SOUTHWEST COLORADO COUNCIL OF GOVERNMENTS

Regular Board Meeting Agenda

Thursday, 12 September 2019
1:30 – 4:00 pm
295 Girard Street, Durango, CO 81303

I. Introductions
II. Public Comment – 5 minutes per person
III. Strategic Plan Overview
IV. DOLA Housing Presentation on Upcoming State Funding – Andrew Atchley
V. Consent Agenda
    a. August 2019 SWCCOG Meeting Minutes
    b. August 2019 Financials
VI. Reports (Staff will be available for questions on the written reports)
    a. Director's Report
    b. Broadband Report
    c. Grant Updates
    d. Transportation Report
VII. Discussion Items
    a. Proposed 2020 Budget
    b. 2018 Budget Amendment
VIII. Decision Items
    a. SWCCOG DOLA 2020 Technical Assistance Grant
    b. SWCCOG Strategic Plan
    c. 2018 Budget Amendment

Housing Funding Presentation

Consent Agenda

Southwest Colorado Council of Governments
August Board Meeting
Thursday, 8 August, 1:30 p.m.
295 Girard Street, Durango, CO 81303

In Attendance:
Karen Sheek – City of Cortez
David Black – Town of Bayfield
Gwen Lachelt – La Plata County
Willy Tookey – San Juan County
Mark Garcia – Town of Ignacio
Ronnie Maez – Archuleta County (by phone)

Staff in Attendance:
Miriam Gillow-Wiles – Southwest Colorado Council of Governments
Jessica Laitsch – Southwest Colorado Council of Governments
Martina Pansze - Southwest Colorado Council of Governments

Guests in Attendance:
John Dougherty – City of Cortez
Nick Warnick - Haynie and Company (by phone)
Ann McCoy-Herald – Senator Gardner's Office
Carrie Padgett – Harris Water Engineering

Introductions
The meeting was called to order at 1:34 p.m.

Public Comment
None.

2018 Audit Presentation
Nick Warnick explained that Haynie and Company had completed an audit and it was an unmodified opinion, which is highest level of assurance possible. With respect to internal controls, they did not identify any significant issues. The net position did decrease. They confirmed that actual expenses were within the budgeted amounts. Mark asked how long it is possible to revise a budget. Nick replied that there is no identified timeframe. John asked if the amount due from other governments is collectable. Miriam replied that she and Sara will look into this and email the board.

Decision Items
2018 Budget Amendment and 2018 Audit Acceptance:
Miriam summarized that the amendment is done after the audit to ensure multiple amendments are not required. She added that the numbers were pretty close. Mark asked for confirmation that they would be changing the budget number to match the audited numbers. Miriam confirmed that this is true. Miriam added that one goal for 2020 is to increase the reserve balance. Mark asked what changed. Miriam replied that she would send out the 2018 budget. There was discussion about whether it is necessary to do a budget amendment to reduce the numbers to the audit amount, a more common scenario is if there was an unexpected revenue that resulted in increased expenses. Miriam replied that the board may wish to table the amendment and just do the audit acceptance.

Mark Garcia motioned to table the supplemental budget, Ronnie Maez seconded, unanimously approved.
Ronnie Maez motioned to accept audit, David Black seconded, unanimously approved.

Consent Agenda
June 2019 SWCCOG Meeting Minutes and July 2019 Financials
Willy Tookey motioned to approve the consent agenda, Gwen Lachelt seconded, unanimously approved.

Accountant Contract Amendment:
Miriam explained that Sara will reduce her contracted hours to an on call basis.
Mark Garcia motioned approve contract, Willy Tookey seconded, unanimously approved.

c. Cyber Security and Data Breach Policy
Miriam explained that the liability insurance company would like the COG to have a cyber security policy, this will reduce the cost for liability insurance. Karen asked if the COG has experienced a breach that cost money. Miriam replied there was one issue that cost time. Karen asked if staff has been trained. Miriam replied that CIRSA has training available.
Gwen Lachelt motioned to approve the Cyber Security and Data Breach Policy, David Black seconded, unanimously approved.

d. Census 2020 Outreach Grant Program
Miriam explained that she would like the COG to apply for funding to support census efforts. Karen asked what would be included, Miriam replied that the thought is to print materials specific to our local populations. Karen mentioned that there is a group in Cortez looking to apply for funding asked if that would be a conflict of interest and questioned the need for translation into less common languages. Karen asked if there is an issue with the COG applying and possibly competing with other entities applying. Miriam replied that DOLA was supportive of a regional effort, the thought is that if we apply as a region then we could ensure that individual entities have the items and support they need. Karen asked if Region 9 is planning to apply. Miriam replied that do not plan to. Karen asked what the funds could be used for. Martina replied that there is not a floor or ceiling on funding.
Willy Tookey motioned to apply for grant of $200K, allowing modification to the amount by the executive committee, David Black seconded, unanimous

e. Letter of Support – Brainstorm Internet Fiber to the Home Deer Valley
Karen abstained. Miriam explained that that COG had previously written letter for this neighborhood for different provider.
Willy Tookey motioned to provide a letter of support as requested, Mark Garcia seconded.

Ronnie asked if the request for a letter went to other counties, Miriam replied that it probably just went to La Plata County, but since the location is near Archuleta County she would forward the draft letter for their consideration.
Unanimously approved.

f. Letter of Support Ratification - Archuleta Fixed Route Plan
Miriam explained that Archuleta County already applied and ratification is needed to due to the date of the grant.

Mark Garcia motioned to approve the letter, Gwen Lachelt seconded, unanimously approved.

g. SJRC&D Information on Regional Non-Profit

Carrie Padgett, Harris Water Engineering, described the history of San Juan RC&D and the purpose behind the request to work with the COG. Gwen asked for associated costs. Miriam replied that they could bring a cost analysis to the September meeting. Miriam added that most of the services are not beyond what COG does already, however she would like to explore the possibility of fee for service. Karen asked if the board would remain in place. Carrie replied that a couple board members would be willing to remain on the board moving forward. Carrie described the locations served. Ann and Willy described the value of the organization.
Willy Tookey motioned to direct staff to move forward with collaborating, David Black seconded, unanimously approved.

Reports

Director's Report:

Miriam reported that she has added a grant summary report for meetings. The board retreat will be held on August 26. She has had discussions with Mancos about rejoining the COG. A DOLA housing representative will attend the September board meeting. There was discussion about having the board meet before the regular meetings for lunch. There was a suggestion modify the meeting invitations to begin earlier to allow for lunch.

Broadband Report:

Miriam reported that the idea of a broadband route through New Mexico gained a positive reception. The franchise fee was ruled against local governments, it will likely go to the courts. The Supreme Court ruled that public access does not need to adhere to the First Amendment, Miriam will send out the ruling. She will let the board know what happens with the cable franchise fees.

Transportation Report:

Jessica reported that CDOT has been meeting with the TPRs regarding the 2045 plan, and they will be prioritizing projects at the October meeting. There will be information going out in preparation for this process.

VISTA Report:

Martina reported that this is her last meeting. She mentioned that she may continue to help on specific projects on a contract basis. Miriam added that some communities have expressed a need for grant support.

The meeting ended at 2:52.

August 2019 Financials

To: SWCCOG Board of Directors

From: Jessica Laitsch

Date: 9 September, 2019

Comments: The following reports are attached:

- Balance Sheet as of 31 August, 2019
- January-August 2019 Profit and Loss

If the Board would like to see Budget to Actual reports in future financials, I can begin including them.

Items to note:
The bank account balance is overdrawn in the register but not in the actual bank account as checks are being held; this is not recommended by the auditor, but we are waiting for a number of state reimbursements and with low cash flow, I am not able to send payments to vendors.

The prepaid expense is for the Zoom software, the contract was goes to 2020.

Fiscal Impact: High, overall financial status of the organization

Legal Review: Not applicable

Staff Recommendation: Approve the August 2019 Financials

SWCCOG

BALANCE SHEET

As of August 31, 2019

	TOTAL
ASSETS	
Current Assets	
Bank Accounts	
Alpine Bank	-8,656.88
Alpine Bank Account (UR)	-91.34
Fiber Equip Fund - Restricted	0.00
Total Alpine Bank	**-8,748.22**
Petty Cash	22.97
AmeriCorps VISTA	110.54
Jessica Laitsch	0.00
Total Petty Cash	**133.51**
Total Bank Accounts	**$ -8,614.71**
Accounts Receivable	
Accounts Receivable	20,926.45
Total Accounts Receivable	**$20,926.45**
Other Current Assets	
Prepaid Expense	1,999.00
Undeposited Funds	0.00
Total Other Current Assets	**$1,999.00**
Total Current Assets	**$14,310.74**
TOTAL ASSETS	**$14,310.74**
LIABILITIES AND EQUITY	
Liabilities	
Current Liabilities	
Accounts Payable	
Accounts Payable	7,116.61
Total Accounts Payable	**$7,116.61**
Credit Cards	
Credit Cards	
Miriam	0.00
Sara	0.00
Total Credit Cards	**0.00**
Total Credit Cards	**$0.00**
Other Current Liabilities	
Accrued Wages	6,159.07
Deferred Revenue	0.00
Payroll Liabilities	
457 Retirement Due	1,675.31
CEBT Health Insurance Due	83.75
Total Payroll Liabilities	**1,759.06**
Total Other Current Liabilities	**$7,918.13**

	TOTAL
Total Current Liabilities	**$15,034.74**
Total Liabilities	**$15,034.74**
Equity	
Opening Balance Equity	0.00
Retained Earnings	33,190.61
Net Income	-33,914.61
Total Equity	**$ -724.00**
TOTAL LIABILITIES AND EQUITY	**$14,310.74**

SWCCOG

PROFIT AND LOSS

January - August, 2019

	TOTAL
Income	
All Hazards	0.00
2017 SHSP	24,716.55
2018 SHSP	48,912.60
Total All Hazards	**73,629.15**
CDOT Grants	0.00
SWTPR Grant	10,041.26
Transit 5304	0.00
Total CDOT Grants	**10,041.26**
DoLA Grants	0.00
DoLA 8330	0.00
DoLA 8573	0.00
REDI19-165	18,000.00
Total DoLA Grants	**18,000.00**
Dues Revenue	0.00
COG Dues	111,929.00
SWTPR Contributions	5,926.00
Total Dues Revenue	**117,855.00**
Forethought	7,080.00
Grant Match	0.00
COG Member Match	14,317.00
Non-COG Member Match	30,000.00
Total Grant Match	**44,317.00**
Misc. Income	2,166.11
RHA	10,024.00
SCAN Services	0.00
Dark Fiber Leasing	24,624.00
e-TICS	0.00
Internet & Transport	6,110.00
Total SCAN Services	**30,734.00**
SWIMT	26,280.00
Total Income	**$340,126.52**
GROSS PROFIT	**$340,126.52**
Expenses	
All Hazards Projects	0.00
All Hazards 2016 SHSP	0.00
Grant 2016 Project 1	186.28
Grant 2016 Project 7	20,843.40
Total All Hazards 2016 SHSP	**21,029.68**
All Hazards 2017 SHSP	0.00
Grant 2017 Project 1	7,021.87
Grant 2017 Project 4	23,694.91

	TOTAL
Grant 2017 Project 7	12,994.50
Total All Hazards 2017 SHSP	**43,711.28**
All Hazards 2018 SHSP	0.00
Grant 2018 Project 3	50,828.20
Total All Hazards 2018 SHSP	**50,828.20**
Total All Hazards Projects	**115,569.16**
Bank Service Charge	242.60
Conference Fee	527.70
Consulting	69,512.61
Forethought.	8,000.00
Information Technology (IT)	16.17
Software	5,063.99
Total Information Technology (IT)	**5,080.16**
Insurance Expense	0.00
General Liability	3,295.23
Health	12,864.50
Worker's Compensation	-17.00
Total Insurance Expense	**16,142.73**
Internet Connectivity	0.00
Fast Track	6,648.49
Internet Connection (AT&T)	303.90
Total Internet Connectivity	**6,952.39**
Meetings	366.53
Memberships	5,098.00
Office Equipment	256.46
Office Supplies	156.40
Postage and Delivery	27.01
Professional Development	2.70
Professional Fees	0.00
Accounting Software	210.00
Audit	6,100.00
Legal	2,019.60
Misc.	68.08
Total Professional Fees	**8,397.68**
Rent	4,900.00
Salary and Wages	86,477.22
457 Retirement	4,254.09
Car Allowance	2,400.00
Cell Phone Allowance	950.00
Payroll Processing Fee	1,232.51
Payroll Tax	6,872.41
Total Salary and Wages	**102,186.23**
SWIMT 2018-2019	22,783.67
SWIMT 2019-2020	4,645.03
Travel	3,194.07
Total Expenses	**$374,041.13**
NET OPERATING INCOME	**$ -33,914.61**
NET INCOME	**$ -33,914.61**

Reports

Director Report

To:	SWCCOG Board of Directors
From:	Miriam Gillow-Wiles
Date:	12 September 2019

Comments: It seems as if no one is quite sure how it got to be September. Jessica and I have been working on getting 2020 preliminary budget, and sorting out functioning with only two people. It has been a bit tough and we are hopeful that the 2020 budget will allow for another part time administrative position to help with things like meetings, and support. I have also been working with the various Census committees regarding budgets and ensuring we have the information to submit a comprehensive grant on the 15th.

Member/Potential Member Jurisdictions

I have been working with some of the jurisdictions have been COG members and are not currently to bring them back into being COG members for 2020. Support from any elected officials to their elected officials would be greatly appreciated.

- Durango
- Mancos
- Dolores (Town)

San Juan RC&D

Due to scheduling issues with myself and Carrie Padget, the current Board member who is providing bookkeeping services, we have delayed this to the October Board Meeting so there is time for completion of a contract and full analysis of data.

Community Engagement

- Dolores County Census Committee, Dove Creek
- Montezuma County Census Committee, Cortez
- La Plata County, Commissioners Lachelt and Church, Durango
- City of Durango, City Councilor, Durango
- Southern Ute Tribal Leaders, Ignacio
- Town of Ignacio, Interim Town Manager and Chief of Police, Ignacio
- City of Cortez, City Council Presentation, Cortez
- Ignacio Creative District, Ignacio
- Ute Mountain Ute Tribal Leaders, Towaoc
- USDA State Director
- USDA Federal Department Heads
- HUD State Interim Director
- 4CEDS, by phone
- Pagosa Springs Community Development Corporation, Pagosa Springs

Director Report

Follow Up on Action Items from the Board

- October 24th and December 12th Meetings will also have a notice for lunch, so Board Members can come and engage with one another over lunch.

- The Executive Committee will meet to discuss the various aspects of the Goals and Tasks and other identified needs from the Board Retreat and will help staff rank and organize in importance, and discuss at the October 24th Board Meeting

- Andrea Phillips and Liane Jollan (San Juan Basin Public Health) are working on information gathering regarding associate membership. We should have a final recommendation at the December Meeting for approval for 2020.

- As a result of the strategic planning sessions and the challenge some of the communities have with attending meetings every month, staff is working on a 2020 Meeting schedule for discussion at the October meeting to get Board feedback. Final approval is expected in December.

Upcoming Meeting Dates:
October/November Board Meeting: October 24th 12:30 Lunch, 1:30pm Meeting
December Meeting: December 12th, 12:30 Lunch, 1:30 Meeting

Executive Director Time Out of the Office
The Executive Director will be traveling extensively throughout the region for the next few weeks to meeting with the COG member jurisdictions.

PTO: September 26th – 27th
October 3rd – 7th

Broadband Report

To: SWCCOG Board of Directors

From: Miriam Gillow-Wiles

Date: 12 Sept 2019

Comments Lots of updates, not a lot of anything ground breaking or new.

