



SOUTHWEST COLORADO COUNCIL OF GOVERNMENTS

Board Meeting and Planning Session Agenda

Friday, May 6th, 2016, 8:30 a.m. to 4:30 p.m.

Location: La Plata Administration Building, 1101 E 2nd Ave, Durango, 81301

1. **8:30 – 8:45 Introductions**
2. **8:45 – 9:15 SWCCOG Board Meeting**
3. **9:15 - 9:25 Review of the Agenda and Proposed Outcomes**
4. **9:25 – 9:45 State of the SWCCOG**
 - Review SWCCOG’s Accomplishments, 2016 Goals, and Organizational Structure
5. **9:45 – 12:45pm Visioning and Strategic Planning** (Including 10 minute break as needed)
 - Who are the SWCCOG’s customers and what are their needs, interests and perceptions of the SWCCOG?
 - What are major trends impacting the work of SWCCOG? Are there threats to SWCCOG’s work? Are their opportunities?
 - What are the organization’s weaknesses? Strengths?
 - What are the key 3-5 things (term: Key Result Areas) the SWCCOG needs to do to be successful? Develop agreement.
 - What does the SWCCOG need to put in place in order to work on progress for the Key Result Areas? (Note: Some things will already be in process and some action items might be new and in this agenda item, the group will discuss whether or not to develop a relationship or partnership with 4CORE).
 - Question around vision: If the SWCCOG is doing everything it sets out to do to the best of its ability, how is SWCO different or improved? How is the state or the world different or improved? Beginning development of a vision statement.
 - What are the fiscal impacts of the strategic planning done and what are plans for addressing fiscal needs?
 - Summary of strategic planning items. Determine if there is agreement on future directions. Determine next steps.
6. **12:45 – 1:15 Lunch**
7. **1:15 – 1:30 Review of Morning Work**
 - Determining any Additional or Further Decisions, Directions or Discussion
8. **1:30 – 2:30pm 2017 Goals Discussion**
 - Including AAA and 4CORE
9. **2:30 – 2:45 Summary of the Strategic Planning**
10. **2:45- 3:00 Break**
11. **3:00 – 4:30 Broadband**
12. **4:30 Adjourn**

Note: SWCCOG’s current MISSION and VISION are on the next page.

Current MISSION and VISION:

MISSION

The SWCCOG will provide regional leadership on behalf of governments throughout Southwest Colorado by defining regional issues, advocating for mutual goals, and administering regional programs.

VISION

The SWCCOG will be the catalyst to promote quality of life, effective and efficient services, and leadership through regional communication, cooperation, planning, and action.



SOUTHWEST COLORADO COUNCIL OF GOVERNMENTS

Regular Meeting Agenda

Friday, 6 May 2016, 8:45-9:15am

1101 E. 2nd Ave., La Plata County Training Room, Durango, CO 81301

- I. Consent Agenda
 - a. 4 March 2016 Broadband Meeting Minutes
 - b. 4 March 2016 SWCCOG Meeting Minutes
 - c. 24 March 2016 SWCCOG Executive Committee Meeting Minutes
 - d. February 2016 Financials
 - e. March 2016 Financials
- II. Reports
 - a. Legislation Update
 - b. Transportation Report
 - c. VISTA Report (Includes Shared Services and Recycling)
 - d. Archuleta County Visit Notes
 - e. 1 April 2016 Meeting Notes (no quorum)
 - f. Durango-La Plata Airport Visit
- III. Discussion Items
- IV. Decision Items
 - a. CDOT Transportation Coordinator Grant
- V. Other Items

Video/Phone Conference Info:

Will not be available for this meeting

Consent Agenda

**Southwest Colorado Council of Governments
Broadband Planning Meeting
4 March 2016
1188 E. 2nd Ave., Carnegie Building, Durango, CO 81301**

In attendance:

Michael Whiting - Archuleta County
Dick White - City of Durango
Ron LeBlanc – City of Durango
Julie Westendorff - La Plata County
Chris La May - Town of Bayfield
Eric Pierson - City of Durango
James Torres - La Plata County
Roger Zalneraitis - La Plata County Economic Development Alliance
Ken Charles - Colorado Department of Local Affairs
Mark Garcia -Town of Ignacio (phone)
Rick Smith - City of Cortez
Shane Hale – City of Cortez
Darlene Marcus – Congressman Tipton’s Office
Jeff Gavlinski – Government Business Development Consultant
Mike McVaugh - CDOT
Jason Meininger – La Plata County Planning Department
Dan Murphy – La Plata County Planning Department
Diane Kruse - NEO Fiber
Steve Burkholder – NEO Fiber
Miriam Gillow-Wiles - Southwest Colorado Council of Governments
Sara Trujillo - Southwest Colorado Council of Governments

The meeting began at 10:11 a.m.

Diane Kruse presented the progress and current status of NEO Fiber’s review of the SCAN network. Ninety community anchor institution connections into the SCAN network have been identified with possible other connections creating a total of 350 anchors. NEO Fiber confirmed mapping of existing networks and have met with service providers to identify primary challenges.

Diane described NEO Fiber’s next steps that involve community outreach with key stakeholder organizations such as health care institutions, schools, government to include city/town, public safety, fire, police, etc., the business community as well as the public. This outreach will provide education to stakeholders, allow for valuable feedback, and get additional engagement in the broadband process, which will allow greater leverage from grant funds to help create the SCAN middle mile network. For example, if health care institutions are engaged, they have access to Colorado rural health care grant funds that would absorb 65% of the capital cost to connect medical facilities throughout the region and pay for the middle mile connection. In addition, outreach will allow great opportunity to leverage potential partnerships. Shane Hale asked if the grant(s) used to build the middle mile would also absorb long-term lease costs. Diane said some

grants will and some will not, but the goal is to stay away from those types of monthly operating expenses and make the SCAN network sustainable on its own.

The outreach meetings are scheduled as follows:

- April 11: Archuleta County
- April 12: La Plata County
- April 13: Montezuma County
- April 14: San Juan County

Diane will send each community information for invitations and asked that each community make the logistics happen.

Other next steps include continuing communication with service providers to talk about collaborative efforts, join builds, and fiber leasing. Mike McVaugh mentioned ownership opportunities that could exist with conduit projects started but never completed in certain areas of the region, such as South Fork. Diane requested plans and maps for these areas; Mike will provide this information.

Diane explained that the goal is to create a more financially sustainable model for the SCAN network. This will involve building between communities to have redundancy and better broadband into communities. Funds to further the SCAN network should not benefit a minimal number of institutions but be for last mile services. Service providers have indicated improvement to last mile services for everyone in the region begins with building fiber to key facilities and tower locations. NEO Fiber is looking into these tower locations. In addition, changing the services offered would allow greater internet service with a minimum of 100 Mbps up to 10 Gbps. A Virtual Local Area Networks (V-LAN) connection would be beneficial as this connection extends across the local network across the region for governments to share resources and software creating the ability to better provide services to each other, and better connectivity for government applications.

Diane presented a financial observation indicating that:

- Communities are funding operations of SCAN and receiving very little benefit.
- SCAN is not currently being leveraged (or best used); Fiber is in the ground but not being used.
- End users are not getting much benefit; \$8 per Mbps is expensive.
- Afford only 10 – 30 Mbps Internet Service
- Revenue model is at a loss.
- SCAN needs to be financially viable or sustainable without member contributions
- Needs staffing to promote and execute the mission and goals of SCAN

Diane suggested the following changes to the current financial model and shared the below mock income statement:

- Change the revenue model to offer more abundant service at an affordable rate (100 Mbps – 1 Gbps) for \$1-\$2.50/Mbps
- Renegotiate revenue share with service providers (1-5 anchors versus 300 anchors)
- Get greater take rate percentage for anchors to use Internet service provided by SCAN/Service providers through a revenue share model.
- Offer VLAN Layer 2 services for e-government applications and shared services

Income Statement

	2016	2017	2018	2019	2020
	Forecast Project Period				
	Year 1	Year 2	Year 3	Year 4	Year 5
Revenues					
Total Revenues	\$ 178,700	\$ 285,600	\$ 285,600	\$ 285,600	\$ 285,600
Expenses					
Software Maintenance	\$ 8,400	\$ 8,400	\$ 8,400	\$ 8,400	\$ 8,400
Network Equipment Monitoring and Maintenance	\$ -	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000
Fiber Equipment Replacement Fund	\$ 14,000	\$ 14,000	\$ 14,000	\$ 14,000	\$ 14,000
Salary, Administrator	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000
Payroll Taxes and Benefits	\$ 24,000	\$ 24,000	\$ 24,000	\$ 24,000	\$ 24,000
Marketing and Sales Expense, percent of Total Revenue	\$ 8,935	\$ 14,280	\$ 14,280	\$ 14,280	\$ 14,280
General and Administrative Overhead, % of Revenue	\$ 8,935	\$ 14,280	\$ 14,280	\$ 14,280	\$ 14,280
Total Expenses	\$ 144,270	\$ 214,960	\$ 214,960	\$ 214,960	\$ 214,960
EBITDA	\$ 34,430	\$ 70,640	\$ 70,640	\$ 70,640	\$ 70,640

Ron LeBlanc asked if the anchor institutions pay equally. Diane said yes. Roger Zalneraitis responded that anchor institutions are heavily pursued by the private service providers and prices are lower than NEO Fiber's financial model. If the SCAN network is to be successful, the financial model will have to change to provide cheaper services. Diane will adjust the model.

Diane summarized the vision for SCAN to be:

- A middle mile network that supports e-government applications
- Facilitator to improve broadband by collaborating with service providers
- A neutral network for service providers
- A leveraging object for grant funds
- A means of tearing down silos and creating joint efforts

Miriam Gillow-Wiles reported that from a COG staff perspective with limited resources and limited time, creating a SCAN network division in-house to monitor and run this network would be beneficial. Michael Whiting asked where small communities go from here as he is unsure there is a middle mile problem for Archuleta County. Diane said service providers indicated redundancy in and out of all communities would help improve broadband services. In addition, bringing fiber to key tower facilities would improve broadband expansion further into residential homes. Mark Garcia asked what the remaining capacity would be of the SCAN network after an adequate model is promoted. Diane responded that there are a number of potential paths, including working with service providers in a revenue share model and public-private partnerships. She will include a deliverable on this item. Julie Westendorff reminded the group

that La Plata County is not interested in being a service provider and that getting the SCAN network sustainable on its own is the goal.

