



# SOUTHWEST COLORADO COUNCIL OF GOVERNMENTS

## Board Retreat and Special Board Meeting Agenda

Monday, February 14, 2022

9:00 am – 12:00 pm

Remote Meeting Only

Zoom Meeting ID: 964 1237 6617

<https://zoom.us>

- |       |  |            |
|-------|--|------------|
| I.    | Introduction - David Black                   | 9:00 a.m.  |
| II.   | Agenda and Objectives - Laura Lewis Marchino | 9:10 a.m.  |
| III.  | Current Status - Jessica Laitsch             | 9:15 a.m.  |
|       | a. Past successes and Current projects       |            |
|       | b. Financial status                          |            |
| IV.   | Priority Goals 2022 - Laura Lewis Marchino   | 9:35 a.m.  |
|       | a. 2019 Priority Review                      |            |
|       | b. Priority 2022 Projects                    |            |
|       | i. What to Stop, Start, Continue             |            |
| V.    | Future Direction - Laura Lewis Marchino      | 10:30 a.m. |
|       | a. Structure                                 |            |
|       | b. Staffing Capacity                         |            |
| VI.   | Next Steps - Laura Lewis Marchino            | 11:20 a.m. |
| VII.  | Special Board Meeting – David Black          | 11:30 a.m. |
|       | a. Updates                                   |            |
|       | i. DOLA Grant Updates                        |            |
|       | b. Decision Items                            | 11:40 a.m. |
|       | i. DOLA Dispute Resolution                   |            |
|       | ii. Election of Officers                     |            |
|       | iii. 2022 Meeting Schedule                   |            |
|       | c. Direction to Staff                        | 11:50 a.m. |
|       | i. DOLA EIAF Application Direction           |            |
|       | ii. Staffing needs                           |            |
|       | iii. Future Agenda Items                     |            |
| VIII. | Adjournment                                  | 12:00 p.m. |

## SWCCOG Strategic Plan 2019 – 2024

Goals Objectives Tactics / Projects	Owner	Timing	Status*
<b>Goal 1.0 Improve Financial Viability.</b>			
1.1 Bring in funding for projects/ programs			
1.1.1 Fiber Lease cut of 75/25	Staff	Ongoing	
1.1.2 Seek large regional dollars	Staff	Ongoing	
1.1.3 Communicate value	MGW & Board	Ongoing	
1.2 Provide shared services to members and other regional entities			
1.2.1 Assume SJRC&D role in non-profit admin. Admin fee	MGW	Q42019	
1.2.2 Require membership or associate membership for grant seeking and other shared services	Board Policy	Q42019	
1.2.3 Pursue opportunities for cost savings and shared services among regional organizations.			
1.2.4 Identify target associate members	Board	Q42019	
1.2.5 Identify baseline operational costs to determine baseline dues	Chris LaMay and F.C.	Q42019	
1.2.6 Create associate memberships and dues	Board F.C.	Q42019	
1.2.7 Market associate memberships	Board Outreach committee	Q42019	
1.2.8 Set admin or indirect fees for grants	Board F.C.	Q1-2020	
1.2.9 Member match for grants	Member Orgs	Q1-2020	
1.2.10 Member or associate fee for service “Pay to Play”	Member F.C.	Q1-2020	
1.2.11 Investment income	Board F.C.	Q1-2020	
1.2.12 Engaging grant-writing support	MGW	Q1-2020	
1.2.13 Associate Member Fee for Service “Good Governance”		2021-2024	

\*Status as of February 2022: On Track/Complete

Some Progress/Ongoing

Not started/Status unknown

## SWCCOG Strategic Plan 2019 – 2024

Goals Objectives Tactics / Projects	Owner	Timing	Status
<b>Goal 2.0: Enhance Member Value</b>			
2.1 Create/revise a core list of focus areas for COG. ID top priorities; examine funding			
2.1.1 Gather and list/prioritize issues to be addressed based on criteria	Board	Q42019	
2.1.2 Compile and distribute survey to all government entities	Exec. Committee & Staff	Q42019	
2.1.3 Address how we will deal with our top priorities. Establish sub-committees.	Members	Q42019	
2.1.4 Examine funding at the Sept. meeting; Brainstorm membership restructuring	Staff	Q42019	
2.1.5 Expand the membership of the COG	Board	Q12020	
2.1.6 Concise brochure/member packet stating tangibles and intangibles of membership	Staff	Q12020	
2.1.7 Continuing evaluation of issues; progress and additions/deletions	Staff/Board	Q22020, Annually	
2.2 Establish a representative body to speak with one singular voice to legislatures, congressional committees and community (e.g., on money, policy).			
2.2.1 Secure more clout with state/federal legislature and agencies	Exec. Board and Staff	Ongoing	
2.3 Identify and market / communicate our total challenges, needs, accomplishments and efforts to ourselves, our constituencies, and outside entities. (e.g. state, federal)			
2.3.1 Establish a communications task force. Create a strategic PR plan	Exec committee & staff; Megan Graham (PIO) – contacts	Dec 2019	
2.3.2 ROI to each member – Community Board presentation prior to budget adoption. Re-evaluate how to determine ROI	Staff	Q4-2019- 2020	
2.3.3 Measurable outcomes. Increase membership by X?	Staff	Q4-2020	