Southern Route Engineering

As you'll remember DOLA has fully funded this project so we are working on engaging with the stake holders, including a diverse set of new folks in New Mexico. The idea of broadband development has caught on like wildfire in New Mexico. This has also grabbed the attention of the Navajo Nation as they are working on technology and broadband planning/development. As a result I have met with both the Navajo Nation President, Vice President, and many of the various department directors (Community Development, Justice, etc). I am hopeful that this project solidifies cross state engagement with the amount of excitement it is creating. Consultant work should begin in September, as we should expect a contract in the next week from DOLA.

FCC Cable Franchise Fees Update

This FCC Rule making is going through an appeals process at the FCC. Current guidance is to only broach the subject with your cable providers if they approach your jurisdiction first.

FCC Over the Air Reception Devices (OTARD) Ruling

Please see previous broadband reports for more information. The FCC has not yet made a decision on this proposed rulemaking. Staff will up update when more information is available.

FCC 5G-Small Cell Ruling Update

- The FCC Ruling is still making it's way through the federal court system, documents have been submitted to the 9th Circuit Court and oral arguments are expected soon. The consortium of local governments leading much of the push back against this ruling are requesting the Circuit Court to hear oral arguments sooner.

- Many local government elected and appointed officials have been receiving form letters stating that the radio frequency (RF) for 5G is a health and safety issue and asking that they create policy to limit the RF of 5G. Local governments cannot do this per federal law. Please see the attorney-client privileged documents the Executive Director provided.

Grant Updates

To: SWCCOG Board of Directors

From: Miriam Gillow-Wiles

Date: 8 August 2019

Comments: Starting this month, staff will provide updates up on the various grants in one location instead of spreading them across other reports. This will help track the various projects/goals and the funding related to them. Feedback is welcomed if this is helpful and if it could use some tweaking.

Existing Grants:

CDOT TPR FY19-20 Funding

The TPR is funded through a Purchase Order, for typically $22,100. This state fiscal year, the SWTPR will have an additional $10,000, for a total of $32,100, to attend meetings and coordination for SB19-239. This legislation convenes stake holder groups to address the impacts of technology on transportation. Additional information can be found here: https://leg.colorado.gov/bills/sb19-239

- This funding will cover staff time related to TPR goals and administration of the TPR

DOLA 8573 - 2018 Technical Assistance – FUNDING CLOSED

- Funding to create 'offsite storage' with LPC and Bayfield *(Telecommunications and Shared Services)*
    - Purchased several Office 365 licenses for government with contract support for installation to test run how full cloud storage and computing works for member jurisdictions. La Plata and COG will pilot, as well as any other jurisdiction that wants to be a test subject.

DOLA 8824 – 2019 Technical Assistance – STILL WAITING ON CONTRACT

- Will have contract this month, there was an error with the paperwork on DOLA, it has bee fixed.
- Funding includes:
    - $20,000 - CDL Program Development and Cost Reduction for COG Members *(Shared Services/Community Support)*
    - $30,000 - Development of end markets for hard to recycle items (*Environment)*
        - Match from CDPHE Regional Waste Studies in early 2020
- No funding for staff
- Ends Aug/Sept 2020

Grant Updates

DOLA REDI Grant 19-189

- $48,000 for Broadband Engineering *(telecommunications)*
    - Southern Loop through NM: Cortez-Shiprock-Kirtland-Farmington-Aztec-La Plata County
    - FTTP support to help LPEA post SB19-107 through Eastern La Plata to Pagosa Springs
- $30,000 Match from Farmington and San Juan County
- Expected funding from ISPs
- Project will start in September

FCC USAC Rural Healthcare 2019 Broadband Funding Request

The SWCCOG applied for a total of $13,368,611.49 in USAC funding in May. Notice of funding is expected sometime between November 2019 and February 2020.

USDA REDI Technical Assistance

- No funding attached with this, technical assistance only
- Support post extraction industry with new economic drivers
- Plan will create road map and additional funding, likely from USDA sources
- Expected completion late Q32020

CDOT Mobility Manager – NEW

- Awarded $28,500
- All funding towards staff
- Part time position to help coordinate transit agencies, health care providers, health and human service providers, and others

Future Grants

DOLA Census Grant

- No Match Required
- Up to 10% administrative costs can be included in grant
- Support regional Complete Count Committees to bring in funding
- Due Sept 15th
- Expected funding up to $200,000

DOLA 2020 Technical Assistance

- Board Approval Sept 2019
- Application due Oct 2019
- Shared Services, Shared Software, and

DOLA Broadband Grant

- Administrative and Consulting costs for USAC Rural Healthcare
- Out of DOLA $5 Million set aside for Broadband
- Requested $500,000 in 2018 for same initiative

Grant Updates

- May also request match for middle/last mile build out to support USDA grants

DOLA Grant for Regional Housing Plan
- In conjunction with Housing Solutions
- Housing plan to bring in housing data to identify needs regarding housing instability
- $25,000
- Administrative Fee: $2,500 paid for from a HUD grant via Housing Solutions

CDPHE Recycling Funding
- Expected Early 2020
- Proposal only, not competitive grant cycle
- $30,000 from DOLA 2019 funding
- Will look at quantity and local reuse of 'hard to recycle materials', such as glass, tires, electronics.

EDA Funds (potential)
- Help develop some of the outcomes of USDA REDI TA grant

OEDIT Funding (potential)
- Co-working spaces technical assistance, both industrial and office
- Outdoor recreation development

USDA Funding
- Post USDA REDI Technical Assistance work
- Will focus on targeting outcomes and recommendations of USDA REDI TA
- Likely various co-working spaces, outdoor recreation economy development, programs with San Juan College and PCC

Broadband Funding
- DOLA funding in 2020
- USDA funding in 2020
- FCC Rural Opportunity
- Public Private Partnerships

Transportation Report

To: SWCCOG Board of Directors

From: Jessica Laitsch

Date: 8 September, 2019

Comments: Transportation:

The last SWTPR meeting was held on 8 August, 2019. The topics included:

- CDOT's Westslope Wildlife Prioritization Study
- CDOT's Region 5 Safety Study Results
- CDOT's Multi-Objective Decision Analysis (MODA) Tool
- The SWTPR project prioritization approach for the Southwest Regional Transportation Plan

The next SWTPR meeting will be held at 9:00 a.m. Thursday, 10 October, 2019 at 20581 US 160 W, Durango. The meeting will include project prioritization for the SWTPR region.

Transit:

There was not a Transit Council meeting held in July. The next Transit Council meeting will be held at 9:00 a.m. Friday, 20 September, 2019 at 295 Girard Street, Durango.

Discussion Items

2020 Draft Budget

To: SWCCOG Board of Directors

From: Miriam Gillow-Wiles and Jessica Laitsch

Date: 9 September, 2019

Comments: Attached is the Draft Budget for FY2020. The Draft Budget has been reorganized to categorize and simplify the General Fund, the intent is to have it look less like a Profit and Loss statement and more like a local government budget. We hope that this reorganization will create a better picture of the organization's financial position, for example the dollars for general administration have been separated from the grant funded projects. Additionally, we have included a simplified budget page with charts to illustrate how and where the money goes/is spent.

Some notes and assumptions:

- We did not include dues revenue from Mancos or Durango, though we did include Dolores and Silverton.

- In the final budget we do not intend to include grants that have not yet been awarded, this is to avoid artificially inflating the numbers and ensure a clear picture of the organization's finances.

- Employee Benefits:
  Health Insurance
  - 25% cost of employee paid by employee, 75% paid by COG
  - 50% cost of dependents paid by employee, 50% paid by COG
  - This will save significant amounts of money and is accepted by both employees

- Salaries:
  - The Executive Director's salary remains flat with 2019.
  - Jessica's hourly rate is budgeted at $25/hr to match the significant increase in duties.

- The retirement match remains at 4%.

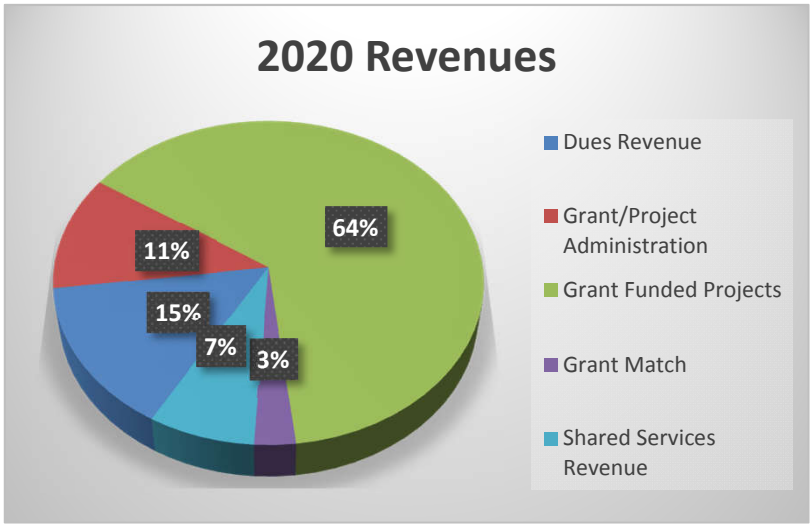
- The cell phone allowance has been removed for 2020, and we have budgeted for an office phone at a lower cost than the cell allowance.

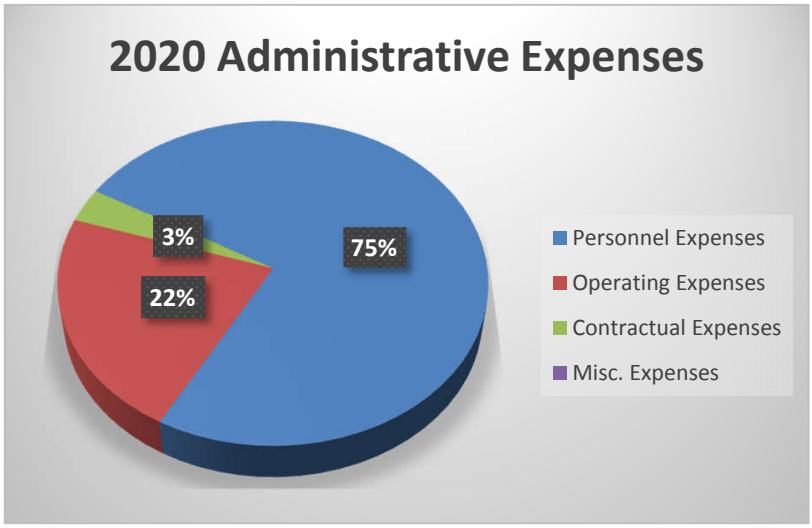
- The SWTPR funding has increased for FY19-20.

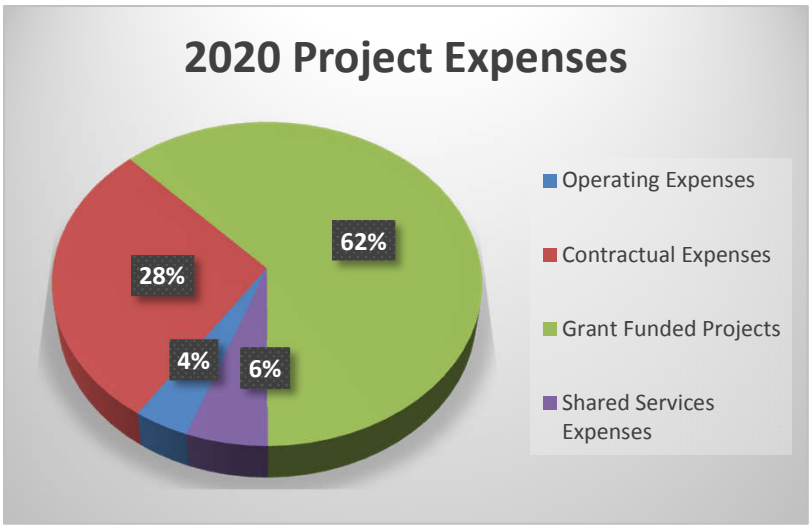
- The Grant Match is budgeted and we expect to use it in 2020. This is due to the increasing number of grants that will not fund the administrative overhead to manage grant funded projects, which creates a financial burden on the organization.

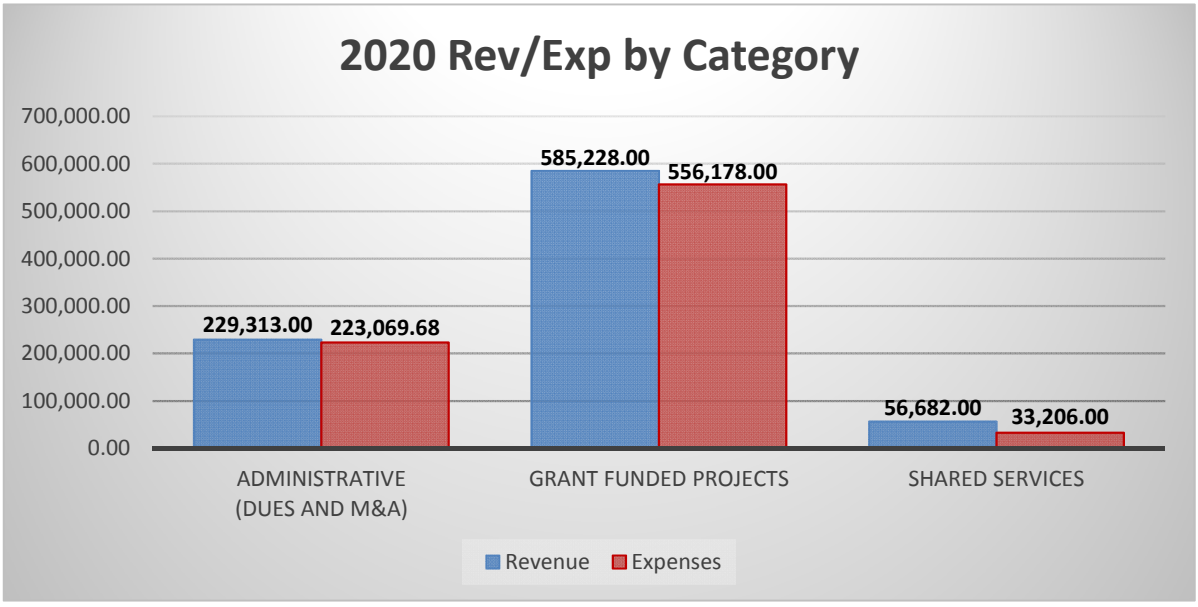
SWCCOG 2020 Draft Budget Overview

Revenue	2020 Budget
Dues Revenue	128,389.00
Grant/Project Administration	100,924.00
Grant Funded Projects	560,228.00
Grant Match	25,000.00
Misc. Revenue	0.00
Shared Services Revenue	64,686.00
Total Revenue	**879,227.00**
Expenses	
Administrative	
Personnel Expenses	166,658.68
Operating Expenses	48,911.00
Contractual Expenses	7,500.00
Misc. Expenses	0.00
Projects	
Operating Expenses	22,500.00
Contractual Expenses	168,678.00
Grant Funded Projects	365,000.00
Shared Services Expenses	33,206.00
Total Expenses	**812,453.68**




2020 Administrative Expenses
3%
75%
22%
Personnel Expenses
Operating Expenses
Contractual Expenses
Misc. Expenses


2020 Project Expenses
62%
28%
4%
6%
Operating Expenses
Contractual Expenses
Grant Funded Projects
Shared Services Expenses


2020 Rev/Exp by Category
700,000.00
600,000.00
500,000.00
400,000.00
300,000.00
200,000.00
100,000.00
0.00
229,313.00
223,069.68
585,228.00
556,178.00
56,682.00
33,206.00
ADMINISTRATIVE (DUES AND M&A)
GRANT FUNDED PROJECTS
SHARED SERVICES
Revenue
Expenses