The meeting adjourned at 11:58 a.m.

**Southwest Colorado Council of Governments
March Board Meeting
Friday, 4 March 2016, 1:30pm
1188 E. 2nd Ave., Carnegie Building, Durango, CO 81301**

In Attendance:

Andrea Phillips – Town of Mancos
Ron LeBlanc – City of Durango
Dick White – City of Durango
John Egan – Town of Pagosa Springs
Michelle Nelson – Town of Bayfield
Chris Tookey – Town of Silverton
William Tookey – San Juan County
Shane Hale – City of Cortez
Michael Whiting – Archuleta County
Julie Westendorff – La Plata County
Mark Garcia – Town of Ignacio (via phone)

Staff in Attendance:

Miriam Gillow-Wiles – Southwest Colorado Council of Governments
Sara Trujillo – Southwest Colorado Council of Governments
Jessica Laitsch – Southwest Colorado Council of Governments
Shannon Cramer – Southwest Colorado Council of Governments

Guests in Attendance:

Cherri Miller – State Purchasing Office (via phone)
John Whitney – Senator Bennet's Office

I. Introductions

The meeting was called to order at 1:33pm.

II. Presentation: State Purchasing Program

Cherri Miller with the State Purchasing Office presented an overview of the State Purchasing Program available to local governments that provides vendor price agreements for supplies, services, and contracts to save purchasers money. Purchasers can access over 170 price agreements at www.bidscolorado.com. Cherri gave a tour of the website.

III. Consent Agenda

- a. 5 February 2016 SWCCOG Meeting Minutes
- b. January 2016 Financials

Michael Whiting motioned to approve both consent agenda items together as presented, John Egan seconded, unanimously approved.

IV. Reports

- a. Director's Report

Miriam Gillow-Wiles reported that her vacation in Laos was phenomenal and thanked staff for all the hard work done in her absence. Miriam said after getting back from Laos, she spent a few days in Denver working with Representative Coram and Representative Brown on the Tribal Voting at STAC legislation. She also caught up with Eric Bergman of CCI to discuss broadband legislation. See legislative update below for more details.

Dolores County Visit

Miriam reminded the board that the Executive Committee will be visiting Dolores County on Monday, March 7th, including the Senior Center, from 1:30pm-5:30pm. The group will leave the COG office at 11:30am and return around 7:30pm.

Cool and Connected – USDA Broadband and Sustainable Community Development

Miriam reported that a letter of interest was submitted on Wednesday February 24th for the Cool and Connected pilot program. This is a program to help communities revitalize their downtowns through broadband. From the announcement: “USDA Rural Utilities Service Administrator Brandon McBride encouraged communities interested in using broadband service to help revitalize small-town main streets and promote economic development to apply for Cool & Connected, a pilot program sponsored by USDA Rural Utilities Service and the U.S. Environmental Protection Agency Office of Sustainable Communities. Through Cool & Connected, a team of experts will help community members develop strategies and an action plan for using planned or existing broadband service to promote smart, sustainable community development.”

b. Broadband Report

NeoFiber was in the region on March 3rd and 4th and gave a presentation update and financial model suggestion just prior to the COG board meeting March 4, 2016. Diane Kruse and Steve Burkholder met with service provider to identify challenges. Community outreach meetings will be held April 11-14. Diane explained that the goal is to create a more financially sustainable model for the SCAN network. This will involve building connections between communities to have redundancy and better broadband into communities. In addition, changing the services offered would allow greater internet service with a minimum of 100 Mbps up to 10 gigabytes. A Virtual Local Area Networks (V-LAN) connection would be beneficial as this connection extends across the local network across the region for governments to share resources and software creating the ability to better provide services to each other, and better connectivity for government applications. NEO Fiber will continue research and make adjustments to the financial model.

c. Legislation Update

SB16-011 – Terminate the use FASTER fees for transit:

Postponed indefinitely in House committee

HB16-1018 – Statewide Transportation Advisory Committee Procedures:

Sent unamended to the Governor

HB16-1031 – Modify Transportation Commission Membership:

Referred from House Committee on Transportation and Energy to House Committee on Appropriations

HB16-1169 – Allow Tribes to Vote at Statewide Transportation Advisory Committee:

Assigned to Senate Committee on Transportation, Staff will testify when it is scheduled.

Miriam reported that a new legislative bill, SB16-136, regarding broadband has been introduced that will make it more challenging for counties to opt out if deemed served or under-served. An area is considered served with a DSL connection. This bill will not affect those that are currently opted out. The Colorado Communications and Utility Alliance (CCUA) are opposed to this bill. Miriam will monitor. Andrea Phillips said a letter should be written on behalf of the COG to oppose this bill.

Shane Hale motioned to have staff create a letter of opposition to SB16-136, John Egan seconded, unanimously approved.

Miriam reported that the Town of Rico contacted Ed Morlan regarding the broadband plan the SWCCOG is currently working on. The Town of Rico is working with the Community Foundation to bring broadband to the area. The Community Foundation has encouraged the Town of Rico to become a member of the COG and benefit from broadband efforts with the Foundation paying for the membership dues that will be approximately \$2,500 for 2016. Miriam is invited to the Town of Rico's board meeting on March 16, 2016 to talk about broadband planning efforts. Shane Hale questioned how dues would be calculated if the Town of Rico becomes a member considering the first quarter of 2016 is gone and whether the membership would end after the broadband grant is complete. He added that COG membership is not meant to be an a la carte type of membership and a multi-year commitment should be requested. Michael Whiting agreed that membership should not be for a single grant and that a commitment beyond broadband should be encouraged. In addition, Michael suggested a pro-rated membership fee with a portion of the 2016 already past and that 100% of any grant match should be required. A commitment cannot be enforceable, but an informal commitment would be appropriate. Dick White suggested creating a policy for membership that should include a waiting period of at least six month for any member that cancels then wants to re-join.

Shane Hale motioned to authorize staff to pro rate membership dues from the requested month to the end of year for any new members, with a minimum of six months of dues assessed, in addition to any other participation fees in way of grant match at full cost, John Egan seconded, unanimously approved.

d. Transportation Report

TPR

The TPR met on Friday, February 5, 2016. There was discussion about federal and state funding opportunities including:

- FAST Act Legislation
- The Federal Lands Access Program
- The Transportation Alternatives Program

There were also updates about the awards for FASTER capital project and Safe Routes to School funding. CDOT gave a presentation about their budget process. Updates on state legislation regarding transportation will be included in the legislative update. The next TPR meeting will be held Friday, April 1, 2016 from 9 am -12 pm at the Carnegie Building.

Transit

The next Transit Council meeting will be held Friday, March 18 at 9:00 a.m. at the Carnegie Building.

e. VISTA's Report (Includes Shared Services)

Shared services project: Shannon reported that the update for this project was the presentation Cherri Miller gave at the beginning of the meeting.

Recycling project: Shannon reported spending most of her time on the CDPHE RREO Grant application. With the help of other staff members, Shannon collected the necessary information per CDPHE instructions. The grant application was due and submitted on March 4, 2016.

f. Community Updates

With time running short, no community updates were given.

V. Discussion Items

a. SWCCOG-4CORE Report

Miriam presented a spread sheet breakdown of current personnel costs for both 4CORE and the COG as well as a spread sheet of combined personnel costs with cost savings. Miriam said

she previously had met with two of the 4CORE Board members to discuss the cost savings, and they thought the cost savings under personnel was a reason to delve deeper into bringing 4CORE under the SWCCOG umbrella. 4CORE has suspended their Executive Director search and hired a Program Director position at 0.5FTE. Miriam said this is a positive step for 4CORE. On April 1st at 12:30pm, the SWCCOG Board and the 4CORE Board are tentatively planning to meet to discuss common goals and further steps. Shane Hale questioned if 4CORE is brought under the COG, would current funders who are already COG members still provide funding towards the 4CORE efforts. Miriam responded that 4CORE would be a program under the COG and not a separate entity; a new dues structure has not yet been calculated. Shane asked if the 4CORE board would be excused. Miriam said the 4CORE board would be an advisory board with the COG board the governing board. Mark Garcia stated that 4CORE is in dire need of leadership at the Executive Director level; with Miriam's time currently at the maximum, will she be able to shoulder this responsibility. Miriam said she has some reservations and integrating another organization and additional staff will be challenging. However, Miriam stated that with the right staff, the ED position will be an actual ED position versus an ED plus grant person position, which will free some of her time to do actual ED work. John Egan responded that Miriam should not be trying to negotiate this entire deal by herself and that the Executive Committee should be involved. Shane said he sees the savings but would like to know what additional services would be provided to COG members with 4CORE on board, such as will LPEA still provide annual contributions. Mark Garcia, an LPEA Board member, said LPEA would probably continue contributions and that it would be a matter of ongoing funding. Julie Westendorff would like to know what Miriam's role would be with 4CORE added as this will need to be defined. The 4CORE audits need to be reviewed and Julie does not want this to be at the COG's expense. John responded that 4CORE will need to be integrated into the COG's business model and 4CORE's focus will have to expand beyond La Plata County. Andrea Phillips voiced concern with staff salary increases as operating costs will increase and questioned, with adding new projects, at what point are salary increases given. If staff are overtaxed, the COG needs to identify where to focus energy. Shane said this discussion needs to be vetted further and that he is not ready to give Miriam further direction without additional information. Michael Whiting suggested that Miriam continue cultivating the relationship and three years of financials and forecasts of where revenue sources are needs to be explored. The Executive Committee will follow up with Miriam and 4CORE.

