BUDGET	ACTUAL	BUDGET
4200	STATE GRANT REVENUE Jan-Jun PROGRAM	55,775	48,691	51,000	50,350	65,000
4200	STATE GRANT REVENUE Jul-Dec PROGRAM	43,250	51,481	51,000	50,350	65,000
4630	LOCAL CASH MATCH - NWCCOG Jan-Jun	19,251	33,688	40,000	35,000	30,000
4630	LOCAL CASH MATCH - NWCCOG Jul-Dec	19,251	33,688	40,000	35,000	30,000
	<b>TOTAL REVENUES</b>	<b>137,526</b>	<b>167,548</b>	<b>182,000</b>	<b>170,701</b>	<b>190,000</b>
6110	SALARIES - EXECUTIVE DIRECTOR		1,493			
6121	SALARIES - PROGRAM STAFF	140,177	152,669	153,793	153,793	161,483
6210	TAXES & BENEFITS	33,784	36,728	37,590	39,664	38,601
6510	OUTSIDE CONTRACT			7,000	1,975	
	<b>TOTAL SALARIES AND BENEFITS</b>	<b>173,961</b>	<b>190,891</b>	<b>198,383</b>	<b>195,432</b>	<b>200,084</b>
6655	PROGRAM EXPENSE	213				
6660	ADVERTISING	50		1,500		
6670	INTERNET	60				
6650	PRINTING AND PUBLICATIONS		113			
6680	DUES & SUBSCRIPTIONS	250	1,336	1,500	1,000	1,000
6730	TELEPHONE	601	649	700	616	800
6811	VEHICLE GAS/OIL/SUPPLIES		329		501	2,000
6830	EQUIP LEASE - LONG TERM		6,763	6,000	6,824	7,000
7130	TRAVEL & MEETINGS	3,521	2,279	9,000	1,100	9,000
	<b>TOTAL PROGRAM EXPENSES</b>	<b>4,695</b>	<b>11,470</b>	<b>18,700</b>	<b>10,041</b>	<b>19,800</b>
	<b>OTHER EXPENSES</b>					
6720	RENT & UTILITIES	2,389	2,389	3,447	3,447	3,045
7910	INDIRECT	21,027	23,124	23,069	23,069	24,222
	<b>TOTAL EXPENSES</b>	<b>202,072</b>	<b>226,381</b>	<b>243,600</b>	<b>231,989</b>	<b>247,152</b>
	<b>Transfer from Elevator Inspection program</b>	<b>64,546</b>		<b>61,600</b>	<b>61,000</b>	<b>57,152</b>
	<b>REVENUES OVER EXPENDITURES</b>	<b>0</b>	<b>(58,832)</b>	<b>0</b>	<b>(289)</b>	<b>0</b>

\*Executive Director time billed to Project THOR is for DOLA grant match, and is charged to Regional Business, not BB.

\*Project THOR costs were revised in 2019 Budget after DOLA grant was awarded and Local Contracts were signed--Feb 2019