GENERAL FUND

	2017 (ACTUAL)	2018 (ACTUAL)	2019 (BUDGET)	2019 (ESTIMATE)	2020 (DRAFT)
Beginning Fund Balance	**85,735.00**	**67,836.60**	**33,191.49**	**33,191.49**	**32,341.75**
Revenue					
Dues					
COG Dues	126,200.00	150,970.00	118,192.00	111,929.00	121,547.00
SWTPR Contributions	7,607.00	6,842.00	7,607.00	5,926.00	6,842.00
Total Dues Revenue	133,807.00	157,812.00	125,799.00	117,855.00	128,389.00
Grant/Project Administration					
All Hazards	3,629.05	2,021.27		2,848.32	2,500.00
DoLA Impact Assistance Program	22,826.60	2,263.34	0.00	5,076.30	0.00
DOLA Other					11,000.00
Good Food Collective					3,825.00
Recycling	13,123.01				22,717.00
Regional Housing Alliance		10,000.00	10,000.00	10,024.00	10,000.00
SJRC&D					10,000.00
SWIMT		1,751.31		1,222.71	1,000.00
SWTPR	12,074.61	16,667.44	11,050.00	11,004.00	11,050.00
Transit Coordination					28,832.00
Total Grant/Project Administration	51,653.27	32,703.36	21,050.00	30,175.33	100,924.00
Grant Funded Projects					
All Hazards	220,122.95	86,501.39	160,000.00	157,151.68	157,500.00
Broadband	0.00	0.00	7,833,334.00	0.00	0.00
CDOT Grants					
SWTPR Rural Assistance	9,606.39	4,722.18	11,050.00	11,096.00	21,050.00
FTA 5304 Transit Planning	0.00	39,981.00	0.00	0.00	0.00
Total CDOT Grants	9,606.39	44,703.18	11,050.00	11,096.00	21,050.00
CDPHE Grant	0.00	0.00	106,054.50	0.00	0.00
DoLA Grants					
DoLA Impact Assistance Program	94,026.40	39,612.59	133,600.00	46,923.70	124,000.00
DoLA Other	0.00	0.00	0.00	37,200.00	228,800.00
Total DoLA Grants	94,026.40	39,612.59	133,600.00	84,123.70	352,800.00
Recycling (RREO) Grant	15,038.59	0.00	0.00	0.00	19,878.00
SJRC&D	0.00	0.00	0.00	0.00	0.00
SWIMT	0.00	28,338.64	26,280.00	25,057.29	9,000.00
Total Grant Funded Projects	338,794.33	199,155.80	8,270,318.50	277,428.67	560,228.00
Grant Match					
COG Member Match	21,039.00	14,923.00	0.00	14,317.00	25,000.00
Non-COG Member Match	0.00	8,000.00	0.00	30,000.00	0.00
Total Grant Match	21,039.00	22,923.00	0.00	44,317.00	25,000.00

GENERAL FUND

	2017 (ACTUAL)	2018 (ACTUAL)	2019 (BUDGET)	2019 (ESTIMATE)	2020 (DRAFT)
Revenue					
Miscellaneous Revenue					
Miscellaneous Revenue	5,870.00	9,498.80	0.00	2,166.11	0.00
Total Miscellaneous Revenue	5,870.00	9,498.80	0.00	2,166.11	0.00
Shared Services Revenue					
Dark Fiber Leasing	21,287.00	33,822.00	33,822.00	24,624.00	46,902.00
Telecom Services (IP addresses)	8,280.00	8,280.00	8,280.00	8,280.00	1,200.00
Aggregation of Connectivity				7,080.00	15,084.00
Contract Sharing		460.00			1,500.00
Total Shared Service Revenue	29,567.00	42,562.00	42,102.00	39,984.00	64,686.00
Total Revenue	**580,730.60**	**464,654.96**	**8,459,269.50**	**511,926.11**	**879,227.00**

GENERAL FUND

	2017 (ACTUAL)	2018 (ACTUAL)	2019 (BUDGET)	2019 (ESTIMATE)	2020 (DRAFT)
Expenses					
Administrative Costs					
Personnel Expenses					
Payroll Expense					
Salary and Wages	140,766.00	147,728.69	151,074.00	123,218.19	126,942.40
Payroll Tax	11,628.00	12,136.01	12,917.00	10,510.41	10,853.58
Payroll Processing Fee	1,721.00	1,772.41	1,750.00	1,750.00	1,750.00
458 Retirement	7,476.00	7,621.77	5,675.00	5,551.17	5,077.70
Car Allowance	3,900.00	3,300.00	3,600.00	3,600.00	3,600.00
Cell Phone Allowance	2,990.00	2,100.00	2,400.00	1,350.00	0.00
Total Payroll Expense	168,481.00	174,658.88	177,416.00	145,979.77	148,223.68
Insurance Expense					
General Liability	2,235.00	3,644.75	18,576.00	3,295.23	1,798.00
Health	26,214.00	25,704.00	32,175.00	16,000.00	15,141.00
Worker's Compensation	1,668.00	0.00	1,496.00	1,496.00	1,496.00
Total Insurance Expense	30,117.00	29,348.75	52,247.00	20,791.23	18,435.00
AmeriCorp VISTA					
AmeriCorp VISTA	8,000.00	3,250.00	9,750.00	9,750.00	0.00
Housing Allowance	0.00	0.00	2,400.00	0.00	0.00
Total AmeriCorp VISTA	8,000.00	3,250.00	12,150.00	9,750.00	0.00
Total Personnel Expenses	206,598.00	207,257.63	241,813.00	176,521.00	166,658.68
Operating Expenses					
Advertising and Promotion	110.00	3,201.84	240.00	100.00	240.00
Bank Service Charge	0.00	158.16	200.00	242.60	200.00
Conference Fee	199.00	1,550.40	0.00	527.70	0.00
Employee/Board Appreciation	79.00	195.85	100.00	100.00	100.00
Information Technology					
Hardware	50.00	0.00	50.00	0.00	1,400.00
Software	3,253.00	1,273.74	1,724.00	1,724.00	1,804.00
Total Information Technology	3,303.00	1,273.74	1,774.00	1,724.00	3,204.00
Internet Connection	388.00	364.60	390.00	292.50	0.00
Meetings	1,316.00	899.69	5,000.00	450.00	1,000.00
Memberships	5,673.00	6,423.00	6,048.00	5,098.00	6,423.00
Office Equipment	493.00	1,536.73	1,400.00	256.46	0.00
Office Supplies	481.00	880.34	850.00	300.00	850.00
Office Telephone	0.00	0.00	0.00	0.00	564.00
Postage and Delivery	67.00	57.87	80.00	50.00	80.00
Professional Development	2,569.00	0.00	4,000.00	200.00	2,000.00
Professional Fees					
Audit	6,750.00	5,900.00	6,100.00	6,100.00	6,100.00
Legal	3,929.00	11,381.56	7,000.00	4,000.00	7,000.00
Misc.	331.00	24.43	500.00	100.00	250.00
Total Professional Fees	11,010.00	17,305.99	13,600.00	10,200.00	13,350.00

GENERAL FUND

	2017 (ACTUAL)	2018 (ACTUAL)	2019 (BUDGET)	2019 (ESTIMATE)	2020 (DRAFT)
Expenses					
Administrative Costs					
Operating Expenses					
Rent	91.00	271.00	8,500.00	8,400.00	8,400.00
Travel	9,180.61	12,211.29	12,500.00	6,000.00	12,500.00
Total Operating Expenses	34,959.61	46,330.50	54,682.00	33,941.26	48,911.00
Contractual Expenses					
Consulting	0.00	44,630.00	0.00	0.00	7,500.00
Total Contractual Expenses	0.00	44,630.00	0.00	0.00	7,500.00
Miscellaneous Expenses					
Miscellaneous Expense	3,640.00	522.00	0.00	0.00	0.00
Total Miscellaneous Expenses	3,640.00	522.00	0.00	0.00	0.00
Total Administrative Costs	**245,197.61**	**298,740.13**	**296,495.00**	**210,462.26**	**223,069.68**
Project Costs					
Operating Expenses					
SWTPR Travel	9,606.39	4,722.18	12,500.00	2,000.00	22,500.00
Operating Expenses	9,606.39	4,722.18	12,500.00	2,000.00	22,500.00
Grant Funded Contractual Expenses					
Grant Funded Consulting	92,018.00	54,630.25	7,933,354.00	88,357.59	168,678.00
Total Contractual Expenses	92,018.00	54,630.25	7,933,354.00	88,357.59	168,678.00
Grant Funded Projects					
All Hazards Projects	220,523.00	88,648.15	156,000.00	156,000.00	156,000.00
Census	0.00	0.00	0.00	0.00	200,000.00
SJRC&D	0.00	0.00	0.00	0.00	0.00
SWIMT	0.00	27,303.86	21,024.00	27,500.00	9,000.00
Total Grant Funded Projects	220,523.00	115,952.01	177,024.00	183,500.00	365,000.00
Shared Services Expenses					
Dark Fiber Revenue Share	5,322.00	8,455.50	8,456.00	8,456.00	8,456.00
Aggregation of Connectivity	0.00	2,000.00	0.00	8,000.00	12,300.00
Telecom Services (IP addresses)	10,800.00	10,800.00	10,800.00	8,000.00	3,900.00
Shared Software Maintenance	15,162.00	4,000.00	4,000.00	4,000.00	8,550.00
Total Shared Services Expenses	31,284.00	25,255.50	23,256.00	28,456.00	33,206.00
Total Project Costs	**353,431.39**	**200,559.94**	**8,146,134.00**	**302,313.59**	**589,384.00**
Total Expenses	**598,629.00**	**499,300.07**	**8,442,629.00**	**512,775.85**	**812,453.68**
Net Profit/-Loss	-17,898.40	-34,645.11	16,640.50	-849.74	66,773.32
Ending Fund Balance	**67,836.60**	**33,191.49**	**49,831.99**	**32,341.75**	**99,115.07**
Fund Balance Reserve (4 month operating expense)	79,606.00	88,509.00	96,348.00	96,348.00	75,606.00
Fund Balance Excess/-Deficit	-11,769.40	-55,317.51	-46,516.01	-64,006.25	23,509.07

FIBER FUND

	2017 (ACTUAL)	2018 (ACTUAL)	2019 (BUDGET)	2019 (ESTIMATE)	2020 (DRAFT)
Beginning Fund Balance	**9,754.57**	**19,496.29**	**19,498.24**	**19,498.24**	**19,500.14**
Revenue					
Fiber Income					
Fiber Income	9,740.00	0.00	0.00	0.00	0.00
Total Fiber Income	9,740.00	0.00	0.00	0.00	0.00
Other Income					
Interest Earned	1.72	1.95	0.00	1.90	0.00
Total Other Income	1.72	1.95	0.00	1.90	0.00
Total Revenue	**9,741.72**	**1.95**	**0.00**	**1.90**	**0.00**
Expenses					
Fiber Expenses					
Fiber Expenses	0.00	0.00	0.00	0.00	0.00
Total Fiber Expenses	0.00	0.00	0.00	0.00	0.00
Total Expenses	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
Net Profit/-Loss	9,741.72	1.95	0.00	1.90	0.00
Ending Fund Balance	**19,496.29**	**19,498.24**	**19,498.24**	**19,500.14**	**19,500.14**

2018 Budget Amendment

To: SWCCOG Board of Directors

From: Jessica Laitsch

Date: 9 September, 2019

Comments: At the August meeting, the Board was presented with a budget amendment for the year 2018. The decision on this item was tabled pending additional information. Accordingly, attached is a comparison between the approved 2018 budget and the proposed budget amendment. Although expenditures in 2018 were within budgeted amounts, this budget amendment would align the budgeted numbers with the final audited numbers as well as create a cleaner year-to-year comparison by removing several very large grants that were budgeted but not awarded. If the Board would like to proceed with adopting the budget amendment for 2018, staff will publish the required notification for consideration at the October board meeting.

Some notes on the 2018 budget:

- Due to a change in DoLA regulations, these grants no longer provide funding for administrative costs.

- In line with Board direction to focus on broadband, other grants were not sought and much of the staff time on broadband related efforts were not reimbursable by grants.

- Grant revenues were down 53% from 2017.

	Jan - Dec 16 (AUDITED)	Jan - Dec 17 (AUDITED)	Jan - Dec 18 (APPROVED)	Jan - Dec 18 (AMEND)	Change 2018 Approved vs Amended
Ordinary Income/Expense					
Income					
All Hazards	135,239.20	223,752.00	163,346.00	88,523.00	-74,823.00
Broadband					0.00
FCC	0.00	0.00	3,000,000.00	0.00	-3,000,000.00
CDOT	0.00	0.00	333,333.00	0.00	-333,333.00
DoLA	0.00	0.00	375,000.00	0.00	-375,000.00
Private Equity	0.00	0.00	1,666,667.00	0.00	-1,666,667.00
CDOT Grants					0.00
SWTPR Grant	21,293.31	21,681.00	22,100.00	21,390.00	-710.00
Transit 5304 Grant	0.00	0.00	27,000.00	39,981.00	12,981.00
Transit LCC Grant	19,999.02	0.00	0.00	0.00	0.00
Total CDOT Grants	41,292.33	21,681.00	49,100.00	61,371.00	12,271.00
DoLA Grants					0.00
DoLA 7645	40,747.05	0.00		0.00	0.00
DoLA 8010	78,001.91	0.00		0.00	0.00
DoLA 8011	33,230.60	41,321.00		0.00	0.00
DoLA 8330	0.00	30,578.00	28,000.00	29,768.00	1,768.00
DoLA 9038	55,045.46	44,955.00	0.00	0.00	0.00
DoLA TA 2018	0.00	0.00	35,000.00	12,107.00	-22,893.00
DoLA Grants - Other	0.00	0.00	0.00	0.00	0.00
Total DoLA Grants	207,025.02	116,854.00	63,000.00	41,875.00	-21,125.00
Dues Revenue					0.00
Admin Position	12,347.00	12,200.00	12,200.00	12,200.00	0.00
COG Dues	115,363.00	114,000.00	145,000.00	138,770.00	-6,230.00
SWTPR Contributions	7,679.00	7,607.00	7,607.00	6,842.00	-765.00
Total Dues Revenue	135,389.00	133,807.00	164,807.00	157,812.00	-6,995.00
Forethought	0.00	0.00	0.00	460.00	460.00
Grant Match					0.00
COG Member Match	6,836.42	21,039.00	0.00	14,923.00	14,923.00
Non-COG Member Match	12,223.00	0.00	0.00	8,000.00	8,000.00
Total Grant Match	19,059.42	21,039.00	0.00	22,923.00	22,923.00
Misc. Income	29,349.68	5,870.00	10,000.00	9,499.00	-501.00
RHA	0.00	0.00	0.00	10,000.00	10,000.00
RREO Grant					0.00
RREO 2016-2017	6,756.40	28,161.00	0.00	0.00	0.00
RREO Grant - Other	0.00	0.00	0.00	0.00	0.00
Total RREO Grant	6,756.40	28,161.00	0.00	0.00	0.00
SCAN Services					0.00
Dark Fiber Leasing	20,256.00	21,287.00	29,328.00	33,822.00	4,494.00
e-TICS	8,400.00	0.00	0.00	0.00	0.00
Fiber Equipment Repair Fund	0.00	0.00	0.00	0.00	0.00