VI. Decision Items

a. Legislative Committee Policy – DRAFT

Miriam provided a Legislative Committee Policy DRAFT in the board packet. Ultimately, the document is set to guide how the legislative review committee and staff work together on the legislative work, and can be amended as needed. The committee will be comprised of one county representative, one municipal representative, and one Executive Committee member. Ron LeBlanc asked Miriam to update the verbiage to say three members at a minimum. Ron also mentioned that when CCI and CML are opposed, the COG should take no position, and if CCI and CML are in concurrence, the COG should take the same stand; this should be part of the policy. Michelle Nelson requested anytime the committee create a letter of recommendation that this letter and any other information be emailed to all COG members to keep all abreast of Legislative Committee activity. Miriam requested that the COG Board take a stance on issues in advance each year during the legislative season to help guide the committee.

Michael Whiting motioned to direct staff to finalize the Legislative Committee Policy with verbiage that if CML and CCI are in conflict, the Committee is to have no stance, three members at a minimum will comprise the committee, and Shane Hale, Ron LeBlanc,

Michael Whiting, and John Egan will head up the 2016 Legislative Committee, Michelle Nelson seconded, unanimously approved.

The meeting was adjourned at 3:30pm

**Southwest Colorado Council of Governments
Executive Committee Meeting
Thursday, 24 March 2016, 2:00pm
1188 E. 2nd Ave., Carnegie Building, Durango, CO 81301**

In attendance:

Andrea Phillips – Town of Mancos (by phone)
Julie Westendorff – La Plata County (by phone)
Miriam Gillow-Wiles – Southwest Colorado Council of Governments
Jessica Laitsch - Southwest Colorado Council of Governments

The meeting began at 2:04 p.m.

Andrea summarized that the purpose is to discuss the agenda for the upcoming board meeting and the question on the EPA grant. Julie requested an update on AAA. Miriam asked whether they would prefer to wait until Sara can join the AAA discussion or move forward with the discussion. Julie replied that she is not sure if there is new information now, but she is not sure if this is going to move forward in the near term and suggested holding off at the moment. Miriam stated that this approach is fine from staff perspective at this time.

Andrea asked what the presentation will be. Miriam replied there will likely not be a presentation due to coordination difficulties. Julie asked if this is environmental or financial sustainability. Miriam replied this is related to climate and environmental resiliency and this is very likely to not happen until a later meeting.

Andrea summarized there will be a review of financials, two sets of meeting minutes, and the director's report. She mentioned that Mancos, Cortez, and Dolores are participating in Montezuma County's "fiber to the premises" plan, looking at microwave technology and fiber to the home. Miriam replied she has been involved in a number of discussions concerning this and the implications this could have on future funding. They discussed the status of Montezuma County with respect to broadband planning and issues relevant to the possibility of the county becoming a member of the SWCCOG.

Andrea continued that they would do update on the road trip to Dolores County. Miriam added that the road trip to Archuleta County and Pagosa Springs will be on April 8 and the group will need to leave around 8:30 a.m.

Andrea continued that there will be an update on legislative issues. Miriam mentioned current legislative issues. She added that there will be reports from staff and updates to the personnel policy.

Miriam expressed the need to have continued discussion with the board about the impact on dues if new member organizations join. Andrea opined that the excess should roll forward to next year rather than be refunded. Julie asked about the possibility of issuing a credit if an organization needed it. Miriam replied this should be determined on a case by case basis and should be discussed with entire board. Andrea pointed out the potential impacts if members drop out and requested that Miriam draft a policy.

Andrea asked if they are seeking approval to apply for an EPA grant. Miriam replied this is the case, but staff would like guidance from the executive committee since the application is due one week after the

board meeting. Miriam provided a summary of the grant and how the SWCCOG could approach it. Julie replied that if staff has time then she is fine with it. Andrea added that it sounds like staff is already overtaxed and Julie asked if 4CORE should apply instead. Miriam replied that 4CORE would be the grantee and the SWCCOG would be the subcontractor and at this point the SWCCOG has more staff capacity than 4CORE to undertake the application. Andrea asked what the financial impact would be to the SWCCOG. Miriam replied that there would be no financial impact to the members. Andrea asked about the scope of the most recent grant application. Miriam replied that the RREO grant would be at a lower tier, and this grant would be more in-depth on education. Julie asked for clarification that if this grant were awarded the SWCCOG would not be responsible for doing the work. Miriam replied that there are a couple options for how this could be managed. She explained that the SWCCOG would be the administrator and a staff person, either under the SWCCOG or 4CORE, would do the work; regardless, the position would be paid through the grant. There was discussion about how it is thought 4CORE and SWCCOG would be integrated. Andrea expressed concern about continued growth resulting from grant funded projects. Miriam replied that this would be a finite position unless there is additional funding identified to allow it to continue and she will not seek increased funding from the member communities. Julie requested an overview of how various elements of the grant will be addressed. Miriam mentioned that some staff time is required to determine whether a grant is worthwhile to even explore, but before spending too much time on any grant staff needs input from the board about whether or not to pursue it. Julie requested an overview of what this grant is expected to entail. Andrea suggested beginning a draft of the application without spending too much time. Miriam replied that the application document is quite long, but she will put together an overview and budget for the board and discuss thoughts on the position with 4CORE.

Andrea asked about the personnel policy update. Miriam replied that the fraud policy was requested during the last audit and the timecard policy is to help ensure timecards are kept updated. Miriam asked if the changes to the legislative policy needs to go back to the board. The consensus was to send the revised version out as information rather than bring it back to the board.

The meeting was adjourned at 2:59 p.m.

Southwest Colorado Council of Governments

Balance Sheet

As of February 29, 2016

	Feb 29, 16
ASSETS	
Current Assets	
Checking/Savings	
Alpine Bank Account (UR)	106,693.55
Total Checking/Savings	106,693.55
Accounts Receivable	
Accounts Receivable	103,251.72
Total Accounts Receivable	103,251.72
Total Current Assets	209,945.27
TOTAL ASSETS	209,945.27
LIABILITIES & EQUITY	
Liabilities	
Current Liabilities	
Credit Cards	
Credit Cards	
Miriam	546.86
Sara	651.21
Total Credit Cards	1,198.07
Total Credit Cards	1,198.07
Total Current Liabilities	1,198.07
Total Liabilities	1,198.07
Equity	
Opening Balance Equity	43,035.42
Net Income	165,711.78
Total Equity	208,747.20
TOTAL LIABILITIES & EQUITY	209,945.27

Southwest Colorado Council of Governments
Profit & Loss Budget vs. Actual
February 2016

	Feb 16	Budget	% of Budget
Income			
All Hazards	0.00	0.00	0.0%
DoLA Grants			
DoLA 8010			
DoLA 8010 Grant Match	0.00	0.00	0.0%
Total DoLA 8010	0.00	0.00	0.0%
DoLA Grants - Other	0.00	0.00	0.0%
Total DoLA Grants	0.00	0.00	0.0%
Dues Revenue			
COG Dues	0.00	0.00	0.0%
SWTPR Dues	0.00	0.00	0.0%
Total Dues Revenue	0.00	0.00	0.0%
RREO Grant	0.00	0.00	0.0%
SCAN Services			
Dark Fiber Leasing	0.00	0.00	0.0%
e-TICS	0.00	0.00	0.0%
Fiber Equipment Repair Fund	0.00	0.00	0.0%
Telecom Service	0.00	0.00	0.0%
Total SCAN Services	0.00	0.00	0.0%
SJB AAA	0.00	0.00	0.0%
SWTPR CDOT Grant	0.00	0.00	0.0%
Transit LCC Grant	0.00	0.00	0.0%
Total Income	0.00	0.00	0.0%
Gross Profit	0.00	0.00	0.0%
Expense			
Advertising and Promotion	62.96	62.96	100.0%
All Hazards Projects			
All Hazards 2014 SHSP	1,157.00		
All Hazards Projects - Other	0.00	1,157.00	0.0%
Total All Hazards Projects	1,157.00	1,157.00	100.0%
AmeriCorp VISTA	0.00	0.00	0.0%
Bank Service Charges	0.00	0.00	0.0%
Consulting	521.25	521.25	100.0%
Employee/Board Appreciation	104.03	104.03	100.0%
Insurance Expense			
General Liability	0.00	0.00	0.0%
Health	1,828.00	1,828.00	100.0%
HSA	0.00	0.00	0.0%
Worker's Compensation	0.00	0.00	0.0%
Total Insurance Expense	1,828.00	1,828.00	100.0%
Internet Connectivity			
Data Back-up	0.00	0.00	0.0%
Fast Track	900.00	900.00	100.0%
Software	0.00	0.00	0.0%
Internet Connectivity - Other	36.99	36.99	100.0%
Total Internet Connectivity	936.99	936.99	100.0%
Meetings	105.92	105.92	100.0%
Membership Fees	0.00	0.00	0.0%
Office Equipment	16.62	16.62	100.0%
Office Supplies	110.62	110.62	100.0%
Postage and Delivery	1.42	1.42	100.0%

**Southwest Colorado Council of Governments
Profit & Loss Budget vs. Actual
February 2016**

	<u>Feb 16</u>	<u>Budget</u>	<u>% of Budget</u>
Professional Fees			
Audit Fees	500.00	500.00	100.0%
Legal	115.20	115.20	100.0%
QuickBooks/Bookkeeper	0.00	0.00	0.0%
Professional Fees - Other	0.00	0.00	0.0%
Total Professional Fees	<u>615.20</u>	<u>615.20</u>	<u>100.0%</u>
Rent Expense	0.00	0.00	0.0%
RREO Equipment	0.00	0.00	0.0%
Salary and Wages			
Car Allowance	300.00	300.00	100.0%
Cell Phone Allowance	130.00	130.00	100.0%
Payroll Processing Fee	174.49	174.49	100.0%
Payroll Tax	808.55	808.55	100.0%
Retirement	270.38	270.38	100.0%
Salary and Wages - Other	10,184.05	10,184.05	100.0%
Total Salary and Wages	<u>11,867.47</u>	<u>11,867.47</u>	<u>100.0%</u>
SCAN Services Expense			
Dark Fiber Lease	0.00	0.00	0.0%
Fiber Equipment Repair	0.00	0.00	0.0%
Total SCAN Services Expense	<u>0.00</u>	<u>0.00</u>	<u>0.0%</u>
Software Maintenance	700.00	700.00	100.0%
Travel Expense	1,305.28	1,305.28	100.0%
Total Expense	<u>19,332.76</u>	<u>19,332.76</u>	<u>100.0%</u>
Net Income	<u>-19,332.76</u>	<u>-19,332.76</u>	<u>100.0%</u>