\*Project THOR will have a separate budget starting in 2021

OK Jon 10/12/2021

Jon and Becky reviewed 11-16-21



## Project THOR Program Budget

	FUND BALANCE - BEGINNING	0	443,717		197,566	153,699
					Projected	
		2019	2020	2021	2021	2022
ACCT #	ACCOUNT NAME	ACTUAL	ACTUAL	BUDGET	ACTUAL	BUDGET
4200	STATE GRANT REVENUE Jan-Jun THOR		733,472			
4200	STATE GRANT REVENUE July-Dec THOR	391,777	131,937			
4320	MUNICIPAL PLEDGES		53,956			
4360	LOCAL JURISDICTIONS		1,031,184			
4520	OTHER LOCAL FUNDING Jan-Jun PROGRAM				515,934	547,816
4520	OTHER LOCAL FUNDING Jul-Dec PROGRAM	527,109		1,031,868	515,934	547,816
4520	OTHER LOCAL FUNDING THOR NRC				137	
4520	OTHER LOCAL FUNDING THOR MRC			82,132		
4630	LOCAL CASH MATCH - NWCCOG Jan-Jun		10,644			
4630	LOCAL CASH MATCH - NWCCOG Jul-Dec	777,690				
	<b>TOTAL REVENUES</b>	<b>1,696,576</b>	<b>1,961,193</b>	<b>1,114,000</b>	<b>1,032,005</b>	<b>1,095,632</b>
6110	SALARIES - EXECUTIVE DIRECTOR		4,393			
6121	SALARIES - PROGRAM STAFF		351			
6210	TAXES & BENEFITS					
	<b>TOTAL SALARIES AND BENEFITS</b>	<b>-</b>	<b>4,744</b>	<b>-</b>	<b>-</b>	<b>-</b>
7510	THOR MONTHLY RECURRING COST	375,556	1,097,299	1,044,000	895,125	884,737
7530	FIBER LEASE (IRU)				74	
7540	NETWORK OPERATOR FEE				151,200	120,000
7570	NETWORK EQUIPMENT SUPPORT					90,895
	<b>TOTAL MONTHLY RECURRING COSTS</b>	<b>375,556</b>	<b>1,097,299</b>	<b>1,044,000</b>	<b>1,046,399</b>	<b>1,095,632</b>
6430	LEGAL EXPENSE	18,422	4,392	10,000	1,000	1,000
6655	PROGRAM EXPENSE					
6740	REPAIR & MAINTENANCE				0	4,000
6840	TOOL & EQUIPMENT	858,871	27,725		212	
7520	THOR NON-RECURRING COST		214,081		3,261	
7550	NETWORK OPERATION EQUIP.		512,772		25,000	50,000
7560	NETWORK OPERATIONS LICENSES		345,672			
	<b>TOTAL CAPITAL AND NRC's</b>	<b>877,293</b>	<b>1,104,641</b>	<b>10,000</b>	<b>29,473</b>	<b>55,000</b>
	<b>OTHER EXPENSES</b>					
6720	RENT & UTILITIES					
7910	INDIRECT	10	659			
9110	CONTINGENCY			60,000		
	<b>TOTAL EXPENSES</b>	<b>1,252,859</b>	<b>2,207,343</b>	<b>1,114,000</b>	<b>1,075,872</b>	<b>1,150,632</b>
	<b>REVENUES OVER EXPENDITURES</b>	<b>443,717</b>	<b>(246,151)</b>	<b>-</b>	<b>(43,867)</b>	<b>(55,000)</b>
	<b>FUND BALANCE - ENDING</b>	<b>443,717</b>	<b>197,566</b>		<b>153,699</b>	<b>98,699</b>

\*Executive Director time billed to Project THOR is for DOLA grant match, and is charged to Regional Business, not BB.

\*Project THOR Costs will be revised in 2019 Budget after DOLA grant is awarded, and then Local Contracts are signed--Feb 2019

\* Contingency to cover consultant project oversight plus possible legal, approximately additional \$3,158 per entity per 6 month MRC

\*Network equipment support acct created in 2022

OK Jon 10/12/2021

Jon and Becky reviewed 11-17-21



# REGIONAL TRANSPORTATION COORDINATING COUNCIL

## 2022 BUDGET NARRATIVE PROGRAM SUMMARY

<b>Program Established:</b>	2010
<b>Program Director:</b>	Charles McCarthy (Mobility Manager)

### Recent Program Highlights:

- a. Reimagined and developed the Mountain Ride website
- b. Worked with county HHS directors and RTCC members to implement new strategies for transportation since the IntelliRide shift.
- c. Helped bring two new transportation providers to the rural Colorado area.
- d. Maintained the same budget while continuing to develop RTCC’s role in the 7-County area.
- e. Changed RTCC from a call center to a supporting resource for rural transportation
- f. As of mid-October, still waiting on CDOT grant for Jan 2022 to fund Mobility program.
- g. Developed a post COVID gap analysis for the RTCC area of responsibility.
- h. Helped develop a new program for rehabilitation transportation services.

### General Program Description:

The RTCC is the local coordinating council for a 7-county rural area of northwest Colorado and strives to improve transportation coordination and options, especially for veterans, people with disabilities, seniors, and low-income adults. Participating counties include Eagle, Garfield, Grand, Jackson, Pitkin, Routt and Summit. Formed in 2010 as a result of the Rural Resort Region study, the RTCC identified a primary gap of transportation options available for travel across county boundaries to access healthcare and other critical services. The RTCC’s efforts are focused on coordinating the existing public and private transit providers with health and human services professionals by promoting, enhancing and facilitating seamless access to transportation services through a coordinated system that is easily available to customers from anywhere in the region.

While continuing to facilitate regional discussions with transportation and human service entities, RTCC currently has one main project, to bring safe transportation to our area of responsibility.

After closing the Mountain Ride Call Center, we’ve found a way to reimagine Mountain Ride as a full-time solution for those looking for safe, efficient transportation in rural Colorado. The RTCC has focused on filling gaps in service by commissioning a Gap Analysis which will help further the efforts to fund transportation. Alternatively, the Mobility Manager has been working with other coalitions such as RAS/COL in developing things such as free sober buddy transportation shuttles that take riders back and forth to AA/NA appointments and outpatient treatment centers. Coming into 2022, we’re looking at expanding on the information which the Gap Analysis provides as well as development of travel training programs and more partnership between coalitions.