Internet & Transport	8,280.00	8,280.00	8,280.00	8,280.00	0.00
Total SCAN Services	36,936.00	29,567.00	37,608.00	42,102.00	4,494.00
SJB AAA	3,375.50	0.00	0.00	0.00	0.00
SWIMT	0.00	0.00	0.00	30,090.00	30,090.00
Total Income	614,422.55	580,731.00	5,862,861.00	464,655.00	-5,398,206.00
Gross Profit	614,422.55	580,731.00	5,862,861.00	464,655.00	-5,398,206.00
Expense					0.00
Advertising and Promotion	419.54	110.00	240.00	3,202.00	2,962.00
All Hazards Projects	119,849.07	220,523.00	157,346.00	88,648.00	-68,698.00
AmeriCorp VISTA	8,000.00	8,000.00	0.00	3,250.00	3,250.00
Bank Service Charge	73.00	0.00	200.00	158.00	-42.00
Broadband Expenses					0.00
Fiber Equip Repair-RESTRICTED	0.00	0.00		0.00	0.00
SCAN Dark Fiber Lease	12,660.00	5,322.00	7,332.00	8,456.00	1,124.00
Total Broadband Expenses	12,660.00	5,322.00	7,332.00	8,456.00	1,124.00
Conference Fee	0.00	199.00	0.00	1,550.00	1,550.00
Consulting	190,300.41	92,018.00	5,313,500.00	99,260.00	-5,214,240.00
Employee/Board Appreciation	360.68	79.00	100.00	196.00	96.00
Forethought	0.00	0.00	0.00	2,000.00	2,000.00
Information Technology (IT)					0.00
Hardware	0.00	0.00	0.00	0.00	0.00
Internal IT Consulting	0.00	50.00	50.00	0.00	-50.00
Software	1,268.06	3,033.00	1,324.00	5,274.00	3,950.00
Total Information Technology (IT)	1,268.06	3,083.00	1,374.00	5,274.00	3,900.00
Insurance Expense					0.00
General Liability	2,212.75	2,235.00	8,000.00	1,977.00	-6,023.00
Health	19,922.00	26,214.00	36,720.00	25,704.00	-11,016.00
HSA	4,000.00	0.00	0.00	0.00	0.00
Worker's Compensation	1,674.00	1,668.00	1,750.00	1,668.00	-82.00
Total Insurance Expense	27,808.75	30,117.00	46,470.00	29,349.00	-17,121.00
Internet Connectivity					0.00
Fast Track	10,800.00	10,800.00	10,800.00	10,800.00	0.00
Internet Connection (AT&T)	385.63	388.00	390.00	365.00	-25.00
Total Internet Connectivity	11,185.63	11,188.00	11,190.00	11,165.00	-25.00
Match Refund	1,634.25	0.00	0	0.00	0.00
Meetings	2,737.95	1,316.00	5,000.00	900.00	-4,100.00
Memberships	17,253.50	5,673.00	6,048.00	6,423.00	375.00
Misc. Expense	15,850.89	3,641.00	0.00	522.00	522.00
Office Equipment	3,970.62	493.00	6,000.00	1,537.00	-4,463.00
Office Supplies	741.40	481.00	850.00	880.00	30.00
Office Telephone	0.00	0.00	980.00	0.00	-980.00
Postage and Delivery	65.02	67.00	80.00	58.00	-22.00
Professional Development	430.40	2,569.00	4,000.00	0.00	-4,000.00
Professional Fees					0.00
Accounting Software	0.00	220.00	200.00	0.00	-200.00
Audit	6,500.00	6,750.00	5,900.00	5,900.00	0.00

Legal	5,248.46	3,929.00	7,000.00	11,382.00	4,382.00
Misc.	1,329.75	331.00	500.00	24.00	-476.00
Total Professional Fees	13,078.21	11,230.00	13,600.00	17,306.00	3,706.00
Rent	87.00	91.00	95.00	271.00	176.00
Salary and Wages					0.00
457 Retirement	3,514.94	7,476.00	9,355.00	7,622.00	-1,733.00
Car Allowance	3,600.00	3,900.00	3,600.00	3,300.00	-300.00
Cell Phone Allowance	2,665.00	2,990.00	1,560.00	2,100.00	540.00
Housing Allowance	2,700.00	0.00	2,400.00	0.00	-2,400.00
Payroll Processing Fee	1,568.68	1,721.00	2,400.00	1,772.00	-628.00
Payroll Tax	11,011.93	11,628.00	16,783.00	12,136.00	-4,647.00
Salary and Wages - Other	139,494.85	140,766.00	196,290.00	147,729.00	-48,561.00
Total Salary and Wages	164,555.40	168,481.00	232,388.00	174,659.00	-57,729.00
Software Maintenance e-TICS	10,292.19	15,162.00	0.00	0.00	0.00
SWIMT	0.00	0.00	0.00	27,304.00	27,304.00
Team Building	320.00	0.00	0.00	0.00	0.00
Travel	16,244.96	18,787.00	25,000.00	16,933.00	-8,067.00
Total Expense	619,186.93	598,630.00	5,831,793.00	499,301.00	-5,332,492.00
Net Ordinary Income	-4,764.38	-17,899.00	31,068.00	-34,646.00	-65,714.00
Other Income/Expense					0.00
Other Income					0.00
Interest Earned	0.00	0.00	0	0.00	0.00
Total Other Income	0.00	0.00	0.00	0.00	0.00
Net Other Income	0.00	0.00	0.00	0.00	0.00
Net Income	**-4,764.38**	**-17,899.00**	**31,068.00**	**-34,646.00**	-65,714.00

Decision Items

2019 DOLA Technical Assistance Grant

To: SWCCOG Board of Directors

From: Miriam Gillow-Wiles

Date: 6 September 2018

The DOLA Technical Assistance Grant is due October 1. This year, like most, we are proposing several projects that continue work done in the Strategic Planning sessions. Not included that was a high priority in the strategic planning sessions was any coordination or collaboration with other regional entities, as DOLA is hesitant to fund this item due to the challenges we had with the previous attempts. However, shared services, resiliency, and housing were all items discussed at strategic planning and are very do-able with these funds.

Consultant Services:

There are two aspects to this item: AmeriCorps VISTA and Transportation consultant. The AmeriCorps VISTA position will continue to work on the recycling initiative(s), support for the Transit Council, grant writing, and new this year, creating outward facing information such as press releases and better communication about our projects and programs. Transportation consulting will help finish up the SWCCOG 4 Corners Transit Plan, as well as the Cortez-Durango transit study.

Shared Services:

This category contains quite a lot of services and benefits that otherwise would cost each jurisdiction significant funding.

- Grant Database Subscription
- Video Conferencing Software
- Colorado Communications Utility Alliance to continue support of FCC Rulings, model codes, and other such benefits to the COG membership
- Contract Grant Writing to help support the COG membership (and the COG)
- Legal Fees to cover developing shared building inspection contract(s)
- NATOA: National Association of Telecommunications Officers ad Advisors, additional support to what CCUA can provide and more federal engagement on broadband and FCC issues
- Recycle Colorado Membership – Recycling advocacy organization in the state. Will help with providing resources for Members. Bonus: provides three board votes.
- Office365 Licenses and support – designed to start rolling out 365 in the different jurisdictions as a pilot project to determine how to do so in each community.

Regional Resiliency:

DOLA has been working La Plata County, Bayfield, Durango, and Ignacio post 416 Fire, however there are many other jurisdictions that also need resiliency planning. COG wants to utilize the DOLA TA grant for match for additional funding to provide support for additional resiliency planning.

Regional Housing Planning:
Housing Solutions for the Southwest is applying for funding from HUD to do data collection to better inform regional housing development and housing plans. They asked if we could find DOLA funding as non-federal match. The federal funding will provide the M&A for the COG. Staff wanted to apply for this at the Technical Assistance grant, as to not compete with the COG member jurisdictions during the regular grant cycles.

Personnel Costs:
We are hoping DOLA will provide funding for the SWCCOG staff to negotiate work on the development of shared building inspections. Staff estimates we will also spend equal amounts of funding on this project gathering information and negotiating contracts as well as communicating with the interested member jurisdictions.

Grant Budget

DoLA TA 2020 Grant

Budget Line Item(s)	Grant Funds	Matching Funds	In-Kind	Total Cost	Matching/In-Kind Funds Source
Consultant Services Costs					
Shared Services	*$ 35,405*	$ 4,000	$ -	$ 39,405	Grantee Cash
Regional Resiliency	*$ 25,000*	$ 75,000	$ -	$ 100,000	Grant from EPA/USDA/CPAW or other
Regional Housing Planning	*$ 25,000*	$ 60,000	$ -	$ 85,000	Grant from HUD through HSSW
Personnel Services Costs	*$ 4,000*	$ 4,000	$ -	$ 8,000	Grantee Cash
Total	***$ 89,405***	***$ 143,000***	***$ -***	***$ 232,405***	
DOLA Funds		**$ 89,405**			
SWCCOG Funds (In-Kind/Cash)		**$ 143,000**			

Please note these budgets are just guidelines, and my change based on grant match/in-kind services available.

Additional Information:
- No additional funding from SWCCOG Members
- Reduction of overhead for Member Jurisdictions though a variety of shared services
    - Shared Software, including grant databases and video conferencing
    - Shared Memberships: NATOA, CCUA, Recycle Colorado
    - Shared Services: Grant Writing and development of shared Building Inspection services
- Regional Resiliency Planning will compliment existing work in La Plata County but also provide support for the other counties and municipalities. Funding may come from
    - EPA: brownfields development

    - USDA: solarization or ?
    - Community Planning Assistance for Wildfire
- Regional Housing support is match for a regional housing grant for Housing Solutions from HUD. The HUD grant will provide management and administration for the DOLA grant funds.

Legal Review: Not applicable at this time

Fiscal Impact: High

Staff Recommendation: Allow staff to apply for the DOLA Technical Assistance grant with any changes needed communicated with the ExCom and reported at the next Board Meeting

Strategic Plan

To: SWCCOG Board of Directors

From: Miriam Gillow-Wiles

Date: 12 September 2019

Comments: Attached are a number of documents from the extensive strategic planning process the SWCCOG Board and partner organizations went through. Paul will work through these in a PowerPoint, but some of the embedded documents do not work in a PDF below is the list of documents and where they fit into the Planning Outcomes Document.

- Strategic Planning Outcomes
- Shared 2024 Vision (Page 8)
- Strategic Plan Original (Page 38)
- Strategic Plan Recommended Updates (Page 40)

Some of the potential moves and ideas (on pages 32-35) and the more important aspects of our discussion didn't quite make it into the strategic objectives. Typically. Paul reports back exactly what was recorded during the meeting, but in this case, he thought it important to propose some wording revisions to more accurately capture the essence of what was discussed (and at the same time streamline the plan). In an attempt to reconcile what was recorded with what they believe were important themes. The board can decide if it wants to stick with the original objectives as recorded or accept the proposed revisions.

As an FYI, Follow Up Actions are on page 42.

Legal Review: Not applicable at this time

Fiscal Impact: None at this time, may have fiscal impact in the future.

Staff Recommendation: Approve Strategic Plan with or without recommended changes.

SOUTHWEST COLORADO COUNCIL OF GOVERNMENTS

2019 Strategic Planning Outcomes

Friday, June 28th, 2019 and Monday, August 26th, 2019

La Plata County Administration Building

Facilitators:

Paul Roithmayr

Karen Thompson

Synopsis

Karen Thompson and Paul Roithmayr (the consultants) were approached by Miriam Gillow-Wiles, Executive Director of the Southwest Colorado Council of Governments (SWCCOG), to deliver a strategic planning process for the organization. In February 2019 the consultants interviewed the Executive Director and the three members of the Executive Committee to collect their input on the desired outcomes for the strategic planning process and meeting. Starting in May, the current state information was collected from current SWCCOG Board Members and Staff, Past Board Members, and Partner Organizations. The current state was summarized in the form of: (a) a Current Service Model Canvas, (b) Stakeholder Survey Feedback, (c) Financial Trends, and (d) a SWOT (Strengths, Weaknesses, Opportunities, Threats) Analysis.

On June 28, 2019, a shared vision was generated, the current state information was reviewed and discussed, and "potential moves" and "big ideas" were brainstormed. An initial set of Key Performance Indicators (KPIs) were also proposed.

On August 26, 2019, after a quick refresh of the June 28 activities, additional moves and ideas were brainstormed. After reviewing the full list of potential moves and ideas and clustering them into themes, the *Innovator* polling system was used to rate and prioritize the potential impact of each move on financial viability, value delivered, and COG effectiveness over the next 3-5 years. The highest rated themes were then translated into strategic objectives. Finally, the tactics / projects for the next year were identified to support each strategic objective. **The four primary outputs of the strategic planning process are: (a) the SWCCOG Shared Vision 2024 (p.8), (b) the proposed SWCCOG Strategic Plan 2019 – 2024 (including a 1-year work plan) (pp.37-40), (b) proposed KPIs (p.41), and (c) identified Follow-up Actions (p.42).** The Strategic Plan and KPIs are subject to approval by the SWCCOG Board, as a quorum was not present at the August 26 meeting.

Contents	Page(s)
Purpose, Outcomes, Agenda, Attendees, and Planning Process	pp.4-7
SWCCOG Shared Vision 2024	p.8
Current Situation Analysis • Current Service Model Canvas • Stakeholder Survey Feedback • Financial Trend • SWOT Analysis • Current Situation Analysis: Key Takeaways	 p. 9 pp.10-23 p. 24 p. 25 p. 26
Brainstorming of "Potential Moves" and "Big Ideas"	p.27
Day 1 "Parking Lot" and Homework for Day 2	pp. 28-29
Prioritization of Potential Moves / Ideas	pp. 30-36
Strategic Plan: (including 5-year goals and objectives and 1-year work plan with tactics / projects) • High Level Strategic Plan 2019-2024 (Original and Proposed Revisions) • Full SWCCOG Strategic Plan 2019-2024 (Original and Proposed Revisions)	pp.37-40
Proposed Key Performance Indicators (KPIs)	p.41
Follow-up Actions	p. 42
Back-up Material • Meeting Hopes – In One Word • Other Stakeholder Survey Feedback • Strategy Meeting Evaluation – Day 1 • Potential Moves / Ideas Rank Ordered by Average Rating • Strategy Meeting Evaluation – Day 2 • Planning Terminology and Numbering System • Strategy Review Meeting Outline	p.43 p. 44 pp.45-46 p.47 p.48 p.49 pp.50 p.51 p.52

Purpose and Expected Outcomes

Purpose: Define a strategy to deliver financial stability, stakeholder value, and organization effectiveness.

Outcomes:

1. A shared understanding of SWCCOG's current situation and implications for strategic direction going forward.
2. A shared vision for 2024.
3. A 5-year set of strategic goals and objectives and a 1-year work plan with tactics / projects.
4. Key Performance Indicators (KPIs) to monitor and evaluate success.
5. A plan and process to monitor and course-correct the strategy over time.