Southwest Colorado Council of Governments

Profit & Loss

03/23/16

February 2016

Accrual Basis

	<u>Feb 16</u>
Expense	
Advertising and Promotion	62.96
All Hazards Projects	
All Hazards 2014 SHSP	1,157.00
Total All Hazards Projects	1,157.00
Consulting	521.25
Employee/Board Appreciation	104.03
Insurance Expense	
Health	1,828.00
Total Insurance Expense	1,828.00
Internet Connectivity	
Fast Track	900.00
Internet Connectivity - Other	36.99
Total Internet Connectivity	936.99
Meetings	105.92
Office Equipment	16.62
Office Supplies	110.62
Postage and Delivery	1.42
Professional Fees	
Audit Fees	500.00
Legal	115.20
Total Professional Fees	615.20
Salary and Wages	
Car Allowance	300.00
Cell Phone Allowance	130.00
Payroll Processing Fee	174.49
Payroll Tax	808.55
Retirement	270.38
Salary and Wages - Other	10,184.05
Total Salary and Wages	11,867.47
Software Maintenance	700.00
Travel Expense	1,305.28
Total Expense	19,332.76
Net Income	<u><u>-19,332.76</u></u>

Balance Sheet

As of March 31, 2016

	<u>Mar 31, 16</u>
ASSETS	
Current Assets	
Checking/Savings	
Alpine Bank Account (UR)	78,979.09
Total Checking/Savings	78,979.09
Accounts Receivable	
Accounts Receivable	160,080.43
Total Accounts Receivable	160,080.43
Total Current Assets	239,059.52
TOTAL ASSETS	239,059.52
LIABILITIES & EQUITY	
Liabilities	
Current Liabilities	
Credit Cards	
Credit Cards	
Miriam	3,075.71
Sara	433.81
Total Credit Cards	3,509.52
Total Credit Cards	3,509.52
Total Current Liabilities	3,509.52
Total Liabilities	3,509.52
Equity	
Opening Balance Equity	43,035.42
Net Income	192,514.58
Total Equity	235,550.00
TOTAL LIABILITIES & EQUITY	239,059.52

Southwest Colorado Council of Governments
Profit & Loss Budget vs. Actual
March 2016

04/11/16

Accrual Basis

	Mar 16	Budget	% of Budget
Income			
All Hazards			
2014 SHSP	9,298.36		
2015 SHSP	45,713.57		
All Hazards - Other	0.00	55,011.93	0.0%
Total All Hazards	55,011.93	55,011.93	100.0%
DoLA Grants			
DoLA 7645	13,760.30		
DoLA 8010			
DoLA 8010 Grant Match	10,000.00	10,000.00	100.0%
DoLA 8010 - Other	3,198.09		
Total DoLA 8010	13,198.09	10,000.00	132.0%
DoLA Grants - Other	0.00	16,958.39	0.0%
Total DoLA Grants	26,958.39	26,958.39	100.0%
Dues Revenue			
COG Dues	0.00	0.00	0.0%
SWTPR Dues	0.00	0.00	0.0%
Total Dues Revenue	0.00	0.00	0.0%
RREO Grant	0.00	0.00	0.0%
SCAN Services			
Dark Fiber Leasing	0.00	0.00	0.0%
e-TICS	0.00	0.00	0.0%
Fiber Equipment Repair Fund	0.00	0.00	0.0%
Telecom Service	0.00	0.00	0.0%
Total SCAN Services	0.00	0.00	0.0%
SJB AAA	2,472.50	2,472.50	100.0%
SWTPR CDOT Grant	0.00	0.00	0.0%
Transit LCC Grant	0.00	0.00	0.0%
Total Income	84,442.82	84,442.82	100.0%
Gross Profit	84,442.82	84,442.82	100.0%
Expense			
Advertising and Promotion	0.00	0.00	0.0%
All Hazards Projects			
All Hazards 2015 SHSP	945.20		
All Hazards Projects - Other	0.00	945.20	0.0%
Total All Hazards Projects	945.20	945.20	100.0%
AmeriCorp VISTA	0.00	0.00	0.0%
Bank Service Charges	0.00	0.00	0.0%
Consulting	15,180.11	15,180.11	100.0%
Employee/Board Appreciation	0.00	0.00	0.0%
Insurance Expense			
General Liability	0.00	0.00	0.0%
Health	1,828.00	1,828.00	100.0%
HSA	0.00	0.00	0.0%
Worker's Compensation	0.00	0.00	0.0%
Total Insurance Expense	1,828.00	1,828.00	100.0%
Internet Connectivity			
Data Back-up	0.00	0.00	0.0%
Fast Track	900.00	900.00	100.0%
Software	765.17	765.17	100.0%
Internet Connectivity - Other	36.99	36.99	100.0%
Total Internet Connectivity	1,702.16	1,702.16	100.0%

Southwest Colorado Council of Governments
Profit & Loss Budget vs. Actual
March 2016

04/11/16

Accrual Basis

	Mar 16	Budget	% of Budget
Meetings	1,061.00	1,061.00	100.0%
Membership Fees	4,133.00	4,133.00	100.0%
Office Equipment	0.00	0.00	0.0%
Office Supplies	65.26	65.26	100.0%
Postage and Delivery	0.00	0.00	0.0%
Professional Fees			
Audit Fees	0.00	0.00	0.0%
Legal	244.80	244.80	100.0%
QuickBooks/Bookkeeper	0.00	0.00	0.0%
Professional Fees - Other	494.00	494.00	100.0%
Total Professional Fees	738.80	738.80	100.0%
Rent Expense	0.00	0.00	0.0%
RREO Equipment	0.00	0.00	0.0%
Salary and Wages			
Car Allowance	300.00	300.00	100.0%
Cell Phone Allowance	130.00	130.00	100.0%
Payroll Processing Fee	146.61	146.61	100.0%
Payroll Tax	1,278.34	1,278.34	100.0%
Retirement	405.57	405.57	100.0%
Salary and Wages - Other	16,166.70	16,166.70	100.0%
Total Salary and Wages	18,427.22	18,427.22	100.0%
SCAN Services Expense			
Dark Fiber Lease	0.00	0.00	0.0%
Fiber Equipment Repair	0.00	0.00	0.0%
Total SCAN Services Expense	0.00	0.00	0.0%
Software Maintenance	700.00	700.00	100.0%
Travel Expense	2,714.71	2,714.71	100.0%
Total Expense	47,495.46	47,495.46	100.0%
Net Income	36,947.36	36,947.36	100.0%

Profit & Loss

March 2016

04/11/16

Accrual Basis

	Mar 16
Income	
All Hazards	
2014 SHSP	9,298.36
2015 SHSP	45,713.57
Total All Hazards	55,011.93
DoLA Grants	
DoLA 7645	13,760.30
DoLA 8010	
DoLA 8010 Grant Match	10,000.00
DoLA 8010 - Other	3,198.09
Total DoLA 8010	13,198.09
Total DoLA Grants	26,958.39
SJB AAA	2,472.50
Total Income	84,442.82
Gross Profit	84,442.82
Expense	
All Hazards Projects	
All Hazards 2015 SHSP	945.20
Total All Hazards Projects	945.20
Consulting	15,180.11
Insurance Expense	
Health	1,828.00
Total Insurance Expense	1,828.00
Internet Connectivity	
Fast Track	900.00
Software	765.17
Internet Connectivity - Other	36.99
Total Internet Connectivity	1,702.16
Meetings	1,061.00
Membership Fees	4,133.00
Office Supplies	65.26
Professional Fees	
Legal	244.80
Professional Fees - Other	494.00
Total Professional Fees	738.80
Salary and Wages	
Car Allowance	300.00
Cell Phone Allowance	130.00
Payroll Processing Fee	146.61
Payroll Tax	1,278.34
Retirement	405.57
Salary and Wages - Other	16,166.70
Total Salary and Wages	18,427.22
Software Maintenance	700.00
Travel Expense	2,714.71
Total Expense	47,495.46
Net Income	36,947.36

Reports

Legislative Update

To: SWCCOG Board of Directors
From: Jessica Laitsch
Date: 6 May 2016

Comments: Below is the status of the following bills as of April 28, 2016:

SB16-011 – Terminate the use FASTER fees for transit:
Postponed indefinitely in House committee

HB16-1018 – Statewide Transportation Advisory Committee Procedures:
Signed by Governor

HB16-1031 – Modify Transportation Commission Membership (authorization of a study):
Referred amended from House Committee on Transportation and Energy to House Committee on Appropriations. Referred unamended to Legislative Council.

HB16-1169 – Allow Tribes to Vote at Statewide Transportation Advisory Committee:
Staff and Ute Mountain Ute Councilwoman Regina Lopez-Whiteskunk testified to the Senate Committee on Transportation on March 22. Signed by Governor.

SB16-136 – Broadband Deployment:
Postponed indefinitely in Senate State, Veterans, & Military Affairs Committee.

SB16-067 – Broadband Personal Property Tax Exemption:
Amended in Senate Committee on Finance. Introduced in House, assigned to Business Affairs & Labor and Finance Committees. Testimony was Tuesday May 3rd. Verbal update.