## RTCC - Mobility Manager Program Budget

FUND BALANCE - BEGINNING		52,873	102,536		121,933	103,998
					Projected	
		2019	2020	2021	2021	2022
ACCT#	ACCOUNT NAME	ACTUAL	ACTUAL	BUDGET	ACTUAL	BUDGET
4100	FTA 5310 MOBILITY MANAGEMENT FUNDS	119,896	92,015	128,000	85,865	97,480
4200	NEMT - STATE GRANT INCOME	380,218	172,769			
4510	LOCAL REVENUE - MATCH	116,089	58,772	20,000	4,000	33,300
4520	OTHER LOCAL FUNDING	11,557				
4630	NWCCOG MATCHING			5,600		
4530	DIRECT CHARGES INCOME		1,132			
	<b>TOTAL REVENUES</b>	<b>627,760</b>	<b>324,688</b>	<b>153,600</b>	<b>89,865</b>	<b>130,780</b>
6112	SALARIES - Program Director	385	198	2,352		2,469
6121	SALARIES - Program Staff	126,751	103,455	51,468	51,468	63,000
6131	SALARIES - Office	207				
6210	TAXES AND BENEFITS	18,358	17,901	15,684	15,648	16,731
6520	OUTSIDE CONTRACTORS	820		23,006	15,799	17,300
	<b>TOTAL SALARIES AND BENEFITS</b>	<b>146,521</b>	<b>121,554</b>	<b>92,510</b>	<b>82,915</b>	<b>99,500</b>
6310	MEETING EXPENSE				400	
6610	OFFICE SUPPLIES & MATERIALS	164	1,321	200		200
6620	BANK CHARGES	60	47			
6640	POSTAGE	892	345	400		75
6650	PRINTING	335	86	1,500		1,000
6655	PROGRAM EXPENSE					1,500
6660	ADVERTISING	1,440		1,800		
6670	INTERNET/WEBSITE	1,984	3,110	3,000	(29)	700
6680	DUES AND SUBSCRIPTIONS	9,660		1,500		
6730	TELEPHONE	1,598	241	575		
6740	REPAIR & MAINTENANCE	391				
6840	TOOLS & EQUIPMENT					1,500
7110	PROGRAM SUPPLES		24			
7130	TRAVEL & MEETINGS	2,895	687	5,500	500	5,500
7150	TRAINING & TECHNICAL ASSISTANCE	355	400	1,381	82	1,381
7311	PURCHASED FOOD		246			
	<b>TOTAL PROGRAM EXPENSES</b>	<b>19,774</b>	<b>6,508</b>	<b>15,856</b>	<b>953</b>	<b>11,856</b>
	<b>OTHER EXPENSES</b>					
6720	RENT & UTILITIES	9,070	9,406	9,878	9,878	10,349
7910	INDIRECT COSTS	19,047	15,548	8,073	7,720	9,820
7320	PASS THROUGH FUNDS	383,685	158,609			
9160	DEFERRED EXPENSE		(6,335)		6,335	
	<b>TOTAL EXPENSES</b>	<b>578,097</b>	<b>305,290</b>	<b>126,317</b>	<b>107,801</b>	<b>131,525</b>
	NEMT INTERNAL MATCH				11,618	
	<b>REVENUES OVER EXPENDITURES</b>	<b>49,663</b>	<b>19,398</b>	<b>27,318</b>	<b>(6,318)</b>	<b>(745)</b>

FUND BALANCE - ENDING 102,536    121,933    103,998    103,252

\*Begin match from Transit Agencies \$5K each in 2022, and cover difference with Fund Balance. OK Jon 10/12/2021

\*Fund balance 2021 to cover year without CDOT and IT expenses

Jon and Becky reviewed 11-16-21



# VINTAGE

## 2022 BUDGET NARRATIVE PROGRAM SUMMARY

<b>Program Established:</b>	1978
<b>Program Director:</b>	Erin Fisher

### Recent Program Highlights:

- Added three providers – A Little Help, EagleCo HHS, and Sally Ayotte, R.D.
- Worked to get NWCCOG Certified Age Friendly Employer (CAFÉ) designation
- Provided six-month marketing to older adult series for providers and partners
- Two years compliance-free State Unit on Aging annual evaluation
- Completed department Continuity of Operations Plan (COOP)
- Completed voluntary Management Systems Review to identify strengths and opportunities for growth in abuse risk management measures in our department
- Free in-person and livestreamed caregiver conference featuring internationally recognized dementia care expert, Teepa Snow
- Two Vintage staff worked with State Unit on Aging assessment taskforce to create new, statewide client assessment forms for aging network in English and Spanish

**Budget Notes:** Contract revenues were higher in 2021 and anticipated to be in 2022 due to additional federal COVID stimulus funding.