Agenda

Time	Day 1: Friday, June 28, 2019
8:30 am *(+break)* 9:40 am	**SWCCOG Meeting** **Meeting Kick-off and Agenda**
10:10 am	**Shared Vision for 2024**
11:15 am	**Current Situation Analysis** • Current Service Model Canvas • Stakeholder feedback • Financial trends
12:25 pm	LUNCH
1:10 pm	**Current Situation Analysis - Cont'd** • SWOT • Summarize Takeaways
2:10 pm *(+break)* 2:55 pm	**Planning Process Overview; Goal, KPI alignment** **Adjustments to the Strategy** • Big ideas (small groups) • Clustering of individual ideas
5 – 5:30pm	**Wrap-up / Next Steps**

Time	Day 2: Monday, August 26, 2019
8:00 am	**Day 2 Start-up / Agenda**
8:30 am	**Develop the Strategic Roadmap** • 3-5 year strategic objectives • 1-year tactics / projects
11:45 pm	**LUNCH**
12:45 pm	**Test Strategic Roadmap and KPIs Against Vision**
1:50 pm (+break)	**Implementation and Monitoring Plans**
3:35 pm	**Member Engagement and Shared Ownership**
4:35 – 5:00pm	**Wrap-up / Next Steps**

Attendees

Day 1: Friday, June 28, 2019

David Black – Town of Bayfield
John Dougherty – City of Cortez
Fran Fillerup – San Juan County, NM
Steve Garchar – Dolores County
Mark Garcia – Town of Ignacio
Miriam Gillow-Wiles – Southwest Colorado Council of Governments
Liane Jollan – San Juan Basin Health Department
Gwen Lachelt – La Plata County
Jessica Laitsch – Southwest Colorado Council of Governments
Chris La May – Town of Bayfield
Laura Lewis Marchino – Region 9
Martina Pansze - Southwest Colorado Council of Governments
Andrea Phillips – Town of Pagosa Springs
Karen Sheek – City of Cortez
Tom Taylor – Past Mayor, City of Farmington; 4Corners Economic Dev.
Willy Tookey – San Juan County
Arvin Trujillo - 4CEDS
Sara Trujillo – Southwest Colorado Council of Governments
Warren Unsicker – City of Farmington
Karen Thompson – Facilitator
Paul Roithmayr – Facilitator

Day 2: Monday, August 26, 2019

David Black – Town of Bayfield
Dean Brookie – City of Durango
John Dougherty – City of Cortez
Miriam Gillow-Wiles – Southwest Colorado Council of Governments
Liane Jollon – San Juan Basin Health Department
Gwen Lachelt – La Plata County
Jessica Laitsch – Southwest Colorado Council of Governments
Chris La May – Town of Bayfield
Andrea Philips – Town of Pagosa Springs
Karen Sheek – City of Cortez
Tom Taylor – Past Mayor, City of Farmington; 4Corners Economic Dev.
Willy Tookey – San Juan County
Arvin Trujillo – 4CEDS
Dick White – Past Mayor, City of Durango; Past SWCCOG Board Member
Karen Thompson – Facilitator
Paul Roithmayr – Facilitator

Planning Process

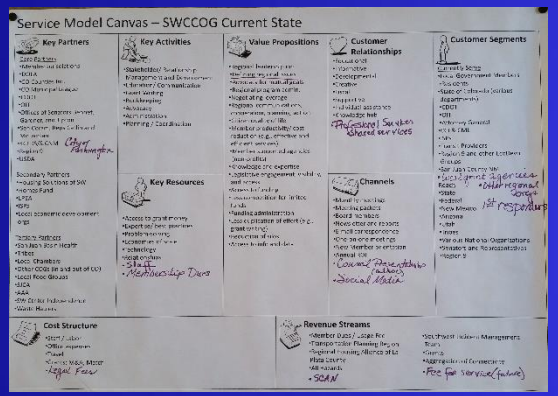
2 **Review / Discuss Current State**

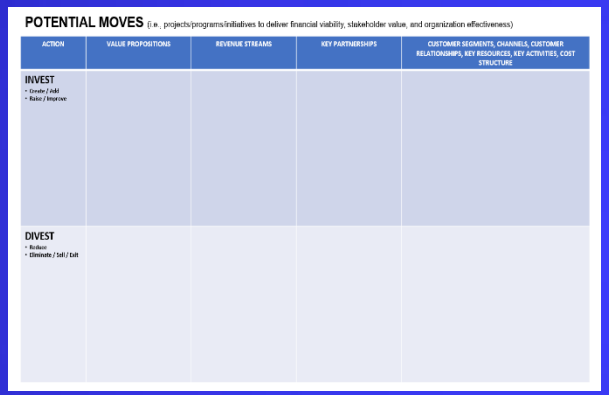
3 **Identify Potential Moves**
- Add
- Remove / Reduce

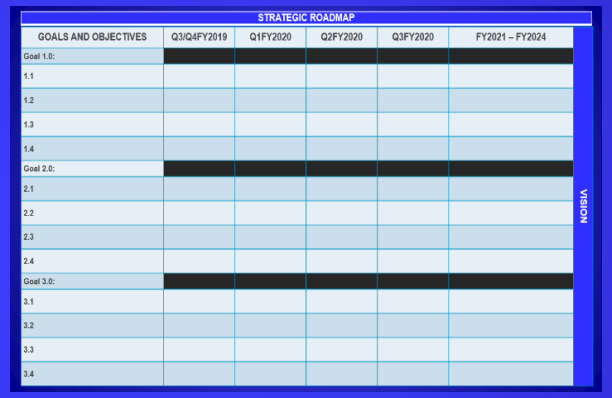
4 **Identify Objectives**
(and Confirm Goals)

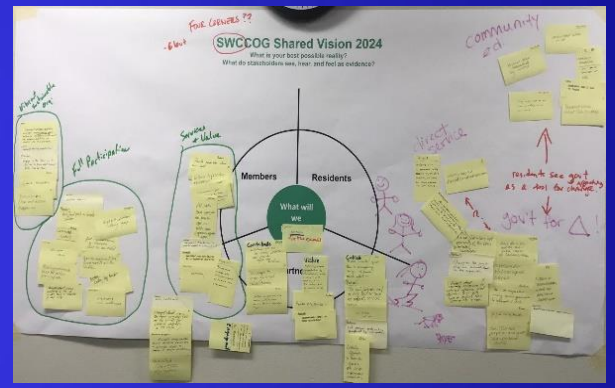
5 **Define Strategic Plan**
- Tactics / Projects
- KPIs

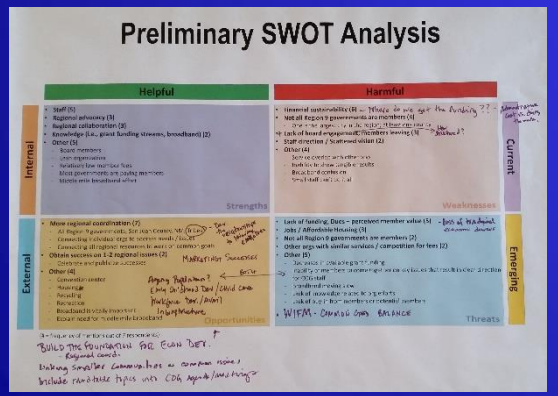
1 **Imagine Future State**
(Shared Vision)

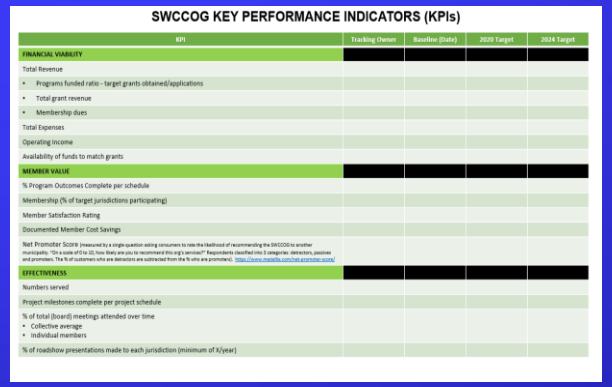












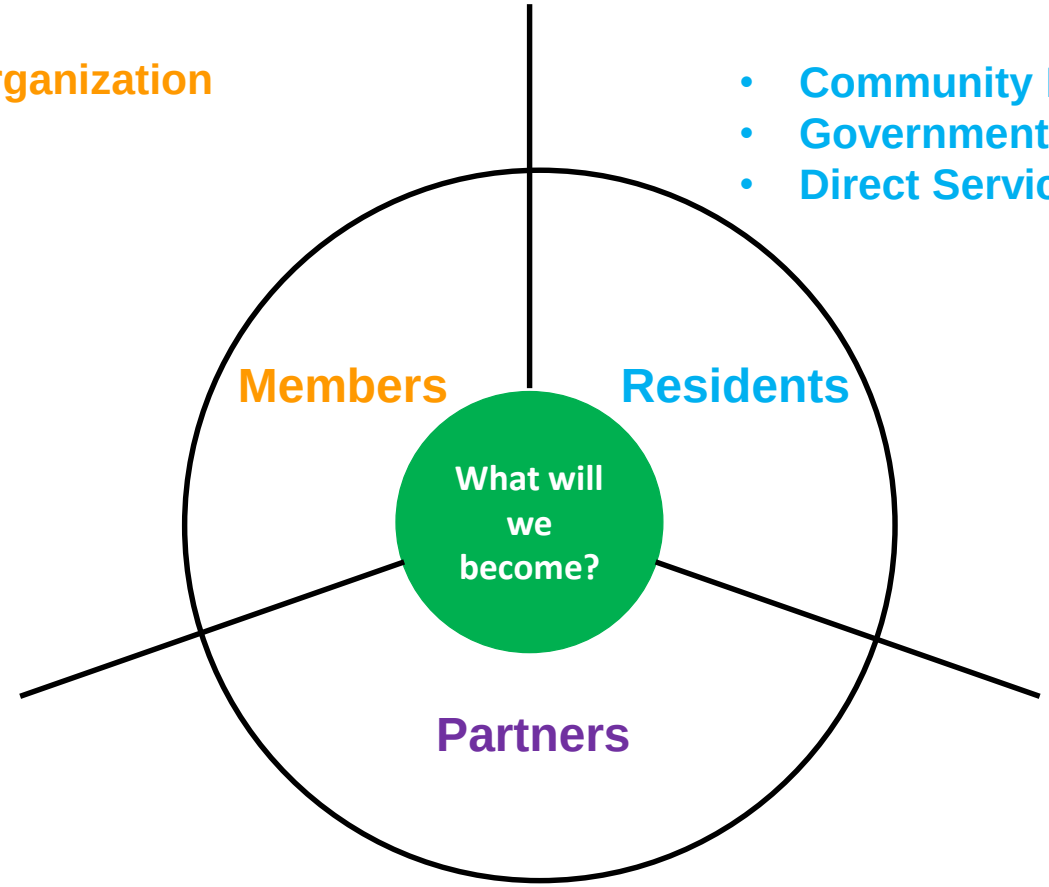
Stakeholder Feedback

SWCCOG Shared Vision 2024

What is your best possible reality?
What do stakeholders see, hear, and feel as evidence?

- **A Vibrant, Sustainable Organization**
- **Full Participation**
- **Services and Value**

- **Community Education**
- **Government Seen as Tool for Effecting Change**
- **Direct Service**



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Microsoft Word Document

For a picture of the inputs provided, click on JPG icon in any other view than “Slide View” mode.

JPG File

- **Contribute**
- **Value**
- **Collaboration**
- **Engagement**

Current State Service Model Canvas – SWCCOG

Key Partners

Core Partners
- Member Jurisdictions
- DOLA
- CO Counties Inc.
- CO Municipal League
- CDOT
- OIT
- Offices of Senators Bennet, Gardner, and Tipton
- Sen Coram, Reps Catlin and McLachlan
- 4CEDS/SJCNM
- Region 9
- USDA
- City of Farmington

Secondary Partners
- Housing Solutions of SW
- Homes Fund
- LPEA
- ISPs
- Local economic development orgs

Tertiary Partners
- San Juan Basin Health
- Tribes
- Local Chambers
- Other COGs (in and out of CO)
- Local Food Groups
- SJCA
- AAA
- SW Ctr for Independence
- Waste Haulers

Key Activities

- Stakeholder/ Relationship Management and Development
- Education/ Communication
- Grant Writing
- Bookkeeping
- Advocacy
- Administration
- Planning / Coordination

Key Resources

- Access to grant money
- Expertise/ best practices
- Problem-solving
- Economies of scale
- Technology
- Relationships
- Staff
- Membership Dues

Value Propositions

- Regional leadership on:
  - Defining regional issues
  - Advocacy for mutual goals
  - Regional program admin.
- Negotiating leverage
- Regional communications, cooperation, planning, action
- Citizen quality of life
- Member productivity/ cost reduction (e.g., effective and efficient services)
  - Member supported agencies (non-profits)
- Knowledge and expertise
- Legislative engagement, visibility, and access
- Access to funding
- Less competition for limited funds
- Funding administration
- Less duplication of effort (e.g., grant writing)
- Reduction of silos
- Access to info and data

Customer Relationships

- Educational
- Informative
- Developmental
- Creative
- Fiscal
- Supportive
- Individual assistance
- Knowledge hub
- Professional services
  - Shared services

Channels

- Monthly meetings
- Meeting packets
- Board members
- Newsletter and reports
- E-mail correspondence
- One-on-one meetings
- New Member orientation
- Annual ROI
- Council presentations (ad hoc)
- Social media

Customer Segments

Currently Serve
- Local Government Members
  - Residents
- State of Colorado (various departments)
  - CDOT
  - OIT
  - Attorney General
- CCI & CML
- ISPs
- Transit Providers
- Region 9 and other Economic Development Groups
- San Juan County, NM
- Local government agencies
- Other regional orgs
- First responders

Reach
- State
- Federal
- New Mexico
- Arizona
- Utah
- Tribes
- Various National Organizations
- Senators and Representatives
- Region 9

Cost Structure

- Staff / Labor
- Office expenses
- Travel
- Grants: M&A, Match
- Legal Fees

Revenue Streams

- Member Dues / Usage Fee
- Transportation Planning Region
- Regional Housing Alliance of La Plata County
- All Hazards
- SCAN
- Southwest Incident Management Team
- Grants
- Aggregation of Connectivity
- Fee for service (future)

Stakeholder Survey Feedback Results

- Purpose:
  - Understand more fully SWCCOG's current situation,
  - Inform the meeting design, and
  - Make the most of our time during the meetings.

- Completed by 34 respondents between June 5, 2019 and June 16, 2019:
  - Current Board Members, including Alternates (9/18 or 50% participation)
  - Past Board Members (6/9 or 67% participation)
  - Partner Organizations, including State Resources (19/36 or 53% participation)

What are the 2-3 most critical issues YOUR organization is experiencing (independent of what SWCCOG is currently working on)? "Issues" can be thought of in terms of challenges or opportunities.

Current Board Member (CBM)	Past Board Member (PBM)	Partner Organization (P.O.)
• Infrastructure (5) • Economic Development (3) • Workforce (not enough staff / attracting quality people) (3) • Affordable Housing (3) • Funding / Revenue limitations (2) • Broadband (BB) (2)	• Infrastructure (5) • Affordable Housing (4) • Short-term thinking • Broadband (BB) Connectivity • Homelessness • Transit funding • Limited financial resources • Annexation / increasing town boundaries • Early childhood development and education	• BB / Fiber / New Paths (8) • Workforce staffing / development (8) • Financial sustainability / additional funding / capital (5) • Affordable housing (2)

Note: The number of respondents mentioning a thematic comment is listed in parentheses

What are the most critical issues or questions to address during the upcoming strategic planning sessions?

CBM
• Sustainability of the COG (3) • Future priorities of COG besides broadband (2) • Affordable housing • Coordinated policy-making that helps the region • Where are we going and how do we get there? • Member engagement

Note: The number of respondents mentioning a thematic comment is listed in parentheses

If you were king or queen for the day and you could change one thing to help SWCCOG reach its full potential, what would it be and why?

CBM	PBM	P.O.

• Provide sufficient revenue source (4)
  • Not all grant driven
• Greater support from local municipalities
• More direct and tangible benefits
• More roundtable discussion about what various agencies are doing / challenged with
• More grant writers to find funding for specific projects for members
• Focus SWCCOG and R9 on what they are most successful at
• Allow the ones that do the job to identify the problems, prioritize them, and present to COG
	• Expand scope of influence / assistance to smaller entities
	• More revenue
	• Compulsory attendance and participation by ALL jurisdictions in the SW CO region (2)
	  • Spotty attendance of members is an issue, as is non-participation by some orgs
	• Provide meaningful leadership for a variety of regional issues. Less info that already exists to communities.
		• More revenue (7)
		  • Find a cash producing enterprise
		  • Get budget for middle mile dev.
		  • Alternate source of revenue
		• Full / active participation with member governments (2)
		• Get fiber out there / broadband deployment (2)
		• Outsource mgmt and ops of SCAN Network
		• Clear expectations, redefine the mission, reorg the structure to support the mission
		• Fewer projects for maximum effect

Note: The number of respondents mentioning a thematic comment is listed in parentheses

What factors have the greatest influence (positive or negative) over whether or not your organization chooses to start, stop, or continue membership in the SWCCOG?