Transportation Report

To: SWCCOG Board of Directors
From: Jessica Laitsch
Date: 6 May 2016

Comments: Transportation:

The TPR met on Friday, April 15, 2016. The discussion included:

- Election of a Chair and Vice-chair for 2016
- An overview of various transportation related funding opportunities.
- An overview of the lessons learned during the CDOT transportation plan development process. Additionally, participants shared thoughts about the process.
- A presentation about the CDOT Division of Transit and Rail and the Bustang service and discussion about transit in the state.

The next TPR meeting will be held Friday, June 3, 2016 from 9 am -12 pm at the Carnegie Building.

Transit:

A Request for Qualifications for a marketing contractor has been issued for marketing plans and materials related to transit in the region. This work will be supported by a DOLA Energy Impact Assistance grant.

The next Transit Council meeting will be held Friday, May 20, 2016 at 9 a.m. at the Carnegie Building.

VISTA Report

To: SWCCOG Board of Directors

From: Shannon Cramer

Date: 6 May 2016

Comments:

Shared Services:

I have been continuing work on the partnership with the Southwest Colorado Community College (SCCC) mentioned in last month's meeting. I have been collecting information from all COG members on their employees with CDL licenses. In speaking to government staff members I have collected from entities: how many employees need re certification on current licenses, how many employees need testing for class A licenses, and how many need testing for class B licenses. I have been speaking to the SCCC operations coordinator, and I will soon have information on prices for testing and classes.

Recycling:

My time spent on the recycling initiative this past month has been concentrated on research. I have been looking up information on the benefits of childhood education focused on recycling so that next year we can have a well put together EPA Environmental Education Grant. The other research I have been conducting is about the economics of recycling. In order for me to really understand what is going on with recycling, I need to understand the economics of what is going on around the country, and the world. My last update is that the SWCCOG was awarded the CDPHE RREO grant for \$34,198. We are putting out an RFQ for marketing, which will include the work we wish to do with this grant on adult recycling education.

Southwest Colorado Council of Governments
Executive Committee visit to Archuleta County and Pagosa Springs
8 April 2016

Executive Committee member in attendance:

Julie Westendorff - La Plata County

John Egan – Pagosa Springs (met onsite)

Others in Attendance:

Miriam Gillow-Wiles - Southwest Colorado Council of Governments

Sara Trujillo - Southwest Colorado Council of Governments

10:15 a.m.

Julie Westendorff and COG staff met with Archuleta County and Town representatives John Egan, Clifford Lucero, Greg Schulte, and Bentley Henderson. The topics discussed included:

- The history of Pagosa Springs.
- The current status of Pagosa Springs employment, departments, facilities, and town financials; this also included a discussion of a new Summer Youth Program.
- Current top issues including broadband, early childhood development, attainable/workforce housing, and shorter term vacation rentals.
 - In addition to worker pay not meeting the cost of living, there is a lack of daycares in the area preventing folks from being able to work.
 - Workforce housing is being turned into short-term vacation rentals due to higher money generation, thus creating minimal housing for workers. On a positive note, this is creating additional rentals for tourism that accounts for the majority of town annual revenues. There is a project currently underway to verify the number of long-term and short-term rentals available.
- The Town has a geothermal utility provided to some businesses and residents; hoping to expand.
- The Regional Housing Alliance (RHA) has approached Pagosa Springs regarding a grant obtained to expand the home buying classes to provide services to the town and county.
- Recycling in the area is difficult and not a revenue maker. Miriam gave an overview of COG recycling initiatives as well as Phoenix Recycling and current and future services provided.
- Miriam gave a brief summary of 4CORE and why this organization may merge with the COG.
- Miriam described current shared services initiatives. Cliff asked if Hazardous Material (Haz Mat) training could be included. In addition, Cliff asked if the COG could look into members sharing landfill closure costs.

12:45 p.m.

Julie and COG staff were escorted by Greg Schulte to the new geothermal greenhouse project site for a tour.

1:15 p.m.

Julie and COG staff took an unguided tour of the Senior Center including the AAA office.

The meeting ended at 3:30 pm

Southwest Colorado Council of Governments
April Board Meeting – No Quorum
Friday, 1 April 2016, 1:30pm
1188 E. 2nd Ave., Carnegie Building, Durango, CO 81301

In Attendance:

Andrea Phillips – Town of Mancos
Dick White – City of Durango
John Egan – Town of Pagosa Springs
Chris La May – Town of Bayfield
Michael Whiting – Archuleta County
Julie Westendorff – La Plata County

Staff in Attendance:

Miriam Gillow-Wiles – Southwest Colorado Council of Governments
Sara Trujillo – Southwest Colorado Council of Governments
Shannon Cramer – Southwest Colorado Council of Governments

I. Introductions

The meeting was called to order at 1:40pm. Quorum was not met; therefore, the following are notes and not official minutes.

II. Consent Agenda

- a. 4 March 2016 Broadband Meeting Minutes
- b. 4 March 2016 SWCCOG Meeting Minutes
- c. 24 March 2016 SWCCOG Executive Committee Meeting Minutes
- d. February 2016 Financials

Without quorum, all consent agenda items will be presented at the May 2016 COG Board Meeting for approval.

III. Reports

- a. Director's Report

Rico

Miriam Gillow-Wiles reported meeting with the Rico Town Board in March to discuss joining the SWCCOG. Rico was very interested in the Broadband Study as well as other projects the SWCCOG is working on. An official vote to join the COG will happen in April 2016. The Rico Center, a non-profit, is prepared to pay the Town's dues and Broadband Grant match.

Montezuma County Broadband

Miriam said Montezuma County, City of Cortez, Town of Dolores, and Town of Mancos are participating in a fiber to the premise (FTP) feasibility study. This is outside of the Regional Broadband Study. Miriam is waiting on more information and the scope of work. Montezuma is spending approximately \$55-60,000 on this project; if they had been members of the COG, Montezuma could have saved a significant amount of money. Miriam will be meeting with the Montezuma County Commissioners on April 18, 2016 to present the benefit of COG membership.

Archuleta and Pagosa Visit – April 8th

Miriam reminded members that the Executive Committee will be meeting jointly with the Archuleta County Commissioners and Pagosa Springs Town Board and visiting a geothermal greenhouse on April 8th.

Broadband Community Meetings Reminder

Miriam reported that the regional broadband planning effort will include community outreach meetings during the week of April 11th. There will be times for businesses, education, healthcare, and public input. Meeting details were emailed to all members.

b. Broadband Report

A report from NEO Fiber was included in the board meeting packet. A summarization of the report: NEO Fiber has a number of activities underway to pull together components of the strategic broadband plan for the region. Meetings are being conducted with local asset owners including internet service providers and local and state government officials to identify assets and opportunities for collaboration and to get feedback and input into various parts of the broadband plan. In addition to these meetings, the following activities are underway:

- Financial Modeling, Improvement of the SCAN Revenue Model and Operating Plan
- Asset Identification
- Shared Services
- Community Anchor Institutions
- Community Engagement Meetings
- Engineering and Design

c. Legislation Update

The below statuses were reported of the following bills as of March 24, 2016:

SB16-011 – Terminate the use FASTER fees for transit:

Postponed indefinitely in House committee

HB16-1018 – Statewide Transportation Advisory Committee Procedures:

Signed by Governor

HB16-1031 – Modify Transportation Commission Membership (authorization of a study):

Referred from House Committee on Transportation and Energy to House Committee on Appropriations

HB16-1169 – Allow Tribes to Vote at Statewide Transportation Advisory Committee:

Staff and Ute Mountain Ute Councilwoman Regina Lopez-Whiteskunk testified to the Senate Committee on Transportation on March 22. The bill passed out of committee unamended.

SB16-136 – Broadband Deployment:

Postponed indefinitely in Senate State, Veterans, & Military Affairs Committee

Julie Westendorff requested future meeting minutes indicate COG Board stance on legislation. In addition, Julie reported that there is current legislation underway to allow boarder counties to have inter-state and county agreements for emergency management.

d. Transportation Report

TPR:

The next TPR meeting will be held Friday, April 15, 2016 from 9 am -12 pm at the Carnegie Building. At this meeting there will be an update and request for feedback on the Colorado Rural Regional Bus Network Plan. In addition, CDOT requested a Letter of Support for a US 550 project that is within the COG Support Policy framework and is due April 8, 2016. Miriam will be

creating a draft letter for TPR Chairman Kevin Hall and COG Chairwoman Andrea Phillips for review and approval.

Transit:

The Transit Council met on Friday, March 18, 2016. The discussion included:

- Review of March 10, 2016 CDOT Town Hall meeting, which included updates from the Transit and Rail Division and an introduction to a proposal to modify the process for the distribution of Federal Transit Administration 5310 and 5311 funds. CDOT will be seeking feedback on these policy updates through the summer.
- DOLA grant funding for marketing transit services in the region. There will be continued discussion related to how the Council would like to move forward with marketing.
- Modifications to the draft by-laws which are being developed to create structure and unity to the council.

The next Transit Council meeting will be held Friday, May 20, 2016 at 9 a.m.

e. Visit to Dolores County Overview

Miriam Gillow-Wiles, Andrea Phillips, Julie Westendorff, and Jessica Laitsch met with Commissioner Ernie Williams March 7, 2016 in Dolores County to discuss broadband and issues in the County. Julie said after a visit to the Senior Center and discussion with Nita Purkat, it was great to see the opportunities provided to the community and learning of different ways to operate that are successful. Nita identified several obstacles the Senior Center faces; Julie said her staff can help with some of those obstacles.

f. VISTA's Report (Includes Shared Services)

Shared Services

Shannon Cramer reported that a date is set to meet the Operations Coordinator at the Southwest Colorado Community College to speak about next steps for getting the CDL training and certification moving. Shannon will be sending out emails to all members requesting the numbers of folks who would need CDL certification or recertification. In addition, Shannon has started to look into getting shared services information online and is in the beginning process of creating a google listserv that could serve as a starting point until a different platform is up and running. A listserv would allow forum posts from anyone who is invited that could be viewed and commented on.