## SWCCOG Strategic Plan 2019 – 2024

Goals Objectives Tactics / Projects	Owner	Timing	Status
<b>Goal 3.0: Enhance Effectiveness</b>			
3.1 Increase clout of the COG by expanding membership, participation, and contributions by Board members.			
3.1.1. Identify successes to incentivize members to participate in COG.	Staff & exec committee	Q3/4-2019	
3.1.2 Increase membership 100%	Board Members	Q1-2020 - ongoing	
3.1.3 Identify potential for expansion of membership	Staff & exec committee	Q1Q2-2020	
3.1.4 Reduce membership dues based upon member attendance	Exec committee	Q2-2020; implementation 2021	
3.2 Develop a coordinated approach to address priority issues common to jurisdictions beyond the current membership (e.g., Farmington, San Juan County, NM; the tribes; Four Corners)]. Example issues: economic development, transportation, and planning.			
3.2.1 Economic Development: Work with CDOT to receive Broadband status report	Staff	Q4-2019	
3.2.2 Identify common needs of Community Development Action Plans [originally specific to Economic Development]	Staff	Q4-2019	
3.2.3 Identify and engage with regional economic development organizations	R9; COG exec committee	Q1-2020	
3.2.4 Develop Action Plan to address common needs [originally specific to Economic Development]	Region COG task force	Q3-2020	
3.2.5 Transportation: Fully engage CDOT with COG Board	Board & CDOT	Q4-2019	
3.2.6 Transportation: Identify specific transit needs (medical, education, workforce)	Transit & COG task force	Q2-2020	
3.2.6 Transportation: Identify 4-Corners transportation needs	4-Corners task force	Q2-2020	

# DOLA Meeting Summary

To: SWCCOG Board of Directors  
From: Laura Lewis Marchino, Region 9  
Date: February 7, 2022

---

I was able to meet with DOLA Regional Representative Patrick Rondinelli and also DOLA Regional Assistant Randi Snead on Wednesday, February 2<sup>nd</sup>. We reviewed three DOLA grants and the summary is as follows.

DOLA 8824- This grant is for CDL driver training with a hard to recycle materials component. This grant has been previously extended and set to end in Aug. 2022. In discussion with DOLA and Board approval, we will be requesting a change to the scope of work with the intent to complete the project on time. If needed, we can extend the contract for up to two years. To-date, no reimbursements have been requested. Heather Otter with Region 9 will be taking lead of this program which matches a CDOT grant.

DOLA-EIAF 9318 – This grant is for remote worker readiness and upskilling. This included working with the Adult Education Center and SCAPE. SCAPE has conducted work on this grant but was waiting on the DOLA meeting before invoicing as they had questions. This grant also was matched \$15,000 by the RCAC (Spanish Business classes), and that contract is in the close-out process. This grant is expiring in June 2022. Due to the loss of RCAC match and lack of activity, DOLA recommends submitting an invoice of SCAPE time and match, and then de-obligating the funds.

#### DOLA- Broadband

This grant was for \$89K with over \$300K match and the initial grant would have been matched by the Ute Mt Ute Tribe. This match did not happen but the SWCCOG then entered into a contract with Montezuma County for their work on a related project signed 3/9/2021.

A Dispute Resolution letter was sent to DOLA in part for not paying the remaining requested funds of \$43,000 for the NEPA study. In discussion with DOLA, the main issue is the fact that the SWCCOG did not notify DOLA about the change in match to Montezuma County from the Ute Mt Ute Tribe, or change the scope from exclusively engineering to include construction (as specified in the grant application and contract) until after the grant contract closed in June 2021. There was no possible way for DOLA to change the scope of work after the contract end date and thus, DOLA can not count the Montezuma match. There was also a bigger issue as this grant is reimbursement based and the contractor conducting the NEPA was not yet paid. This is still the case and that is being resolved. The SWCCOG does not have to pay back any of the grant but will not get that final reimbursement. We do have an option to submit a statutory violation and request reimbursement, because DOLA

---

# DOLA Meeting Summary

---

did reimburse the initial request with the changed match. Patrick said this would directly impact him as it implies he allowed the grantee to work outside the scope of the contract. He is willing to take this hit if needed, but the statutory violation will also directly reflect upon the SWCCOG and the COG still might not get reimbursed and will not be able to receive funding for at least a year.