CBM	PBM
• Value received vs. cost (3) • Budget priorities • Demonstration of concrete / tangible value for governments (2) • More interaction with the other members vs. just focusing on BB • Responsiveness • Light at the end of the tunnel for middle mile BB (at least in the region); COG needs something it can hold up as a success	• Value received / perceived vs. cost / ROI (5) • Expand revenue streams so smaller municipalities can afford to retain membership and see ROI • Because BB connectivity is such an important issue for our community, the feeling was value was there • Recognition of real value, not just pro forma accounting of grants that don't directly benefit city

Related General Comment:

Key elements underlying Durango's withdrawal were the failure of the membership to muster a quorum for the critical strategic planning retreat in 2018, plus General Fund fiscal crunch (now temporarily relieved). The actual returned value for the assessed dues was deemed incommensurate compared to other memberships.

Note: The number of respondents mentioning a thematic comment is listed in parentheses

What SWCCOG successes or accomplishments are you most proud of?

CBM
• Broadband grant / SCAN (3) • Fiber • That COG is still hanging in there, hiring good staff • Broadband assistance

Note: The number of respondents mentioning a thematic comment is listed in parentheses

What would your organization or the region gain if SWCCOG were a stronger organization?

CBM	PBM	P.O.

• A stronger regional voice (2) – on proposed legislation, economic development, and funding for region (e.g., BB, infrastructure, mental health)
• Meet the elements denoted in the current COG Vision statement
• Knowledge of the way other communities are dealing with issues such as housing and transportation
• More grant funding
• I don't think it would help much; we all have the same problem - funding
	• More money coming to our area, more influence and stronger voice in Denver (3)
	• Economies of scale from reduction in duplicated services
	• Access to enhanced regional services
	• Depends on the focus areas of SWCCOG
		• More strategic coordination (5)
		  • Among all orgs / non-profits / governments / institutions to align efforts around shared goals
		  • Completion of larger regional projects (e.g., new middle mile fiber, transit, highway improvements)
		• A great partner to ensure Broadband is developed in the region (2)

Note: The number of respondents mentioning a thematic comment is listed in parentheses

What significant lessons should be gleaned since SWCCOG was established in 2009 to optimize the value SWCCOG delivers?

CBM	PBM
• Get active engagement from all dues paying members along with bringing those who have left back (2) • Not all government agencies in region are members of the COG • The value COG delivers should be defined in a shared vision that meets today and future needs • Regular communication and outreach with members (presentations to council); keep people engaged • Determination of value has been subjective • Pursue topics that affect all members where value can be quantified • Large grants help • Members still want independence and autonomy to make own decisions	• In our opinion, the extended focus on BB limited the value of SWCCOG to our municipality (2). We would also like to see focus on other areas other than Durango. • Get elected leaders to participate more directly. • Our region is quite diverse and trying to get people on the same page is extremely difficult. • COGs in other states have some sort of financial hammer to incentivize participation; that is not the case here. BB was a unifying theme, but that has lessened over time. • Increase focus on shared services to increase value to small communities in exchange for proportionately larger dues contribution. • Moving to an all elected Board has not been successful. There is too much experience residing with professional managers to ignore their input.

Note: The number of respondents mentioning a thematic comment is listed in parentheses

What CURRENT SWCCOG service/project/program/initiative provides the GREATEST value (monetary or otherwise) to your organization going forward?

CBM

• Fiber / efforts in Broadband (4)
  • Get a regional (Four Corners) approach up and going
  • Middle mile BB
• Recycling
• Voice at statewide BB forums
• Grant finding and alerts
• Opportunity for governments to gather and talk to each other
• Opportunities to talk informally with staff from state and fed offices
• Miriam's assistance on projects
• Grants

Note: The number of respondents mentioning a thematic comment is listed in parentheses

What CURRENT SWCCOG service/project/program/initiative provides the LEAST value to your organization?

CBM
• How effective have the recycling education programs in the elementary schools been? • Development of local BB or ISPs • Run down of things that take place statewide. CML is good at that. • Broadband – haven't seen much progress • Transit planning

What NEW SWCCOG service/project/program/initiative would provide the greatest value to your organization going forward?

CBM	PBM	P.O.

• Affordable housing – funding and support services (2)
• Fiber to the home or ISPs
• Electronic disposal
• Grant writing tech assistance and training
• Economic development in Montezuma County (R9 does this)
• Recycling
• Not sure it should take on another program
	• Regional interests / collaboration are the keys to success:
	  • Affordable housing (3)
	  • Senior services (2)
	  • Transportation (2)
	  • Air quality
	  • Recycling (2)
	• Follow-up on resiliency study
	• Forest health (clean water)
	• Combine regional programs that overlap and duplicate. Add value to municipalities by providing staff expertise they don't have
		• Continued fiber / broadband dev. (3)
		• Affordable housing (2)

Note: The number of respondents mentioning a thematic comment is listed in parentheses

How could SWCCOG enhance engagement and/or communication with your organization?

CBM	PBM	P.O.

• Regular (1-4x/year) visit / presentation to our community (2)
  • What's been done and what's in progress that directly impacts our community
  • Explain who they are, what they do, and what they provide
  • Roadshow specific to BB – what is COG attempting to solve? Provide the case for middle mile BB
• Good job as is (3)
• Connect on community activities that are part of COG scope
• More roundtable discussions with other members about common problems
	• More personal contact – a regular (2-4x/year) visit/meeting to provide updates would be good (2)
	• Good job as is
	• Direct communication to entire City Council, say in a quarterly newsletter
		• Good job as is (5)
		• Town hall for updates and roundtable with stakeholders (outside government sector) about needs and priorities
		• Marketing and promotion of successes (Chamber channels, quarterly guest on radio shows, weekly Business Facts)
		• Allow Tribes to have a board seat or ex-officio seat on Board

Note: The number of respondents mentioning a thematic comment is listed in parentheses

What would enhance your personal engagement as a SWCCOG member, if anything?

CBM
• A good active Board • A unifying or shared project that needed regional support and resources • Ensure ability to participate and prep for meetings • It is difficult to attend meetings. It would be nice if there was a better way to keep us all informed • More time to participate

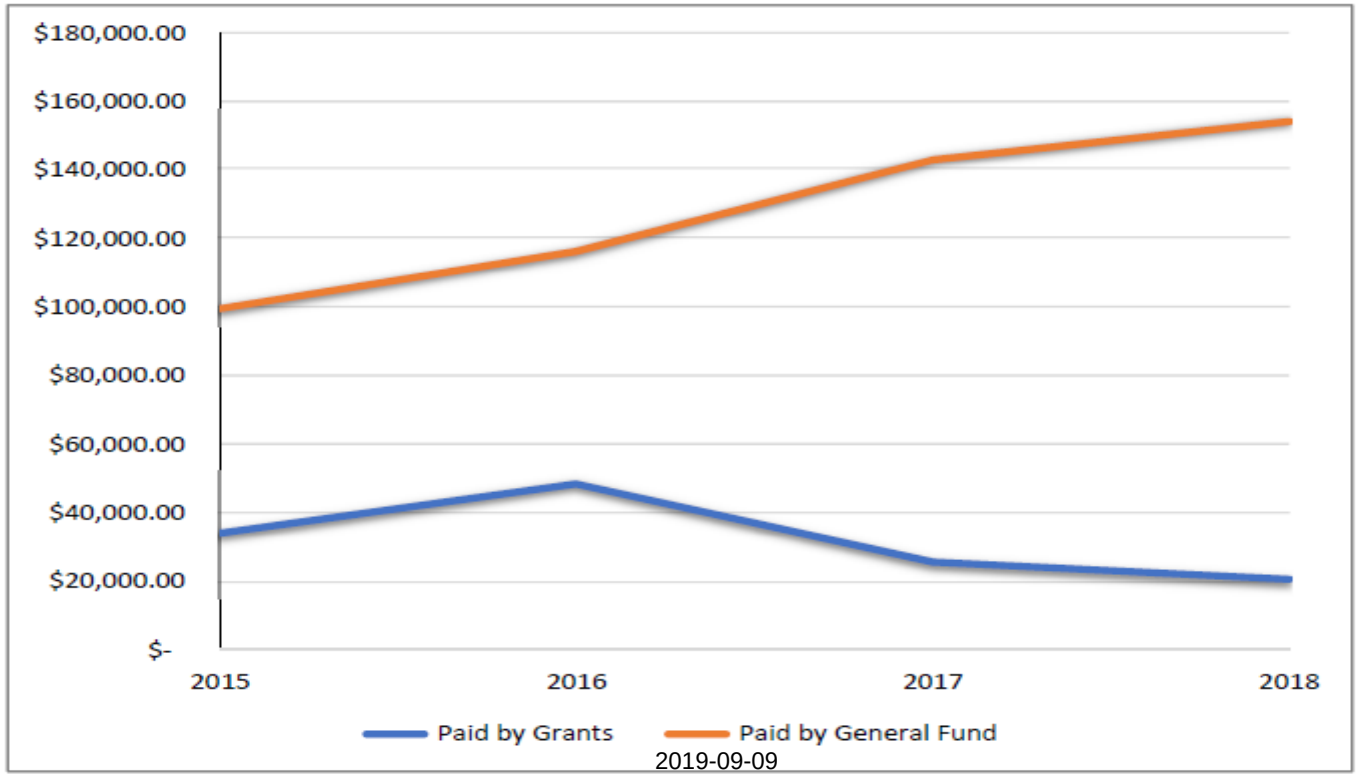
What gets in the way of your personal engagement as a SWCCOG member, if anything?

CBM
• Scheduling and time • Time and lack of unified / shared vision • Driving to Durango (virtual isn't as helpful); full days of retreats; time to read over packet • Meeting conflicts with San Miguel Authority Region for Regional Transit (runs Rico shuttle) • Logistics • Time away from office, scheduling conflicts, fires that demand immediate attention • Scheduling meeting to coordinate is very difficult • Too busy with other duties I am directly responsible for

Financial Trends

SWCCOG Revenues vs Expenses paid for by Grants and General Fund

Year	Revenues		Expenses				
	Dues	Grants	Salary/Benefit	Paid by Grants		Paid by General Fund	
2015	$ 122,698.00	$ 367,281.00	$ 133,468.00	$ 33,956.00	25%	$ 99,512.00	75%
2016	$ 126,304.00	$ 406,164.00	$ 164,555.00	$ 48,337.00	29%	$ 116,218.00	71%
2017	$ 146,851.00	$ 405,449.00	$ 168,481.00	$ 25,544.00	15%	$ 142,937.00	85%
2018	$ 162,849.00	$ 214,692.00	$ 174,659.00	$ 20,550.00	12%	$ 154,109.00	88%



SWOT Analysis

	Helpful	Harmful	
Internal	• **Staff (5)** • **Regional advocacy (3)** • **Regional collaboration (3)** • **Knowledge (i.e., grant funding streams, broadband) (2)** • **Other (5)** - Board members - Lean organization - Relatively low member fees - Most governments are paying members - Middle mile broadband effort **Strengths**	• **Financial sustainability (6)** - Where do we get the funding? - Administrative cost vs. doing the work • **Not all Region 9 governments are members (4)** - One is the largest city in the region; at least one county • **Lack of board engagement; members leaving (3)** - Look at how the board is structured • **Staff direction / Scattered vision (2)** • **Other (4)** - Service overlap with other orgs - Inability to show tangible results - Broadband confusion - Small staff can't do it all **Weaknesses**	Current
External	• **More regional coordination (7)** - All Region 9 governments; San Juan County, NM; Tribes; Need to develop the relationships to leverage each other; build foundation for economic development - Connecting communities to address common needs / issues - Include roundtable topics into COG agenda / meetings - Connecting all regional resources to work on common goals • **Obtain success on 1-2 regional issues (2)** • **Market, celebrate, and publicize successes** • **Other (4)** – Housing, recycling, convention center, recreation, broadband (vitally important), explain need for middle mile broadband, aging population, early childhood development / childcare, workforce development / availability, infrastructure **Opportunities**	• **Lack of funding; Dues – perceived member value (5)** • **Jobs / Affordable Housing (3)** • **Not all Region 9 governments are members (2)** • **Other orgs with similar services / competition for fees (2)** • **Loss of economic drivers** • **Aging population** • **What's in it for me? Need to balance with the common good.** • **Other (5)** - Decreases in available grant funding - Inability of members to come together on key issues that result in clear direction for COG staff - Broadband moving slow - Lack of knowledge related to org efforts - Lack of buy-in from members or potential members **Threats**	Emerging

(Number in parentheses = frequency of mentions out of 7 respondents)

Current Situation Analysis: Key Takeaways

- Lots of need; there is a role for the COG
- Many common themes
- Member engagement – consider a different structure
- Need money or a different model
- Need a prioritized master plan

Brainstorming of Potential Moves and Big Ideas

- Potential moves were generated. The full list can be found on slides 30-36.

- The following “Big Ideas” were also generated and discussed:
  - Use a broader regional approach
    - To address common issues and leverage funding
    - Consider including the tribes, NM, Four Corners
  - Consider an alternate fee / membership structure (e.g., free, low, or standard cost for all members; a la carte for specific initiatives)
  - Form an organization / regional authority to construct workforce housing
  - Form a regional transportation authority (e.g., surface, transit, airport)
  - Revisit pulling in regional organizations that provide a government service (e.g., 4 Core, AAA, Region 9 Economic Development, Housing Solutions of the SW)

Day 1 Parking Lot

- How do partners engage and coordinate with SWCCOG?
  - Consider having related organizations come present to SWCCOG.
    Examples: housing, transportation, tourism, economic development
    - What are they doing?
    - What are their challenges?
- Should we keep the current region or expand it?

Homework for Day 2

- Please talk with members of your council/board/top staff about what one thing COG could provide that would deliver the greatest value to your community/jurisdiction?
  - Consider areas that are most painful to your jurisdiction
  - Consider areas that would provide the greatest gain to your jurisdiction
- Responses provided:

Bayfield	Archuleta County	La Plata County (in priority order)	Cortez	San Juan County, NM	San Juan Basin Health

• Broadband
• Affordable housing
• Leveraging resources
	• Glass recycling
	• Community trails
	• Middle-mile Broadband
	• Transportation projects (e.g., wildlife corridors)
		Pain:
		• Fixes to TABOR and Gallagher
		• Lack of affordable housing
		• Homelessness
		• Wildfire resilience
		• Air quality
		• Water quality / quantity
		Gain:
		• Continue broadband
			• Climate change
			• Water conservation, water rights / use
			• Regional coordination
			  • Disability & age friendly
			• Solar
			• Transportation
			• Substance abuse
			• Mental health
			• Incubation
			• Infrastructure
				• Work with other jurisdictions
				  • Regional projects
				  • Fee for service
					• Emergency response
					• Communicable disease response
					  • multi-jurisdictional
					  • Networking – steady state

Prioritization of Potential Moves / Ideas

- After brainstorming potential moves and ensuring clarity on each, the group rated each move / idea / theme.