Shannon reported that information and regulations that might be useful for local policies regarding the use of drones for local government use is available if any members would be interested.

Recycling

Shannon reported that the CDPHE RREO grant was successfully submitted; an answer about whether the project will be funded is expected on May 2nd.

Miriam stated that the SWCCOG was looking to apply for an EPA EE grant that would be a continuation of the CDPHE grant. However, with staff capacity concerns and grant application deadline quickly approaching, this application will be revisited in 2017.

g. Community Updates

Dick White, City of Durango: Dick reported that he recently attended a meeting in Tempe, AZ regarding opportunities and barriers for increasing water supply. He will share notes with COG members. Miriam added as a side note that the rain barrel collection law in Colorado has passed through the senate.

IV. Discussion Items

a. SWCCOG Membership Policy (new and returning members)

Miriam reported that during the March 2016 Board Meeting there was discussion about jurisdictions joining the SWCCOG outside of the calendar year billing cycle, and a few comments about what to do if a member left and then wanted to join again.

Some of the ideas were to:

- Prorate dues, but for no less than six months. If a jurisdiction joined in October, their dues would be the same if they joined in June.
- Match for any grant or project is not prorated.
- Members who leave the SWCCOG must have a six month waiting period to rejoin.

Additional elements in the policy could include:

- Local jurisdictions that did not participate in the SCAN grant, and have no infrastructure from the SCAN are not charged for the Fiber Equipment Repair Fund.
- Membership documents must be approved and signed before being an active member of the SWCCOG
- Jurisdictions who are not members of the SWCCOG are unable to receive benefits of the SWCCOG without first becoming a member of the SWCCOG. (Examples: Transit Council, Recycling, Broadband, Shared Services etc...)

A draft policy will be available at the May 2016 Board Meeting.

V. Decision Items

No decisions were made as quorum was not met.

- a. EPA Environmental Education Grant
b. Personnel Handbook Updates
i. Fraud Prevention

Miriam reported that the Auditors asked if the COG had a fraud section in our Personnel Handbook, as we did not, staff crafted a policy. This outlines the issues and the severity in which the organization looks at any fraud.

Julie Westendorff asked where the policy verbiage came from. Jessica Laitsch created the policy and will be asked upon her return from vacation.

- ii. Time Sheets

This policy simply codifies the existing practice of ensuring exempt employees' times sheets are up to date. COG staff time sheets are needed for grant requests, and other needs.

VI. Other Items

May 6 Board Retreat:

Chris LaMay asked if broadband would be an agenda item for the May 6, 2016 board retreat, and if so, would Diane Kruse, broadband consultant, be present to give a broadband update. Miriam said yes, a broadband discussion could be included on the agenda with a time limit and Diane will be invited. Some board members feel confused on the direction of the broadband grant and asked Miriam to compile the following and send to the members prior to the board retreat:

- Consequences of the SCAN not operating (if the SCAN goes away, what happens?)
- Fiber strand pricing information
- Decision points

Dick mentioned that, at the Tempe water meeting, CML Director Sam Mamet spoke very highly of the SWCCOG and what it has accomplished. If the SCAN were to fail, this positive perception dissolves. Michael Whiting said DoLA expects regional cooperation, which is vital to receiving future grant funds and keeping a positive reputable status.

The meeting was adjourned at 3:14pm

Southwest Colorado Council of Governments
COG Member visit to the Durango-La Plata County Airport
18 April 2016

COG members in attendance:

Julie Westendorff - La Plata County
Dick White - City of Durango

Others in Attendance:

Sara Trujillo - Southwest Colorado Council of Governments
Jessica Laitsch - Southwest Colorado Council of Governments
Shannon Cramer - Southwest Colorado Council of Governments
Laura Lewis - Region 9
Kip Turner - Director of Aviation, Durango – La Plata County Airport
Tony Vicari –Operations Manager, Durango – La Plata County Airport

1:10 p.m.

Kip Turner gave a presentation on the past, current, and future status of the Durango - La Plata County Airport (DRO). A summarization of key points included:

- CDOT has a study currently underway to identify how many jobs and total payroll the airport is currently providing in La Plata County.
- DRO accommodates commercial, charter, and private business jets with much traffic and business coming from the private sector.
- DRO serves an 8-county region with much of the outer regional travelers bringing in additional traffic and activity creating a greater generation of revenue for the local area.
- American and United Airlines current serve the DRO market.
- DRO experienced double digit growth in the past decade that has created a greater ability to be competitive. However, rapid growth has left facility deficiencies in all areas including terminal, aircraft ramp and de-ice pad, parking, TSA area, etc.
- A Master Plan and Terminal Master Plan have determined an east-side build is necessary to ensure DRO is addressing existing needs. There are 100 acres currently owned by the DRO that will allow for an up to 70-year build out.
- DRO east-side build will be funded as follows:
 - FAA Grants - \$40 million
 - State Funds - \$1 million
 - DRO Funds - \$4 million
 - Local Funds - \$40 million; Dick White mentioned that although this number seems quite large, this portion of the funds accounts for just 1/3 of the total cost. Kip Turner reminded the group that these local funds are a one-time cost and all future expenses will be funded by DRO as DRO is an enterprise fund (self-funded) and not funded by tax payers.
- When the new terminal is complete, the old terminal will be repurposed.

2:00 p.m.

Meeting attendees were escorted by Kip Turner and Tony Vicari throughout the airport to view the current facility deficiencies.

The meeting ended at 2:30 p.m.

Discussion Items

Decision Items

CDOT Transit Grant

To: SWCCOG Board of Directors

From: Miriam Gillow-Wiles

Date: 6 May 2016

The SWCCOG has received funding for the Regional Transit Coordinating Council (RTCC), through this the human service providers and the transit providers have developed dialogue have worked together towards continued development of regional transit. The Transit Council works closely with the human service providers to try to meet gaps in transportation of these populations. The RTCC funding is no longer available for the SWCCOG, as it is only a 3 year cycle. Staff would like to apply for funding to develop a Transportation Coordinator position, at a total of .075FTE.

CDOT Division of Transit and Rail just released their Notice of Funding Availability for administration, operations, and capital operating projects for a two year grant cycle. This application for administration funding for State FY 17 and 18 to retain a 0.5FTE staff position to focus on developing the Transit Council goals/needs, and CDOT identified goals. The SWCCOG applied for the same funding last year and were told the Transit Council needed to develop further before CDOT would fund an application for a dedicated position.

Attached is the job description and a basic budget for the position. This budget includes some of the Executive Director time (based on an average of January through April work on the Transit Council). The cash match from the SWCCOG comes from the TPR, and the in kind match is 50% of the Executive Director salary.

Pros:

- Maintain staff dedicated to Transportation
- Cover some of existing staff expenses
- Two year grant funding

Cons:

- Would need to plan on future funding for employee, if position continues past 2018



**Southwest Colorado Council of Governments
Transit Coordinator - Job Description**

The Transit Coordinator will oversee transit program coordination within the Southwest Colorado 5-county region. This includes short- and long-term planning; coordination and promotion of transportation services; administrative support for the Southwest Transit Coordinating Council (TC); and management of activities and projects for improving coordination among transportation and human service providers.

Essential Duties and Responsibilities:

Duties include, but are not limited to:

- Develop and promote partnerships with local agencies and transit service providers to coordinate, enhance and expand travel options and increase mobility in the region.
- Work with political entities, transit agencies and human service agencies to coordinate rural transportation services from an administrative and operational perspective.
- Track and research transit needs and usage. Provide strategies for meeting local needs and recommendations for transportation services funding and implementation.
- Gather and analyze data to evaluate the transportation service options for the design of the most efficient and cost effective options possible.
- Coordinate and attend TC meetings. Compile agenda packets, set up meeting location, prepare minutes, and disseminate information.
- Seek and coordinate local training opportunities for transit providers.
- Write, edit, document and maintain TC policies and procedures.
- Provide periodic transit updates to the Southwest Regional Transportation Planning Commission.
- Advocate for transit options and prepare positions on policy issues at both the regional and statewide level to allow for the creation of new partnerships and to support the development of transit services throughout and extending beyond the SWCCOG region.
- Improve community and business support for the TC and transit systems.
- Increase resources for marketing transit systems to users.
- Design, distribute and regularly update the Regional Transit Guide.
- Develop and promote distribution of consistent information and resources to residents, consumers, and transportation service agencies.

- Provide recommendations and and develop strategies for seeking additional funding opportunities.
- Assist with grant writing and project management of grant opportunities for transit coordination activities.
- Perform other duties as assigned.

Supervision Received:

Work is highly independent under the general guidance of SWCCOG Executive Director.

Supervisory Responsibilities:

This position is not responsible for the supervision of other employees.

Qualifications:

The requirements listed below are representative of the knowledge, skills and abilities required to perform the necessary functions of this position. An equivalent combination of related education, training and experience that demonstrates the knowledge, skills, and ability to effectively perform the functions of this position may be considered.

Education:

A Bachelor's Degree from an accredited college or university with major work in planning or business with an emphasis in urban or transportation planning, public or business administration, transit or transportation management, economic or community development, or related field and three (3) years of progressively responsible experience. A Master's Degree in Transportation or Urban Planning, Economic or Community Development, Business or Public Administration or a related field may be substituted for one (1) year of the required experience.

Experience:

Candidates with experience in transit systems, working with the human services sector, group facilitation or related experience are preferred. Minimum level of experience needed to acquire the knowledge, skills, and abilities to perform the essential functions of the position.

Knowledge, skills, and abilities:

- Ability to work independently and with others in an effective manner.
- Ability to analyze data, define problems, identify potential solutions, develop implementation strategies and evaluate outcomes.