**Program Description:** Vintage is the Alpine region’s aging expert – ensuring that all of us have access to the supports, services, and resources we need when we’re older. We also provide deep content expertise to ensure our communities and providers meet those needs as well. We serve Eagle, Grand, Jackson, Pitkin, and Summit counties in Northwest Colorado. Vintage is funded through the Federal Older Americans Act and State Older Coloradans Program funds.

### Programs provided directly through the Vintage include:

- **RSVP** – Retired & Senior Volunteer Program in Eagle County
- **SHIP** – State Health Insurance Assistance Program Medicare Counseling Program
- **Voucher Programs**
  - Material Aid – provides funds for dental and vision assistance
  - Transportation – provides funds for mileage reimbursement
  - In-Home Services – provides funds for chore, personal care, and homemaking services
  - Emergency Needs – to assist with “outside the box” needs that have particularly arisen during COVID
- **Low Income Senior Dental Program** – dental services for qualified seniors through Health Care Policy and Finance (HCPF – Colorado’s Medicaid Program) contract
- **Information & Assistance** – information for older adults and their families about services & resources
- **Public Information** – Vintage website and quarterly e-magazine called [The Momentum](#)
- **Caregiver Services** – services and supports for caregivers providing care for someone 60+ and grandparents raising grandchildren
- **Long Term Care Ombudsman Program** – resident advocate for people living in long term care facilities
- **Nymbi** – Evidence Based Falls Prevention App

### Programs provided through contractual agreements, through Vintage partners include:

Nutrition Education and Counseling, Chore, Home Delivered Meals, Congregate Meals, Transportation, Caregiver Support Groups, Case Management, Legal Services, Reassurance, and Material Aid Food.

## VINTAGE

		2019	2020	2021	Projected	
ACCT #	ACCOUNT NAME	ACTUAL	ACTUAL	BUDGET	2021	2022
	<b>Revenue</b>					
4100	FEDERAL CONTRACT REVENUE	777,539	547,129	626,044	683,720	660,087
4120	FEDERAL REVENUE - NSIP/usda		3,978	20,000	16,000	15,000
4200	STATE CONTRACTS REVENUE	495,857	509,112	708,428	924,498	700,050
4200	HCPF LOW INCOME DENTAL GRANT			11,998	8,165	16,044
4210	STATE CASH MATCH		-	3,664	7,276	3,683
4510	OTHER LOCAL FUNDING	178	-	-	-	-
4620	REIMBURSED FEES - SR ID, ETC		-	-	-	-
4630	LOCAL CASH MATCH - NWCCOG	34,536	64,578	31,972	25,902	42,017
4640	FEDERAL CONTRACT CARRYOVER		-	-	-	-
4660	MATCHING FUNDS		-	-	-	-
4400	FOUNDATIONS & TRUSTS		-	49,432	49,432	49,432
4640	CARRYOVER from prior period		(43,077)			
4650	CARRYOVER to next period					
	<b>TOTAL REVENUES</b>	<b>1,308,110</b>	<b>1,081,721</b>	<b>1,451,538</b>	<b>1,714,993</b>	<b>1,486,313</b>
6112	SALARIES - Program Director	86,516	99,305	91,723	91,723	96,310
6121	SALARIES - Program Staff	170,470	110,553	216,297	216,297	270,410
6141	SALARIES - Fiscal	2,539	-	1,464	1,464	-
6210	TAXES & BENEFITS	86,831	68,196	103,100	103,100	108,571
6110	PAYROLL EXPENSES - Other		979	-	-	-
6510	CONTRACT SERVICES - Other	7,090	190	18,000		1,500
6410	CONTRACT STAFF		277			
6420	CONTRACT - Fiscal	2,882	-	-		-
6560	OTHER CONTRACTOR	1,315	120	41,357	-	27,600
	<b>TOTAL SALARIES AND BENEFITS</b>	<b>357,643</b>	<b>279,621</b>	<b>471,941</b>	<b>412,584</b>	<b>504,390</b>
6430	LEGAL EXPENSE	250	-	-		360
6311	BACKGROUND CHECK		100		60	1,500
6130	MEETING EXPENSE		91		450	
6320	EE REIMBURSEMENTS		2,351			
6610	OFFICE SUPPLIES	6,939	3,439	5,350	7,245	10,000
6620	BANK CHARGES		120	120	90	150
6640	POSTAGE	996	895	925	1,750	2,175
6650	PRINTING		-	800	180	400
6655	PROGRAM EXPENSE		52			
6660	ADVERTISING	1,524	11,881	2,500	100	11,100
6670	INTERNET/WEBSITE	26,564	15,609	600	25,900	625
6680	DUES & SUBSCRIPTIONS	2,245	386	2,950	4,200	3,955
6730	TELEPHONE	961	534	700	700	700
6762	LIABILITY INSURANCE				487	-
7110	PROGRAM SUPPLIES		1,397	1,600	-	5,500
7130	TRAVEL & MEETINGS	29,972	1,355	2,913	3,958	2,950
7150	TRAINING & TECHNICAL ASSISTANCE	9,583	2,137	4,500	10,434	13,058
7160	EXERCISE		327		-	-
7310	SENIOR AWARDS CEREMONY	2,354	-	3,000	500	3,000
7311	PURCHASED FOOD	2,274	172	3,070	500	3,000
7312	RAC TRAVEL/MEETINGS		111	-	500	300
7313	VOLUNTEER TRAVEL REIMBURSEMENT		17,185	31,218	-	23,799
7315	RSVP RECOGNITION EVENT		2,571	-	927	
7320	PASS THRU SERVICE FUNDS - SUBCONTRACTORS	766,772	704,893	643,024	870,572	665,369
7340	PASS THRU NSIP FUNDS - SUBCONTRACTORS		-	20,000	16,000	15,000
7340	VINTAGE AAA - DIRECT SERVICES DELIVERY		-	200,000	235,000	204,000
	<b>TOTAL PROGRAM EXPENSES</b>	<b>850,434</b>	<b>765,607</b>	<b>923,270</b>	<b>1,179,553</b>	<b>966,941</b>
	<b>OTHER EXPENSES</b>					
6720	RENT	13,653	9,492	14,869	14,869	15,576
7910	INDIRECT COSTS APPLIED	38,944	27,000	46,423	46,423	49,804
8000	CAPITAL OUTLAY	-	-	-	57,642	-
	<b>TOTAL EXPENSES</b>	<b>1,260,674</b>	<b>1,081,720</b>	<b>1,456,503</b>	<b>1,711,071</b>	<b>1,536,710</b>
	<b>REVENUES OVER EXPENDITURES</b>	<b>47,436</b>	<b>1</b>	<b>(4,965)</b>	<b>3,922</b>	<b>(50,397)</b>