Of bigger issue is the Dispute Resolution which will go to the Executive Director's office of DOLA to be reviewed by the Department's Procurement Officer. It is highly likely that the Procurement Officer will follow the contract language as written, not resulting in a favorable outcome for the COG. Regardless of the outcome, this will spur a broader discussion within DOLA about the future funding of any COGs throughout the State.

***Legal Review: None***

***Fiscal Impact: \$43,000***

***Staff Recommendation:*** 1) I recommend that we take the financial hit of \$43K with this grant to preserve future funding opportunities. 2) I also recommend that we send a letter to DOLA formally rescinding the request for Dispute Resolution. 3) Regarding DOLA grant 8824, I ask for an amended scope of work be approved and possible extension be approved. This would need a letter from the Board Chair and can address turnover in personnel.

4) For EIAF 9318- staff requests that after an invoice of work to date, a close out of the grant occur.

---

# Executive Committee Selection

To: SWCCOG Board of Directors

From: Jessica Laitsch

Date: February 14, 2022

---

Historically, the Chair position cycles off, and the Board moves the existing Executive Committee members into the ascending positions and selects a Treasurer/Secretary. However, there is no requirement to do so in the bylaws. Additionally, the Board tries to maintain regional representation in the Executive Committee.

Current Members are:

Chair: David Black, Trustee, Town of Bayfield

Vice Chair: Willy Tookey, Administrator, San Juan County

Treasurer/Secretary: Has remained unfilled since John Dougherty, Manager, City of Cortez left in Spring 2021.

The Executive Committee will play a key role during the transition in 2022 regardless of what option the SWCCOG Board chooses during the Transition discussion. It is vital to have a full Executive Committee for the upcoming year and will take more time than in years past to help ensure the best possible outcome for the organization.

**Legal Review:** Not applicable at this time

**Fiscal Impact:** None

**Staff Recommendation:** Approve 2022 Executive Committee

# 2022 Meeting Schedule

To: SWCCOG Board of Directors

From: Jessica Laitsch

Date: February 14, 2022

---

Below are two proposed options for the SWCCOG's scheduled of Board Meetings, one based on the Transition Plan, and one based on the current schedule of the second Thursday every other month.

## **Transition Plan Meeting Schedule**

As part of the Transition Plan, staff is recommending moving the SWCCOG Board Meetings to the same schedule as Region 9. This will help be more efficient with the numerous meetings the jurisdictions' member attend, be more efficient with staff time, as well as help align the two organizations. Region 9's 2022 Board Meetings are once per quarter, and on the last Thursday of the month. 2022 meeting dates are January 27, April 28, July 21, and September 29. SWCCOG Board Meetings can continue meeting at 1:30 – 4 as the Region 9 meetings are 9-12pm.

The SWCCOG is governed by state statutes that require the Board to adopt a draft budget by October 15<sup>th</sup> and a final budget by December 15<sup>th</sup>. Due to the lack of meeting near the end of the year for Region 9, the SWCCOG Board should add in another date of November 17<sup>th</sup>. Based upon Board feedback at the December 2021 meeting, there is an additional meeting included in the first quarter of 2022 to allow adequate meeting time during the transition period.

Finally, due to the length of time between quarterly meetings, staff recommends continued engagement of the Executive Committee to support the organization and ensure oversight. These should fall between the regular Board meetings.

The proposed meeting schedule under the Transition Plan is the following:

- January 27, 2022, 1-4pm – Regular Meeting
- March 17, 2022, 1-4pm – Regular Meeting
- April 28, 2022, 1-4pm – Regular Meeting
- June 9, 2022, 1-2:30pm – Executive Committee Meeting
- July 21, 2022, 1-4pm – Regular Meeting
  - o 2023 Dues Discussion
- August 11, 2022, 1-2:30pm – Executive Committee Meeting
- September 29, 2022, 1-4pm – Regular Meeting
  - o 2023 Draft Budget
- October 13, 2022, 1-2:30pm – Executive Committee Meeting
- November 17, 2022, 1-4pm – Regular Meeting
  - o 2023 Final Budget



# 2022 Meeting Schedule

---

## **Maintaining Every Other Meeting Schedule**

Below are the meeting dates if the Board chooses to continue with the existing meeting schedule from 2020 and 2021. These meetings are every other month on the second Thursday of the month. If the Board chooses this option, the 2022 Board Meeting schedule would be as follows:

- February 10, 2022, 1:30-4pm
- April 14, 2022, 1:30-4pm
- June 9, 2022, 1:30-4pm
  - o 2023 Dues Discussion
- August 11, 2022 1:30-4pm
- October 13, 2022, 1:30-4pm
  - o 2023 Draft Budget
- December 8, 2022, 1:30-4pm
  - o 2023 Final Budget

**Legal Review:** Not applicable at this time

**Fiscal Impact:** None

**Staff Recommendation:** Select the Meeting Dates for 2022.