- Ability to apply principles of logical thinking to define problems, collect data, establish facts and draw valid conclusions.
- Ability to read and understand transportation and program planning documents and standards.
- Ability to establish and maintain effective working relationships with community leaders, government representatives, staff from local agencies, as well as the general public.
- Ability to interpret a variety of information and present it in a format for public use.
- Ability to devise plans, implement courses of action, and modify/revise plans based on experience and outcomes.
- Ability to use one's knowledge effectively and readily in execution or in performance of duties.
- Basic knowledge of specialized areas such as transit and para-transit operations, and the activities of local human service providers.
- Knowledge of principles and practices of planning, public administration and related disciplines.
- Demonstrated ability to plan, coordinate, and manage effective public outreach.
- Good project management skills.
- Strong communication skills, both orally and in writing.
- Good computer skills that include word, excel, access and powerpoint.
- Ability to learn new computer software applications.
- Knowledge of the Americans with Disabilities Act (ADA) and its specific applications to public transportation.
- Knowledge of federal programs providing transportation funding for the targeted population.
- Knowledge of the principles, procedures and strategies of coordinated human services transit-transportation planning and coordination strategies.
- Knowledge of Federal Transit Administration (FTA) and Colorado Department of Transportation (CDOT) policies, procedures and practices.
- Excellent written and oral communication skills including ability and proficiency in presenting results in concise reports and presentations to TC and various community representatives, government agencies and other groups.
- Ability to read, analyze, and interpret general business periodicals, professional journals, technical procedures, and governmental regulations.
- Ability to write business correspondence, reports, and planning documents.
- Ability to effectively present information and respond to inquiries from management, the TC, public groups, and the general public.

Certificates, licenses, registrations:

A valid driver's license is required.

Work Environment:

General Work Environment:

Work is generally performed in a typical office environment. Field visits to area agencies and transit providers are an integral component of the job.

Material and Equipment Used:

Proficiency with computers, including competency in standard spreadsheet, database, presentation and word processing software. Use of general office equipment including phone, photocopier, and scanner. Ability to drive a motor vehicle.

Physical Demands:

This position is generally performed in an office environment with frequent travel necessary within throughout the 5-county region via automobile or other mode of transportation. Work hours will generally be performed during business hours with occasional evening, night, or weekend meeting times required. While performing the duties of this job, the employee is frequently required to stand, walk, sit, talk, hear and drive. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

CDOT Transit Grant Financials
SWCCOG Transportation Coordinator - 0.5FTE
 State FY 17 and 18

Transit Coordinator	Salary (18/hr, 0.5 FTE)	\$ 18,720
	Payroll Taxes, 8.5% of salary	\$ 1,591
	Health Benefits (employee only)	\$ 5,670
	Retirement @ 5%	\$ 702
	Total Salary Per Year	\$ 26,683
	Office Supplies @ \$25/month	\$ 300
	Computer and Equipment	\$ 1,000
	Total Equipment	\$ 1,300
	Travel and Training	\$ 2,376

Executive Director	Salary (45.00/hr, 5hrs/month)	\$ 2,700
	Payroll Taxes, 8.5% of salary	\$ 230
	Health Benefits (employee only)	\$ 436
	Retirement @ 5%	\$ 135
	Total Salary Per Year	\$ 3,501

Total Per Year 2017	\$ 33,860
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Minimum SWCCOG Match per year, 20%	\$ 6,772
SWCCOG In Kind Match FY17 (50% ED Time Match, at 5/hrs month)	\$ 1,750
SWCCOG In Kind Match FY18 (50% ED Time Match, at 5/hrs month)	\$ 1,750
CDOT Grant FY17	\$ 27,088
CDOT Grant FY18	\$ 27,088

Total CDOT Grant Request for FY 2017 and 2018	\$ 54,176
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SWCCOG Match		
	<u>FY 17</u>	<u>FY18</u>
In Kind	\$ 1,750	\$ 1,750
Cash	\$ 5,022	\$ 5,022
Total	\$ 6,772	\$ 6,772



VISIONING AND STRATEGIC PLANNING

SWCOG 2014 Strategic Plan

OVERVIEW

The Southwest Colorado Council of Governments (SWCCOG) met in January and April to discuss goals, strategies, opportunities, and needs.

Over the past few years, the SWCCOG has focused primarily on the development of regional partnerships and the SCAN network. The organization has recently hired a full time executive director, and is ready to look to the future. With SCAN nearly up and operational, the SWCCOG has many opportunities for regional collaboration. This strategic plan is intended to help prioritize regional opportunities, and define the SWCCOG's role within the southwest of Colorado.

The following outlines the goals, ideas, and issues identified by the SWCCOG membership for the organization to focus on in 2014 and moving into 2015.

SWCOG TODAY

VISION

The SWCCOG will have an engaged and enthusiastic membership base, that directly or indirectly works to improve regional programs and services.

The SWCCOG will be a strong advocate for regional issues, a clearinghouse for its members and a resource for best management practices for its communities. The SWCCOG will work to reduce redundancy, operate an efficient administrative infrastructure, and will enhance the work done by its members within each member community and the region.

MISSION

The SWCCOG's mission is to continue to increase efficient use of regional resources, provide a focused venue for regional discussion, and help improve the provision of regional services.

Mission Background:

Members of the SWCCOG value the organization for its ability to:

- Offer a local government focused forum and regular improving communication in way not possible through other regional organizations that have a broader membership and specific focus (i.e. economic development, transportation).

- Creates the opportunity for development of a regional voice on common needs and issues while recognizing the diversity of the communities comprising the SWCCOG.
- Allows member jurisdictions to think and solve challenges regionally.
- Provides opportunity for economies of scale through the sharing of resources and the aggregation of demand for services.

Many challenges faced by the region are best approached collectively as each entity is part of a larger voice through participation in SWCCOG.

Members of the SWCCOG believe the organization can continue to grow in value to its participation by looking for opportunities to:

1. Reduce redundancy in services offered throughout southwest Colorado.
2. Consolidate the number of meetings currently attended by all jurisdictions.
3. Providing financial return on investments to member jurisdictions.
4. Allowing each jurisdictions dollar spent to go farther by aggregating efforts.

SWCCOG 2014 GOALS & PRIORITIES:

It is the primary goal of the SWCCOG to continue to make forward progress on the following each year:

- **Develop a Business Plan and Operating Strategy for the nearly complete SCAN Network.**
- **Continue to participate in discussions with AAA on that organizations future needs.**
- **Identify priority shared service opportunities; develop a rate structure, and a fee for service agreement.**
- **Convene a work session with all regional housing entities to clearly define HOW the COG can plan a role in regional housing discussions without duplicating existing services (see Roles discussion below).**
- **Continue to evaluate and prioritize other programmatic areas, in response to new opportunities available throughout the region.**
- **Continue outreach to non-member jurisdictions and the Tribes, and demonstrate the growing value of the SWCCOG to these organizations.**
- **Identify the short and long-term operational costs for the SWCCOG, and develop funding strategies to ensure long-term financial health of the organization.**

SWCCOG ORGANIZATIONAL OPPORTUNITIES

SWCOG DRAFT STRATEGIC PLAN

5/3/2016

2

The SWCOG has several opportunities to increase value to its members. These include:

- The ability to leverage funds. Many of the smaller community struggle to match grants, or can only accomplish a limited number of projects each year. This is a significant benefit to the smaller communities.
- The ability to aggregate demand and share costs on common service needs of each organization and community. Opportunities for shared services could be explored for the following:
- The region is linked in many areas including transportation, communication, economic development, and tourism, yet each community also has its own unique set of needs and issues. The SWCCOG offers an opportunity to work together on common links. The COG's role in each of these topics should continue to be clearly defined.

SWCCOG CURRENT LANDSCAPE

As a relatively new organization, the SWCCOG faces ongoing challenges to successful implementation of its mission. These include making sure that participating jurisdictions receive a fair share of services/value from the organization, that the organization itself is able to fully capture its fair share of services from the State (funding opportunities, technical assistance), recruiting/retaining members (not all jurisdictions are members of the COG), and development of reliable long-term funding.

SWCCOG REGIONAL SERVICES & SWCCOG ROLE IN SERVICE PROVISION

SWCCOG DIRECT SERVICES:

TELECOMMUNICATIONS:

The SWCCOG is near completion of a regional broadband network. The COG must now develop a strategy for successful operation of the network in partnership with all SCAN participants. In order to ensure successful operation of the SCAN Network the following steps need to take place.

- Complete construction
- Develop an operation plan that addresses:
 - **Ensure understanding of the COG's bottom line financial needs to operate the SCAN network.**
 - **Work with communities to purchase internet through the COG— if communities do not join the COG network, the COG will be challenged to financially manage the network.**
 - **Develop agreements between users**

- **Determine final operating costs and how to distribute between users**
- **Identify maintenance responsibilities**
- **Determine how to share revenues between COG, and communities.**
- **Develop an equipment replacement funding strategy and replacement schedule (CIP).**
- Identify necessary agreements to be drafted and executed such as MOU/IGA's between spoke and hubs, internet purchase agreements.
- Finalization of the model for leasing to private entities for direct service provision to communities.
- Remain actively engaged with issues around SB152 and the High Cost Fund.

AAA:

The SWCCOG has been in discussion with the Area Agency on Aging (AAA) regarding future administration of AAA. The SWCCOG remains open to discussion on how the SWCCOG could partner with AAA's moving forward.

Shared Services:

The SWCCOG is uniquely positioned to help members aggregate demand for a share common services, and provide opportunities for cost savings. This could be done either through the COG itself, providing an income stream to help support the COG, or through intergovernmental agreements utilizing local government staffs with the COG acting as a "broker" to help identify opportunities. The following areas have been identified where opportunities for shared services may exist. This opportunity may exist for both local governments, as well as regional non-profit organizations:

- IT
- Grant writing
- GIS
- Training
- Recycling
- Planning
- Purchasing
- Fleet/Maintenance
- Back office
- Urban Forestry
- HR
- Invasive species/weed control

The COG should conduct a needs survey to prioritize which shared services to focus on, identify local government assets that might be shared, develop a fee

schedule, and determine the best method to provide the service (retainer, COG staff, partner local jurisdiction Staff).

There may also be a need regionally for equipment that communities can not afford/justify ownership of individually that could be collectively acquired and shared.