\*2022 funding unconfirmed; budget will zero after state carryover received  
Jon and Becky reviewed 11-16-21



# WATERSHED SERVICES

## 2022 BUDGET NARRATIVE PROGRAM SUMMARY

<b>Program Established:</b>	1979
<b>Program Director:</b>	Torie Jarvis and Ashley Bembenek

**Recent Program Highlights:**

- a. WSP represents NWCCOG as a Cooperating Agency in the Bureau of Reclamations NEPA analysis of alternatives to improve clarity in Grand Lake. In addition WSP participates in the Grand Lake Adaptive Management Committee which coordinates with the Bureau of Reclamation on the operation of the Colorado Big Thompson project in a manner that protects water quality in Three Lakes.
- b. Watershed Services and QQ are staffed by the same contractors, much of the technical work related to water quality on behalf of local jurisdictions, monitoring, commenting on regulations and referred development reviews, etc. is funded through this NWCCOG program instead of QQ since these are roles played as the Region’s 208 Plan manager
- c. WSP assisted QQ in the development of regional water efficiencies plans. These will be included in the next update of the 208 Plan which will be initiated in 2021.
- d. Staff continues to monitor and participate in activities of the Colorado Water Quality Control Commission and related entities on behalf of the membership. In 2019, this effort drilled down into facilitation of a local response to proposed changes to statewide molybdenum standards proposed by Freeport McMoRan and protecting the current conditions of Ten Mile Creek in Summit County in the interim. In addition, WSP worked closely with QQ on appropriate standards in French Gulch and the Blue River with an eye on protecting investments in a mine wastewater treatment plant installed and operated by Summit County and the Town of Breckenridge.
- e. With the retirement of Lane Wyatt and those duties being absorbed by a Contracting Agency, the fiscal duties for the Summit Water Quality Committee which were split between Silverthorne and NWCCOG will be transferred entirely to Silverthorne in 2022.