- All attendees were asked to: rate each move / idea / theme based on the level of potential impact it might have on financial viability, value delivered, and COG effectiveness over the next 3-5 years. The rating scale used was:

  1=Little to No Impact

  2=Some Impact

  3=Moderate Impact

  4=High Impact

  5=Extremely High Impact

Potential Moves / Ideas – Average Impact Rating

1=Little to No Impact; 2=Some Impact; 3=Moderate Impact; 4=High Impact; 5=Extremely High Impact
on financial viability, value delivered, and COG effectiveness over the next 3-5 years

1. A-Create a 4-Corners Vision for Prosperity (4.0)
2. B-Build our own fiber network (3.3)
3. C-Engage with Incumbent Providers (2.7)
4. D-Serve as Lead for regional resilience projects (3.3)
5. E-Regional Purchasing/Procurement (3.2)
6. F-Work on Homeless Issue (3.0)
7. **G-Create Regional Planning Commission (4.3)**
8. H-Get out of Broadband (1.3)
9. I-Create a Regional Broadband Authority (3.6)
10. J-Fee for Service (3.6)
11. K-Shared IT Support (3.6)
12. **L-Expertise and support for Government Agencies (4.1)**
13. M-Fiber Lease (3.2)
14. N-Create non-profit Development Organization (3.1)
15. **O-Every Jurisdiction Pays Dues (4.7)**
16. P-Board Generates a Specific list of projects that address universal areas of concern. (4.0)
17. **Q-Establish Regional Communication Venues (4.3)**
18. **R-Identify important legislative approaches (4.7)**
19. S-Consolidate 4 Corners into Huge COG (4.0)
20. **T-Engage Federal and Private Authorities for Key Funding for Seed Money (4.3)**
21. U-Partner with Closing Mines to Create Clean Energy Jobs (3.0)
22. **V-Increase Key Partners (4.2)**
23. W-Explore Partnerships - ex. Job Training (3.4)
24. X-Combine with Region 9 (2.2)
25. Y- Create a Regional Identity and Brand it (3.7)
26. **Z-Work to make Board Members Key Resources to the Organization (4.3)**
27. AA-Become a roundtable for all Regional Governments (3.7)
28. BB-Build out our Middle Mile within the next 5 Years (3.8)
29. CC-Create short-term time-limited task forces to address certain issues and include partners (3.7)
30. DD- Stop Charging Governments based on Population (1.8)
31. EE- Eliminate Tourism as a Goal and diversify economically (3.1)

For a list of the potential moves / ideas in rank order (according to average rating), see slide 48.

Potential Moves – Top Priorities

Rank / Avg Rating	Letter / Theme	Potential Moves	Proposed Strategic Objective ("Drafters")	Supports Goal #	Service Model Element
1 (4.7)	O = Every jurisdiction pays dues	• Every jurisdiction pays dues; All jurisdictions participate • Every jurisdiction in the 4 Corners is participating in the COG • All regional Governments are part of COG • To recruit all jurisdictions within SW Colorado to participate in the SWCCOG; create an associate membership; and revisit our dues structure to allow all governments to participate, e.g., allow an equity adjustment of up to 50% and membership levels.	Increase clout of the COG (Lachelt, Philips)	3.0 - Enhance effectiveness	Revenue Streams, Key Partnerships
2 (4.7)	R = Identify important legislative approaches	• Through key regional partnerships, identify important legislative approaches to bring attention to state and federal entities to improve quality of life in the Four Corners. • Lobbyist? • Legislative Representation • To function as a singular voice for governments within 4-Corners region before legislatures and congressional committees; to more effectively leverage resources for the area as a whole on specific issues of mutual importance and to function as an intermediary between competing federal and /or state jurisdictions.	Establish a representative body to speak with one voice to legislatures, congressional committees, and community. Money; policy. (?? Black, Taylor or White, La May)	2.0 - Enhance member value	Key Partnerships, Key Activities, Key Resources, Value Proposition, Channels, Revenue Streams

Potential Moves – Top Priorities

Rank / Avg Rating	Letter / Theme	Potential Moves	Proposed Strategic Objective ("Drafters")	Supports Goal #	Service Model Element
3 (4.3)	G = Create regional planning commission	• Create regional planning commission. Coordinate across state lines. • Promote the development of a regional framework that includes the 4 states and tribes to diversify the regional economy. • Regional transportation authority: Transportation system; Transit; Airports; Mass transit - solving challenging, hard to fund for any one community. • The COG will approach economic development from a 4-corners / regional perspective that includes the tribes. COG will coordinate the development of public transportation, building on what is currently available in our SW Colorado region to expand into NW NM. The long-range goal is to expand access to public transportation into the 4-corners region. Develop strategies to engage local tribes in public transportation efforts.	Develop a coordinated approach to economic development from a regional perspective. Develop a coordinated approach to transportation (e.g., surface, transit, airport). (Sheek, Dougherty)	3.0 - Enhance effectiveness	Value Proposition, Key Partnerships,
4 (4.3)	Q = Establish regional communications venues	• Establish regional communication venues so communities and tribes understand the issues important to the different communities and regions. Two-way communication – both to educate and get feedback. • SWCCOG shall establish an effective method to communicate state challenges and initiatives within the 4-Corners region. • Establish a method to communicate the challenges, initiatives, accomplishments of the member states and the 4-Corners region…to ourselves and state and federal governments. • Establish an effective process to gather economic and community based information in a given state region within the 4-Corners area. This process will combine the state information concerning challenges, initiatives, and accomplishments into a 4-Corners communique to inform, gather feedback and market the 4-Corners region.	Identify and market / communicate our total challenges, needs, accomplishments and efforts to ourselves, our constituencies, and outside entities (e.g., state, federal). (Brookie, Trujillo)	2.0 - Enhance member value	Customer Segments, Channels, Customer Relationships, Key Resources, Key Activities

Potential Moves – Top Priorities

Rank / Avg Rating	Letter / Theme	Potential Moves	Proposed Strategic Objective ("Drafters")	Supports Goal #	Service Model Element

5 (4.3)	T = Engage federal and private authorities for key funding and seed money	• Engage federal and private sources for key funding for seed/matching monies for various programs and projects.
		• Obtain funding:
		  • Identify goals
		  • Target funding over an annual basis for specific goals
		  • Match state/federal $ with each other
		  • Locals need to work on creating match to help bring in more state/federal money.
			Bring in funding for projects / programs with a regional / local match.
			
			(Gillow-Wiles)
				1.0 – Improve financial viability	Revenue Streams

6 (4.3)	Z = Work to make board members key resources to the organization	• Work to make Board members a key resource to the organization. Participation.
		• Incentivize members to participate in COG by:
		  • Deducting dues based upon attendance at meetings
		  • Appointing Board members to short-term task forces
		  • Providing Board training
		  • Requiring members to provide communications back to communities
		  • Supporting Miriam on road shows
			Incentivize members to participate in COG.
			
			(Tookey, Jollan)
				3.0 - Enhance effectiveness	Customer Segments, Channels, Customer Relationships, Key Resources

Potential Moves – Top Priorities

Rank / Avg Rating	Letter / Theme	Potential Moves	Proposed Strategic Objective ("Drafters")	Supports Goal #	Service Model Element

7 (4.2)	V = Increase key partners	• Key partners: local and state organizations working on:
		  ○ Affordable housing
		  ○ Homelessness solutions
		  ○ TABOR and Gallagher fixes
		  ○ Reducing impacts from climate change, wildfire risks, etc.
			Create / revise a core list of focus areas for COG. Identify top priorities; examine funding.
			
			(Whole Group)
				2.0 - Enhance member value	Value Propositions, Key Partnerships

8 (4.1)	L = Expertise and support for government agencies	• Regional administration of programs; support region and agencies while providing funding for COG; create buy-in and support of region • Serve as admin or fiscal agent for quasi-governmental orgs in region • Service and grant oversight; COG serves as a pass-through (writing management) • Provide special district support: $ management; Admin management (adhere to CORA/election needs requirements); $ to COG for support; fulfill COG mission of administration of regional programs • Provide expertise and support for government agencies & special districts (e.g., board education, grant seeking, elections, DOLA requirements) • Identify funding opportunities to provide shared services to members. Identify key opportunities to offer cost-effective services for entities in the region (e.g. local governments special districts, non-profits)	Provide shared services to members and other regional entities. (?? White, La May or Black, Taylor)	1.0 – Improve financial viability	Revenue Streams, Value Propositions, Cost Structure

OTHER POTENTIAL MOVES (i.e., projects/programs/initiatives to deliver financial viability, stakeholder value, and organization effectiveness)

ACTION	VALUE PROPOSITIONS	REVENUE STREAMS	KEY PARTNERSHIPS	CUSTOMER SEGMENTS, CHANNELS, CUSTOMER RELATIONSHIPS, KEY RESOURCES, KEY ACTIVITIES, COST STRUCTURE

INVEST
• **Create / Add**
• **Raise / Improve**
	• A=Create a four corners/regional vision for prosperity; jobs, housing, transportation, water, ageing, recycling, and broadband. (4.0)
	• B=Build our own fiber network that will effect cellular service. (3.3)
	• C=Engage with incumbent providers more. (2.7)
	• D=Serve as lead for regional resilience projects – DOLA projects; Build resilience: community, environment, economic (3.3)
	• E=Regional purchasing/procurement- reduce member costs by purchasing goods and services in quantity. (3.2)
	• F=Work on homeless issue. (3.0)
	• I=Create a regional Broadband Authority-leverage region assets for better negotiation, access and pricing. One organization to manage and locate assets. (3.6)
	• Regional approach to solar
	• Create grass crusher & reuse products for trails and roads as aggregate
	• Tire recycling – Phoenix is good candidate.
	• Healthcare and Hospitals: Promote, coordinate' centers of excellence.
		• J=Fee for Service (3.6)
		  • Planner/Planning;
		  • Building Inspectors;
		  • Many other items.
		• K=Shared IT support. – Assist communities to create safer, secure, modern, IT infrastructure and support. Regional place to prevent ransomware. (3.6)
		• M=Fiber Lease (3.2)
		• N=Create non-profit development corporation to fill market gaps. (3.1)
		  • Build workforce housing,
		  • Build middle-mile BB
			• S=Consolidate 4 states into huge COG with outsized political capital. (4.0)
			  • Regional Government including NM, Arizona, Utah, Four Corners plus willing private providers: CDOT, OIT
			  • Work with NM to build relationships and ability to work on common issues and objectives.
			  • Full participation and buy in by all possible organizations.: SW Co, SE UT, NW NM, NE AZ.
			• U=Partner with closing coal mines & power plants to create clean energy industry. (3.0)
			• W=Explore partnerships: San Juan College, Pueblo Community College, SW Workforce, Fort Lewis College, Dine College, FC Future Forum, San Juan Forum 80's, NAU. Ex. Job Training. (3.4)
			• X=Combine with Region 9 and expand Region 9 beyond economic development into community development also. (2.2)
				• P=The Board generates a specific list of projects that address universal areas of concern for the membership. Timelines and outcomes for each project are formulated with working committees created to develop a project on time. (4.0)
				• Y=Create a regional identity. Brand it! (3.7)
				• AA=Become a roundtable for all regional governments. (3.7)
				• BB=Build out ½ the middle mile in the next 5 years. (3.8)
				• CC=Create short-term, time-limited task forces for specific projects. Broaden partnerships for these. (3.7)

DIVEST • **Reduce** • **Eliminate / Sell / Exit** Misc: Allow for shifting landscapes be acknowledging that shifting course is not failure…it is learning.	H=Incumbent providers indicate the SWCCOG participating in Broadband is not necessary. Get out of Broadband. (1.3)			• DD=Stop Charging Governments based on population. Free membership. (1.8) • EE=Eliminate tourism as a goal. We should diversify economically. (3.1)

Note: Average impact rating is listed in parentheses.

High-Level Strategic Plan 2019 – 2024 (Original)

Strategic Goals and Objectives (Avg Impact Rating of Original Theme)
1.0 Improve Financial Viability
1.1 Bring in funding for projects / programs with a regional / local match. (4.3)
1.2 Provide shared services to members and other regional entities. (4.1)
2.0 Enhance Member Value
2.1 Create / revise a core list of focus areas for COG. Identify top priorities; examine funding. (4.2) *Note: see slides 11, 20, 29, and 35 for data already collected.*
2.2 Establish a representative body to speak with one voice to legislatures, congressional committees, and community. Money; policy. (4.7)
2.3 Identify and market / communicate our total challenges, needs, accomplishments and efforts to ourselves and outside entities (e.g., state, federal). (4.3)
2.4 Communicate / educate our own constituencies. [No tactics / projects; propose merging with 2.3 by adding "our constituencies"]
3.0 Enhance Effectiveness
3.1 Increase clout of the COG (e.g., with state/federal legislatures, rule makers.) (4.7) [Very similar to 2.2; propose integrating with 3.3 by replacing examples with "by expanding membership, participation, and contributions by Board members]
3.2 Develop a coordinated approach to economic development from a regional perspective. (4.3) [3.2 and 3.4 stemmed from the same theme; regional planning commission did not make it into the objectives; propose merging 3.2 and 3.4 and replacing current wording with "Develop a coordinated approach to address priority issues common to existing member jurisdictions and possibly beyond (e.g., Farmington, San Juan County, NM; the tribes; Four Corners)]. Example issues: economic development, transportation, and planning.
3.3 Incentivize members to participate in COG. (4.3) [See 3.1 above]
3.4 Develop a coordinated approach to transportation (e.g., surface, transit, airport). (4.3) [See 3.2 above]

Full SWCCOG Strategic Plan 2019 – 2024 (Original)

Click on Word icon below to open document in any view other than “Slide View” mode.

High-Level Strategic Plan 2019 – 2024 (Proposed Revisions)

Strategic Goals and Objectives (Avg Impact Rating of Original Theme)
1.0 Improve Financial Viability
1.1 Bring in funding for projects / programs with a regional / local match. (4.3)
1.2 Provide shared services to members and other regional entities. (4.1)
2.0 Enhance Member Value
2.1 Create / revise a core list of focus areas for COG. Identify top priorities; examine funding. (4.2) *Note: see slides 11, 20, 29, and 35 for data already collected.*
2.2 Establish a representative body to speak with one voice to legislatures, congressional committees, and community. Money; policy. (4.7)
2.3 Identify and market / communicate our total challenges, needs, accomplishments and efforts to ourselves, our constituencies, and outside entities (e.g., state, federal). (4.3)
3.0 Enhance Effectiveness
3.1 Increase clout of the COG by expanding membership, participation, and contributions by Board members (4.7)
3.2 Develop a coordinated approach to address priority issues common to existing member jurisdictions and possibly beyond (e.g., Farmington, San Juan County, NM; the tribes; Four Corners)]. Example issues: economic development, transportation, and planning. (4.3)

Full SWCCOG Strategic Plan 2019 – 2024 (Proposed Revisions)

Click on Word icon below to open document in any view other than “Slide View” mode.

Microsoft Word Document

PROPOSED SWCCOG KEY PERFORMANCE INDICATORS (KPIs)

KPI	Tracking Owner	Baseline (Date)	2020 Target	2024 Target
FINANCIAL VIABILITY				
Total Revenue				
• Programs funded ratio (target grants obtained compared to applications)				
• Total grant revenue				
• Membership dues revenue				
Total Expenses				
Operating Income				
Availability of funds to match grants				
MEMBER VALUE				
% Program Outcomes Complete per Schedule				
Membership (% of target jurisdictions participating)				
Member Satisfaction Rating via Member Survey				
Documented Member Cost Savings				
Net Promoter Score (measured by a single question asking consumers to rate the likelihood of recommending the SWCCOG to another municipality. "On a scale of 0 to 10, how likely are you to recommend this org's services?" Respondents classified into 3 categories: detractors, passives and promoters. The % of customers who are detractors are subtracted from the % who are promoters). https://www.medallia.com/net-promoter-score/				
EFFECTIVENESS				
Numbers served				
Project Milestones Complete per Project Schedule				
% of total (board) meetings attended over time • Collective average • Individual members				
% of roadshow presentations made to each jurisdiction (minimum of X/year)				

Follow-up Actions

Action	Owner	Target Date
1. Review proposed Strategic Plan, including the 1-year work plan • Review plan • Consider ongoing work and determine if plan requires adjustment given bandwidth • Test for approval • Initiate conversation about Board Committees (e.g., Finance Committee); Assign specific names as owners for tactics / projects	Karen Sheek, Board	Next Board Meeting
2. Review proposed Key Performance Indicators (KPIs) at next meeting and approve or revise. Identify a tracking owner for each who will: • Define the baseline measure (if appropriate) • Define the target measures • Update current measures before *quarterly review meetings* going forward (to be scheduled, see p. 50 of this report for an outline)	Karen Sheek	Next Board Meeting
3. Develop a concise brochure: • What is a COG? • Why is a COG important? • What is the commitment required from members?	Staff, Exec Committee Review	Draft in October; Final approval in December
4. Explore different structures / models for Board Membership. Consider: • Membership, broad-based membership • Expanding geographically / topically • Board structure of other COGs in the state and other similar orgs (e.g., Club 20). Consider the characteristics unique to SWCCOG (e.g., rural, 10 years old, etc.) • A changing to a different Board structure (e.g., Board of Staff members) • Creating a more concentrated Executive Committee; could help with quorum issues	SWCCOG Staff with Gwen; Leanne and Andrea to provide information	Draft in October; Final approval in December
5. Develop a high-level conceptual proposal to explore expanding SWCCOG membership. • Look at additional members (e.g., San Juan County, NM). • Benefits would include a connection to 8 senators, 4 reps, and 4 state governments and significant federal funding opportunities. • Bring back for a decision to explore more deeply.	Tom Taylor and Arvin Trujillo; Staff	TBD

Back-up Material

Meeting Hopes – in one word

- Goals
- Forward
- Vision (2)
- Learn
- Consensus
- Resolution
- Unity (2)
- New and creative ideas (2)
- Sustainability
- Service
- Progress
- Renewed vitality
- Collaboration
- Dreams
- Regionalism

How are SWCCOG's services/projects/programs/initiatives and progress updates communicated to YOUR organization?