**General Program Description:**

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

## Watershed Services

	<b>FUND BALANCE BEGINNING</b>	<b>958</b>	<b>958</b>	<b>967</b>	<b>958</b>	<b>11,051</b>
					Projected	
		<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2021</b>	<b>2022</b>
<b>ACCT #</b>	<b>ACCOUNT NAME</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>ACTUAL</b>	<b>BUDGET</b>
4200	STATE CONTRACT -208	12,900	5,541	16,000	20,059	37,500
4630	LOCAL REVENUE - COG	6,996	6,996	6,996	6,996	6,996
4640	CARRY OVER (Used & Carried forward)	(5,941)	(2,624)	-	8,780	8,780
	<b>TOTAL REVENUES</b>	<b>13,955</b>	<b>9,914</b>	<b>22,996</b>	<b>35,835</b>	<b>53,276</b>
6410	CONTRACT STAFF	12,263	7,859	16,000	24,084	48,621
6520	OUTSIDE CONTRACT SERVICES			6,791		
	<b>TOTAL SALARIES AND BENEFITS</b>	<b>12,263</b>	<b>7,859</b>	<b>22,791</b>	<b>24,084</b>	<b>48,621</b>
6430	LEGAL EXPENSE - GENERAL		488			
6120	DUES & SUBSCRIPTIONS			100		
6640	POSTAGE	9			3	
6720	RENT & UTILITIES					
7130	TRAVEL & MEETINGS	125		2,291		2,949
	<b>TOTAL PROGRAM EXPENSES</b>	<b>134</b>	<b>488</b>	<b>2,391</b>	<b>3</b>	<b>2,949</b>
	<b>OTHER EXPENSES</b>					
7910	INDIRECT COSTS APPLIED	1,558	1,558	1,655	1,655	1,706
	<b>TOTAL EXPENSES</b>	<b>13,955</b>	<b>9,905</b>	<b>26,837</b>	<b>25,742</b>	<b>53,276</b>
	<b>REVENUES OVER EXPENDITURES</b>	<b>-</b>	<b>9</b>	<b>(3,841)</b>	<b>10,093</b>	<b>0</b>
	CHANGE IN CARRYOVER	-	9	(3,841)	10,093	0
	<b>END OF YEAR FUND BALANCE</b>	<b>958</b>	<b>967</b>	<b>(2,874)</b>	<b>11,051</b>	<b>11,051</b>



# WATER QUALITY/QUANTITY COMMITTEE (QQ)

## 2022 BUDGET NARRATIVE PROGRAM SUMMARY

<b>Program Established:</b>	1978
<b>Program Director:</b>	Torie Jarvis, senior consultant with Dynamic Planning + Science

### Recent Program Highlights:

- a. In 2021, QQ commissioned [Rocky Mountain Climate Organization reports](#) along with Eagle County, Summit County, Breckenridge, and Frisco detailing analyses of what the climate models project for temperature and precipitation in specific locations in Eagle and Summit County. QQ served as a project manager and fiscal agent for the project.
- b. Participated in the Water Quality Control Commission (WQCC) hearings. In 2021, QQ participated in a review of statewide water quality standards, successfully averting a proposal that could have allowed additional water quality degradation without social and economic benefit review in the QQ region. QQ continues to support Breckenridge and Summit County to prevent adverse outcomes on French Gulch drainage, which bears a costly water quality treatment plan already. QQ also continues supporting members regarding a proposed future molybdenum standard change
- c. Continued to advocate for the region at the legislature and forge new relationships with the Colorado General Assembly and administration to implement Colorado’s State Water Plan.
- d. Continued to support members efforts to integrate water quality and quantity protection in to local codes, policies, and plans, including through reviewing comprehensive plans, land use code updates, and participating in the development of various stream management planning efforts and to integrate recommendations from QQ’s 2019 [Water Savings Resource Guide for the Headwaters](#).

### Budget Notes

QQ has not changed dues amounts since 2017. At its September meeting, QQ determined to raise dues by 3% in 2022. QQ is not charged the standard indirect rate, as consultants utilize less of the kind of resources charged to indirect. The program is charged an administrative fee of less than the +/- 15% indirect cost. Last year, that was 8%.

### General Program Description:

The annual QQ budget is also reviewed and approved by that Committee, which has direct oversight of the consultants who work with QQ. Dues from QQ fund most program activities. QQ approved its budget in September of 2021.

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



## Water Quality/Quantity Committee

<b>LEGAL DEFENSE FUND</b>		<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>
<b>FUND BALANCE - BEGINNING</b>		<b>18,537</b>	<b>14,413</b>		<b>8,111</b>	<b>11,887</b>
					<b>Projected</b>	
		<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2021</b>	<b>2022</b>
<b>ACCT #</b>	<b>ACCOUNT NAME</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>ACTUAL</b>	<b>BUDGET</b>
4200	STATE GRANT INCOME	79,981		-		
4310	COUNTY PLEDGES	97,885	96,541	96,541	96,541	106,195
4320	MUNICIPAL PLEDGES	42,749	42,386	42,598	42,598	46,858
4330	ASSOCIATE MEMBER PLEDGES	4,259	4,263	4,243	4,243	4,667
4350	WATER & SAN. DIST. PLEDGES	11,574	11,667	11,773	11,180	12,298
4510	OTHER LOCAL FUNDING		22,000		6,000	
4535	MEETING REGISTRATION		1,295			
4620	REIMBURSED EXPENSES	33,499	85			
	CWCB GRANT LEFTOVER			1,500		
4820	INTEREST INCOME	2,778	512	2,000	20	
	<b>TOTAL REVENUES</b>	<b>272,725</b>	<b>178,749</b>	<b>158,655</b>	<b>160,582</b>	<b>170,018</b>
6410	QQ CONTRACT STAFF	129,721	129,789	129,304	119,814	129,304
6520	OUTSIDE CONTRACT	119,013	38,894	8,300	22,500	16,000
	<b>TOTAL SALARIES AND BENEFITS</b>	<b>248,734</b>	<b>168,682</b>	<b>137,604</b>	<b>142,314</b>	<b>145,304</b>
6130	MEETING EXPENSE		75			
6610	OFFICE SUPPLIES	93				
6620	BANK & CREDIT CARD FEES	30				
6640	POSTAGE	50	21	50	25	50
6650	PRINTING	228		200		200
6670	WEBSITE/INTERNET			30		30
6680	DUES & SUBSCRIPTIONS	1,943	2,068	2,000	1,200	2,100
6730	TELEPHONE	300				
6760	INSURANCE	1,500				
7130	TRAVEL & MEETINGS	11,572	1,806	9,000	100	8,759
	<b>TOTAL PROGRAM EXPENSES</b>	<b>15,716</b>	<b>3,969</b>	<b>11,280</b>	<b>1,325</b>	<b>11,139</b>
	<b>OTHER EXPENSES</b>					
6720	RENT					
7610	INDIRECT COSTS APPLIED	12,399	12,399	13,167	13,167	13,575
	<b>TOTAL EXPENSES</b>	<b>276,849</b>	<b>185,050</b>	<b>162,051</b>	<b>156,806</b>	<b>170,018</b>
	<b>REVENUES OVER EXPENDITURES</b>	<b>(4,124)</b>	<b>(6,301)</b>	<b>(3,396)</b>	<b>3,776</b>	<b>-</b>
	<b>FUND BALANCE - ENDING</b>	<b>14,413</b>	<b>8,111</b>	<b>-</b>	<b>11,887</b>	<b>11,887</b>

\*Note that QQ projects in 2017 are accounted for in Regional Business since they are funded by DOLA Grant for COGs.

\*Pending grant reimbursement expected to cover fund balance in 2021

OK Jon 10/12/2021

Torie revised and approved 10/19/21

Jon and Becky reviewed 11-16-21

## NWCCOG 2022 Budget Summary

Est. 2022

	Beginning	2022						2022		Transfer	Ending
	Fund	Budgeted						Budgeted		between	Fund
<b>Internal programs</b>	Balance	Income	Salaries	Benefits	Rent	Indirect	Other	Expense	Net	Programs	Balance
Broadband		190,000	161,483	38,601	3,045	24,222	19,801	247,152	(57,152)	57,152	-
Economic Development		304,483	142,718	47,164	2,183	21,408	91,010	304,483	-		-
Elevator Inspection		1,195,000	671,301	213,813	5,309	94,245	125,410	1,110,078	84,922	(84,922)	-
Energy Management	96,958	2,886,170	1,237,707	427,248	91,419	157,288	972,508	2,886,170	-		96,958
Homeland Security		252,974	54,332				198,642	252,974	-		-
Project Thor	153,699	1,095,632					1,150,632	1,150,632	(55,000)		98,699
Regional Business		447,451	168,730	30,811	4,339	19,992	251,717	475,589	(28,138)	27,770	
Regional Transportation	204,286	130,780	82,769	16,731	10,349	9,820	11,856	131,525	(745)		203,541
Vintage- AAAA	17,143	1,486,313	395,820	108,571	15,576	49,804	966,941	1,536,712	(50,399)		(33,256)
Subtotal	472,086	7,988,803	2,914,860	882,939	132,220	376,779	3,788,517	8,095,315	(106,512)		365,943
NWCCOG Fund Balance	1,055,713								(106,512)		949,201
<b>Internal Service Funds Funds</b>											
Indirect	(14,758)	424,558	218,218	57,886	34,820	-	173,100	484,024	(59,466)	14,000	(60,224)
Motor Pool	56,732	-	-	-	-	-	10,000	10,000	(10,000)		46,732
Office Condo	100,232	92,183	-	-	-	-	77,160	77,160	15,023		115,255
Subtotal	142,206	516,741	218,218	57,886	34,820	-	260,260	571,184	(54,443)		101,763
<b>External Programs</b>											
High Country Forest Collaborative - CBBC	-	-	-	-	-	-	-	-	-		-
Health Care Coalition		212,430	101,040	-	-	19,312	92,078	212,430	-		-
NWCCOG Foundation	29,872	4,500	-	-	-	-	3,500	3,500	1,000	(14,000)	16,872
Northwest Loan Fund	2,269,469	962,000	124,029	27,726	2,857	18,304	26,725	199,641	762,359		3,031,828
Summit Water Quality Committee	-	-	-	-	-	-	-	-	-		-
Water Quality/Quantity	111,887.00	170,018	145,304	-	-	13,575	11,139	170,018	-		111,887
Watershed Services	11,051	53,276	48,621	-	-	1,706	2,949	53,276	-		11,051
Subtotal	2,422,279	1,402,224	418,994	27,726	2,857	52,897	136,391	638,865	763,359		3,171,638
<b>Total non-duplicated budget</b>	<b>2,894,365</b>	<b>9,391,027</b>	<b>3,333,854</b>	<b>910,665</b>	<b>135,077</b>	<b>429,676</b>	<b>3,924,908</b>	<b>8,734,180</b>	<b>656,847</b>		<b>3,537,581</b>
<b>Grand Total</b>	<b>3,036,571</b>	<b>9,907,768</b>	<b>3,552,072</b>	<b>968,551</b>	<b>169,897</b>	<b>429,676</b>	<b>4,185,168</b>	<b>9,305,364</b>	<b>602,404</b>		<b>3,639,343</b>