CBM	PBM	P.O.
• Via Board Rep (4) • Newsletter (3) • Board Meetings / Packets (3) • Email (3)	• Email (2) • Verbal / In person updates (3) • Board Meetings (2)	• Executive Director (6) • Email (6) • Newsletter (3) • Board Meetings / Packets (3) • Word of mouth (2)

Note: The number of respondents mentioning a thematic comment is listed in parentheses

Do you believe SWCCOG Staff and Board Member roles and responsibilities are clearly understood by all? (CBM)

ANSWER CHOICES	RESPONSES	
Yes	66.67%	6
No	33.33%	3
TOTAL		9

#	IF NO, PLEASE EXPLAIN AND PROVIDE SPECIFIC EXAMPLES.
1	Understanding staff and board member roles shouldn't be in the same question.
2	I'm not sure who does what.
3	Because the members cycle in at out annually, there is loss of instituional knowledge. Director then looks for leadership from Executive Committee, but they look to Executive Director because she has the institutional knowledge.

Strategy Meeting Evaluation – Day 1

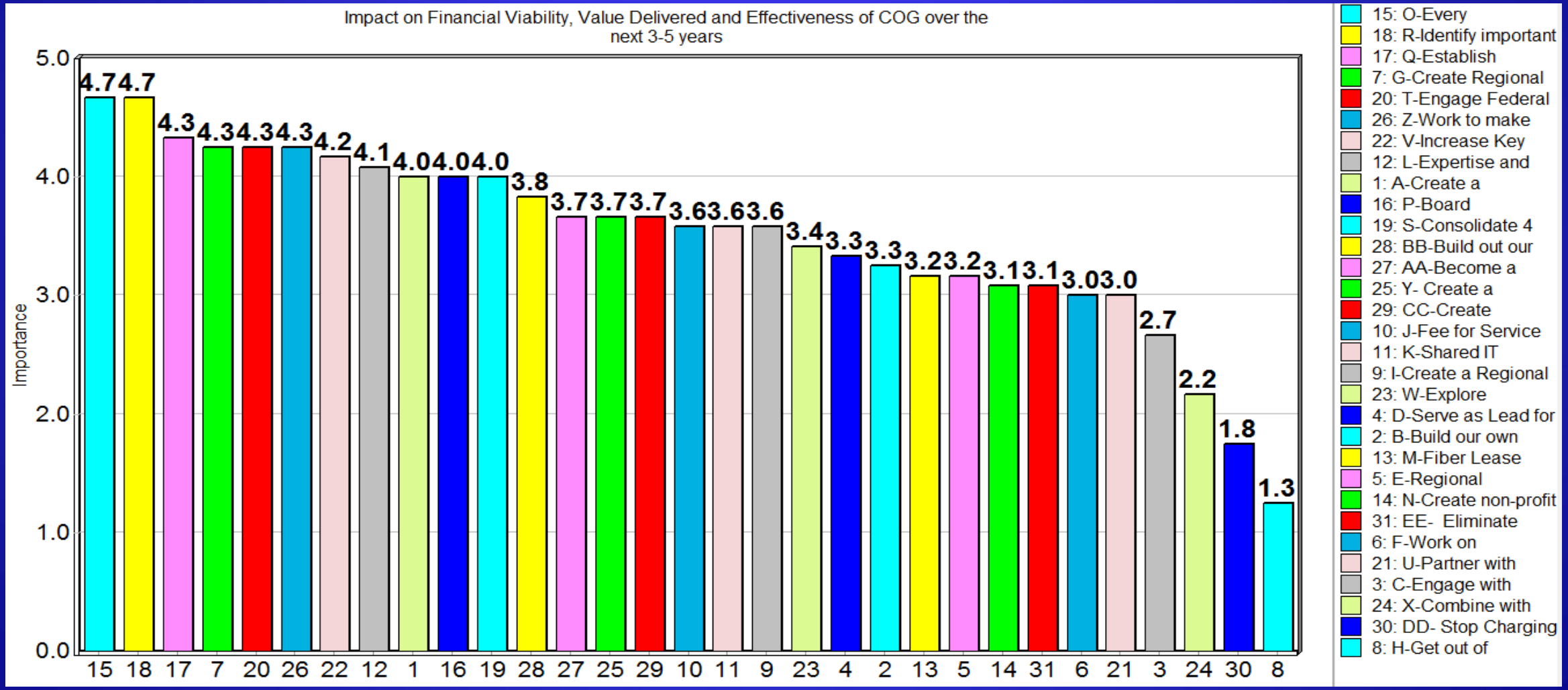
What went well?

- Vision session
- Smartsheet tool
- Opportunity to discuss issues / common concerns
- Lots we agree on

What could have been better?

- 8:30am too early
- Better coffee
- More time in small group to brainstorm ideas
- One-on-one contact vs. a pre-survey
- Some terms confusing

Results – Impact of moves / ideas on financial viability, value delivered, and effectiveness of COG over the next 3-5 years (Rank Ordered)



Note: See slide 31 for more complete legend.

Strategy Meeting Evaluation – Day 2

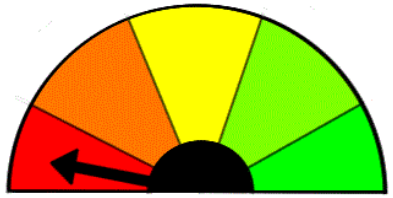
What went well?

- Lunch
- Positive discussions
- Honest boiling down of problem
- Tom and Arvin's visit expanded our horizons

What could have been better?

- Long day; would have been good to be a one-day process
- Disappointed we did not spend more time in conversation. Process stilted this.
- Need more time to just get together and have more conversations.
- What do we want to come out of this meeting with?
- Less on the front-end, more on the back-end
- What are we currently working on? What more do we need to do on these?

Planning Terminology



- **Goals** – Statements describing the *high level outcomes* or *breakthroughs* an organization must accomplish to achieve its vision.
- **Objectives** – Statements describing the *projects or programs* that are required to achieve a goal.
- **Tactic / Project** – A set of tasks for attaining new and unique deliverables whose success directly supports the achievement of an objective.
- **Indicator** – a quantitative or qualitative measurement, or any other criterion, by which performance can be assessed, often by comparison with an agreed upon standard, target, or desired outcome.

Plan Numbering System

- 1.0 Goal
  - 1.1 Objective
    - 1.1.1 Tactic / Project
    - 1.1.2 Tactic / Project
    - 1.1.3 Tactic / Project
  - 1.2 Objective
    - 1.2.1 Tactic / Project
    - 1.2.2 Tactic / Project
    - 1.2.3 Tactic / Project
  - 1.3 Objective
    - 1.3.1 Tactic / Project
    - 1.3.2 Tactic / Project
    - 1.3.3 Tactic / Project
- 2.0 Goal
  - 2.1 Objective
  - 2.2 Objective
  - 2.3 Objective

Strategy Review Meeting Outline

- Regular meeting designed to monitor plans, generate momentum, solve problems, and ensure expected results are achieved. Recommended frequency: quarterly or every four months.
- Helps ensure clear expectations, coordination, and exposure to each other's work.
- Focus is on:
  - Strategic Roadmap / 1-year work plan
    - Approving continued progress
    - Adjusting priorities and plans as things change
    - Identifying corrective actions and necessary resource adjustments
    - Modifying the plan, if not producing results
  - Reviewing Key Performance Indicators
- Consider using Smartsheet as a tool for tracking: https://www.smartsheet.com/

Adapted from: Daniels, W.R. and Mathers, J.G. (1997). Change-ABLE Organization: Key Management Practices for Speed and Flexibility. ACT Publishing: Mill Valley, CA.

SWCCOG Shared Vision 2024

What is your best possible reality?

What do stakeholders see, hear, and feel as evidence?

FOR MEMBERS:

A Vibrant, Sustainable Organization

- Vibrant organization whose members are secure in knowledge of a commitment to the organization of their co-members.
- Sustainable thriving organization
- Engage in the "What is in it for me" to know what "success" looks like for them.
- Financial accountability
- Direction is clear and action happening

Full Participation

- Unified region
- Need common focal points or targets.
- Common Goals
- Collective Vision
- All willing and positive to be at the table and participate
- I thought about every jurisdiction in the 4 corners being a member of the COG
- Engaged, problem solving group
- Full and diverse representation of members (all at the table)
- Open to regional (NM) governments at the table
- Lacking key members
- Negotiating thru differences

Services and Value

- Provide expertise where small staff is lacking
- Willing to provide resources
- The members get services/work products they can't get by themselves (because of cost, or the work required collaboration).
- Vital, creative flexible organization that serves the region in a holistic fashion with community engagement and support.
- The capacity and resources to provide support to Local Government
- Know where, who, and how to accomplish solutions
- Advocacy
- Broadband middle mile infrastructure in place and operational
- Reliable, respected entity
- I thought about organizations in the region seeing the COG as the go-to for achieving prosperity in the region
- Reliable organization that fulfills promises and brings ideas to the table to solve problems
- Need unified COG and EDD organization

SWCCOG Shared Vision 2024

What is your best possible reality?

What do stakeholders see, hear, and feel as evidence?

FOR PARTNERS:

Contribute

- Working with us to solve problems and provide important services
- COG supports organizational consolidation
- Partners contribute and receive work/support when a task is best done together
- Advocacy for the Council

Value

- Approving annual contribution to organization without a reserve and stating that the contribution is money well spent
- Provided a long term value
- Understanding and pride in their contribution

Collaboration

- A more powerful group that is encompassing enough to garner regional attention
- COG and partners need to work together and not duplicate services
- Collective vision
- Find common goals that are strengthened by collaboration
- Collaborative engagement to support the region as a whole. Less fear or concerns about who/what COG is.

Engagement

- I see an organization that has membership of all possible entities
- Full membership

SWCCOG Shared Vision 2024

What is your best possible reality?

What do stakeholders see, hear, and feel as evidence?

FOR RESIDENTS:

Community Education

- Understand what we do
- Regional Group addressing big issues
- Community education as to function of COG
- Understand what it took to provide
- Residents know what COG is and does
- They might not know COG but they know our work

Government Seen as a Tool for Effecting Change

- Residents are not stakeholders but recipients of the COG's (or benefactors) successes
- Champion the projects they are passionate about for the organization
- I thought about residents recognizing the outsized influence local officials and local governments have in helping their communities prosper.
- They don't see us as an extra layer of bureaucracy
- No perceived or real overlap of services
- Hear and see cooperation among various governments for betterment of whole
- A good use of money
- See COG has purpose and gaps filled and problems solved
- A resource for community members to provide their county/municipality resources and support
- Respected and understood organization

Direct Service

- Walking into a stone/brick building greeted by receptionist directing individual to staff member for assistance
- Interconnected Broadband infrastructure
- An organization that has accomplished concrete projects that are cost effective

SWCCOG Strategic Plan 2019 – 2024 (Original)

Goals Objectives Tactics / Projects	Owner	Timing	Most Significant Resource Needed
Goal 1.0 Improve Financial Viability.			
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	Admin fee?
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	

SWCCOG Strategic Plan 2019 – 2024 (Original)

Goals Objectives Tactics / Projects	Owner	Timing	Most Significant Resource Needed
Goal 2.0: Enhance Member Value			
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	Time
2.1.3 Address how we will deal with our top priorities. Establish sub-committees.	Members	Q42019	$$
2.1.4 Examine funding at the Sept. meeting; Brainstorm membership restructuring	Staff	Q42019	Staffing & $$
2.1.5 Expand the membership of the COG	Board	Q12020	Timing
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	$ and Time
2.3 Identify and market / communicate our total challenges, needs, accomplishments and efforts to ourselves 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	Time & staffing
2.3.2 ROI to each member – Community Board presentation prior to budget adoption. Re-evaluate how to determine ROI	Staff	Q4-2019-2020	Time & staff
2.3.3 Measurable outcomes. Increase membership by X?	Staff	Q4-2020	
2.4 Communicate / educate our own constituencies.			

SWCCOG Strategic Plan 2019 – 2024 (Original)

Goals Objectives Tactics / Projects	Owner	Timing	Most Significant Resource Needed
Goal 3.0: Enhance Effectiveness			
3.1 Increase clout of the COG (e.g., with state/federal legislatures, rule makers).			
3.1.1. Identify successes	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	
3.2 Develop a coordinated approach to economic development from a regional perspective			
3.2.1 Work with CDOT to receive Broadband status report	Staff	Q4-2019	
3.2.2 Identify common needs of Community Development Action Plans	Staff	Q4-2019	
3.2.3 Identify and engage with regional economic development organizations	Region 9 & COG exec committee	Q1-2020	
3.2.4 Develop Action Plan to address common needs	Region COG task force	Q3-2020	
3.3 Incentivize members to participate in COG			
3.3.1 Identify successes [duplicate to 3.1.1?]	Staff & exec committee	Q3/4-2019	
3.3.2 Reduce membership dues based upon member attendance	Exec committee	Q2-2020; implement ation 2021	
3.4 Develop a coordinated approach to transportation			
3.4.1 Fully engage CDOT with COG Board	Board & CDOT	Q4-2019	
3.4.2 Identify specific transit needs (medical, education, workforce)	Transit & COG task force	Q2-2020	
3.4.3 Identify 4-Corners transportation needs	4-Corners task force	Q2-2020	

SWCCOG Strategic Plan 2019 – 2024 (Proposed Revisions)

Goals Objectives Tactics / Projects	Owner	Timing	Most Significant Resource Needed
Goal 1.0 Improve Financial Viability.			
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	Admin fee?
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	
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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	

SWCCOG Strategic Plan 2019 – 2024 (Proposed Revisions)

Goals Objectives Tactics / Projects	Owner	Timing	Most Significant Resource Needed
Goal 2.0: Enhance Member Value			
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	Time
2.1.3 Address how we will deal with our top priorities. Establish sub-committees.	Members	Q42019	$$
2.1.4 Examine funding at the Sept. meeting; Brainstorm membership restructuring	Staff	Q42019	Staffing & $$
2.1.5 Expand the membership of the COG	Board	Q12020	Timing
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	$ and Time
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	Time & staffing
2.3.2 ROI to each member – Community Board presentation prior to budget adoption. Re-evaluate how to determine ROI	Staff	Q4-2019-2020	Time & staff
2.3.3 Measurable outcomes. Increase membership by X?	Staff	Q4-2020	

SWCCOG Strategic Plan 2019 – 2024 (Proposed Revisions)

Goals Objectives Tactics / Projects	Owner	Timing	Most Significant Resource Needed
Goal 3.0: Enhance Effectiveness			
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	