# NWCCOG 2021 Final Revised Budget - (December 2021)

## 2021 Budget Revision Summary

	Revenue			Expense			
	Original 2021	Revised	Change	Original 2021	Revised	Change	Revised
	Budgeted	Revenue	in Revenue	Budgeted	Expense	in Expense	Budget
	Program	Revenue	Budget	Expense	Budget	Budget	Net
<b>Internal Program Funds</b>							
Broadband Program	182,000	170,701	(11,299)	243,600	231,989	(11,611)	(61,288)
Economic Development District	536,990	407,552	(129,438)	524,554	407,552	(117,002)	-
Elevator Inspection	1,060,000	1,473,600	413,600	940,188	899,525	(40,663)	574,075
Energy Management	1,835,007	2,733,761	898,754	1,835,007	2,787,378	952,371	(53,617)
Project THOR	1,114,000	1,032,005	(81,995)	1,114,000	1,075,872	(38,128)	(43,867)
Regional Business	419,467	372,391	(47,076)	414,775	439,753	24,978	(67,362)
Regional Transportation Council	153,600	89,865	(63,735)	126,317	107,801	(18,516)	(17,936)
Vintage AAAA	1,451,538	1,714,993	263,455	1,456,503	1,711,071	254,568	3,922
						-	-
<b>Internal Program Funds-Total</b>	<b>6,752,602</b>	<b>7,994,868</b>	<b>1,242,266</b>	<b>6,654,944</b>	<b>7,660,941</b>	<b>1,005,997</b>	<b>333,927</b>
<b>External Program Funds</b>							
CBBC							-
Health Care Coalition	212,430	260,472	48,042	212,430	260,472	48,042	-
Homeland Security	252,974	252,974	-	252,974	252,974	-	-
Northwest Loan Fund	296,000	(709,444)	(1,005,444)	301,330	257,635	(43,695)	(967,079)
NWCCOG- Foundation	-	5,505	5,505	-	5,530	5,530	(25)
Summit Water Quality Committee	29,500	-	(29,500)	32,407	27,984	(4,423)	(27,984)
Water Quality/Quantity	158,655	160,582	1,927	162,051	156,806	(5,245)	3,776
Watershed Services	22,996	35,835	12,839	26,837	25,742	(1,095)	10,093
<b>NWCCOG Total Budget</b>	<b>7,725,157</b>	<b>8,000,792</b>	<b>275,635</b>	<b>7,642,973</b>	<b>8,648,084</b>	<b>1,005,111</b>	<b>(647,292)</b>
<b>Internal Service Program Funds</b>							
249 Warren Avenue - Building	87,993	87,993	-	75,983	110,752	34,769	(22,759)
Indirect	367,484	377,148	9,664	402,390	450,164	47,774	(73,016)
Motor Pool	5,000	22,113	17,113	15,647	10,536	(5,111)	11,577
	<b>8,185,634</b>	<b>8,488,046</b>	<b>302,412</b>	<b>8,136,993</b>	<b>9,219,536</b>	<b>1,082,543</b>	<b>(731,490)</b>

\*Budget Revision does not show transfers between programs

# NWCCOG Organizational Chart