SWCCOG INDIRECT SERVICES:

HOUSING:

There are numerous housing organizations within the southwest region. The COG's role is to augment and support these existing organizations, not to become another housing authority/agency. The SWCCOG is uniquely situated to help build additional capacity to address housing needs within the region by:

- Provide a single point of entry for all housing entities to approach partner local governments regarding projects, and financial support.
- Provide grant writing assistance.
- Provide technical assistance
- Provide administrative support to regional housing agencies to reduce costs and improve value through the provision of shared services such as IT, marketing, maintenance, and financial planning/budgeting/accounting.
- Provide a forum for ongoing evaluation of housing needs/gaps and project development to address those needs.

TRANSPORTATION

Transit – Regional Coordinating Council
TPR

Future Discussion Items

- Tourism
- Environment
- Economic Development
- Emergency Management
- Grantsmanship
- Public Lands
- Regional Advocacy

NEXT STEPS:

- Development of work plan around goals/priorities identified
- Creation of standing working groups where necessary (SCAN, TRP, AAA)
- Continued discussion on other program areas
- Bi-annual evaluation of Vision/Mission/Goals & Work Plan

2014 Strategic Planning Notes

Telecom

- *Issues*
 - *Final Construction*
 - *Getting communities to purchase internet through COG*
- Put details for how to manage system
 - Light system up and find gaps – working
 - Look at how connections will happen
 - Agreements between users
- Agreement – COG
 - Develop template
 - Identify costs and how distributed
 - Maintain responsibilities
 - RAMP fees – how to distribute/pay back
 - How revenues/what revenues flow to the COG and communities. What share to witch
 - Replacement CIP
- *If don't have members signing up have a cash flow issue – need to understand how this effects the organization*
- What is model for each community for how the network can be maximized
 - Public
 - Private
- Need Ken Fellmen on phone and create starting point – what can and can't do?
- SB152 and High Cost Fund need to stay on top of and future
- Final implementation needs
- Who's in who's out – Fasttrack contract and bottom line
- Develop and finalize Operation Plan
- Evaluate policies/planning done and shee where are and whats next (Staff)
- Outreach to other potential users for participation (BOCES?) local entity responsibility
- Include downstream rate structure

Recycling

- Have opportunities to use Durango's Facility
- What opportunities exist to utilize regional materials
- Keep no/low cost of shipping, minimize out of regions shipping
- Grant – Focused effort
- Make large capital investment
- Needs opportunity assessment to get data
- Develop regional strategy to reduce dead ends
- Biomass

Housing

- Pool Grant writers
- Augment other agencies

- Staff to increase capacity
- Education tool for people to help keep everyone on same page
- What role COG play in administration – what are common challenges for housing agencies
- Shared Services: IT, Marketing, Maintenance, Finance
- Avoid becoming another housing agency
- Help administer, reduce costs but add value
- Evacuate needs/opportunities and COG's role (fiscal agent, grant writing as examples)
- How to support agencies rather than take them on
- Build capacity not expand internal to (SP – Couldn't read handwriting) to COG
- Increase access to capital
- Opportunities to provide admin services
- Are there opportunities for COG/Housing Solutions?
- Develop housing policies
- Housing

Housing Goals

- 1) Work with housing agencies to define roles for COG
- 2) Identify strategies for supporting increased funding
- 3) Increase capacity but not take on the doing
- 4) Evaluate other COG roles learn

AAA (1.5 FTE)

- Changing Demographics
- Fiscal Agency – Accounting & Audit
- Administrative Sharing
 - Office Housing/Costs
 - Employee Benefits
 - Matching Funds
- Reduces # of meetings
- Provide broader support/stability
- Addresses concerns of shift in equity v. efficiency of coming into COG
- Create broader understanding with communication about AAA

AAA – Senior Services/Needs

- Why not?
 - Past history with issues, but stable now
 - Concern over how AAA funded, ie municipal contributions, and an us v. them (county/town)
- Finances
 - Fiscal year mismatch
 - Structurally how would work
 - COG as governing board
 - AAA as advisory board

AAA Goals:

- Aging committee and AAA Board meet and work out Transition plan/strategies
- AAA Board and COG Board have to vote/approve
- Set Goal for when happens

Obstacles

- Fair share of services
- Funding/money

5 Year Plan

- TPR, AAA, Housing Coordination/Coordinator, Grant writing expertise, standing programs
- Little question of organizational value – no doubt because we have delivered (3 years)
- Strong advocate for SW Regional issues
- Clearing house of info
- Just right amount of administrative infrastructure to get work done
- Ability to take advantage of regional resources (people, location, etc.)
- Platform for best practices for SW region - help everyone be the best at what they do.
- Missing a few players:
 - Montezuma County
 - Tribes
 - Rico
- *Need to get some work done – Miriam’s Position*
- Need clear case statement

Value

- Regular Communication with other local governments and organizations
- Right players in the room
- Broad range of topics
- *Consolidate State/Federal programs to reduce redundancy*
- Regional voice
- Access to money regionally that individual communities cannot access on their own
- Create economies of scale for smaller communities (and larger)
- Opportunity to think regional
- We get to work with good people
- Can’t solve many issues on own
- *Demonstrate how participation can finally benefit the communities/counties*
- *Demonstrate fewer meetings*
- Reduce duplication
- Enhance services to residents
- Do more with same money.

Regional Leadership

- Add to Mission
 - Provide opportunities to collaborate and increase efficiencies
 - Focused efforts
 - Better provisions for regional services

Opportunities/Gaps

- Leverage Funds: Small organizations cant meet matching requirements
- Shared Services: IT, Grant Writing, GIS, Trainings, Recycling, Back office, Planning Legal, Fleet, Capital Purchasing, Forestry, Weed Control, HR
- Tourism

REVIEW OF MORNING WORK

2017 GOALS DISCUSSION

2017 Goals

To: SWCCOG Board of Directors

Date: 6 May 2016

Comments: We will be working not only goals, but also how the SWCCOG can, should, and if we need to work with AAA, 4CORE, or other agencies. If the COG engages with other organizations, in what role, and what goals does the organization have when working with other organizations.

SWCCOG 2016 Board Goals






GOAL 1: Address Opportunities to Increase Value to COG members

Objective 1.1: Leverage Funds - EXISTING (FOR FUTURE GRANTS SEE BELOW)															
Action	Board Actions				Priority Level			Future Fiscal Impact			Timeline			Impacts to COG	
	Provide Direction	Monitor Progress	Decision Item	Refer to Boards	Critical	Important	Routine	Yes	Unknown /Maybe	No	2016	2017	Beyond 2017	Staff Time	Costs
DOLA 2016 - Recycling Education/Marketing		X		X		x		x			x				\$15,000
DOLA 2016 - Shared Services	x	x	x		x			x			x				\$65,000
DOLA 2016 - Transportation/Transit	x	x		x		x		x			x				\$20,000
DOLA Broadband Planning Grant	x	x	x		x			x			10/1/2015-6/30/2015				\$107,000
DOLA 2015 - IT Services	x	x				x		x			Ends 6/30/2016				\$45,000
DOLA 2015 -Transit	x	x		x		x		x			Ends 6/30/2016				\$7,800
Transit Council		x	x	x			x	x			x	2016 Last Year of CDOT Transit Council Funding, other sources exist			\$20,000
TPR		x	x	x	x			x			x	x	x		\$21,000
Membership Dues (includes Admin Assistant Funding)	x		x		x			x			x	x	x	Low	\$126,200



Objective 1.2: Aggregate Demand and Share Costs on Common Service Needs															
Action	Board Actions				Priority Level			Future Fiscal Impact			Timeline			Impacts to COG	
	Provide Direction	Monitor Progress	Decision Item	Refer to Boards	Critical	Important	Routine	Yes	Unknown /Maybe	No	2016	2017	Beyond 2017	Staff Time	Costs
Recycling Project	x	x		x		x		x			x	x	?		\$
IT Support	X	X		X	x			X			6/30/2016				\$\$
Software	x		x			x				x		x	x	low	
Equipment Purchasing/Brokering/Sharing	x	x	x		x					x		x	x		
Shared Services Website	x	x			x			x			x				\$




Objective 1.3: Shared Trainings and Services															
Action	Board Actions				Priority Level			Future Fiscal Impact			Timeline			Impacts to COG	
	Provide Direction	Monitor Progress	Decision Item	Refer to Boards	Critical	Important	Routine	Yes	Unknown /Maybe	No	2016	2017	Beyond 2017	Staff Time	Costs
CIRSA Trainings	x					x				x	x	x	x	Low	N/A
CCI Trainings	x					x				x	x	x	x	Low	N/A
Water/Wastewater Certs (Broker w/ R10?)	x					x				x	?	x		Low	N/A
Elected Officials Trainings	x					x			x			x	x	Low	\$

Goal 2: Fiscal Stability and Growth

Objective 2.1: Target Non-Member Entities - CONSENSUS WAS TO FOCUS ON EXISTING MEMBERS															
Action	Board Actions				Priority Level			Future Fiscal Impact			Timeline			Impacts to COG	
	Provide Direction	Monitor Progress	Decision Item	Refer to Boards	Critical	Important	Routine	Yes	Unknown /Maybe	No	2016	2017	Beyond 2017	Staff Time	Costs
Town of Dove Creek	x	x	x				x	x			x	x			\$
Montezuma County	x	x	x				x	x			x	x	x		\$\$
Town of Rico	x	x	x				x	x			x	x			\$
Southern Ute Indian Tribe	x	x	x				x	x			x				\$\$
Ute Mountain Ute Indian Tribe	x	x	x				x	x			x				\$\$

Objective 2.2: Retain Existing Members - CREATE VALUE FOR EXISTING MEMBERS															
Action	Board Actions				Priority Level			Future Fiscal Impact			Timeline			Impacts to COG	
	Provide Direction	Monitor Progress	Decision Item	Refer to Boards	Critical	Important	Routine	Yes	Unknown /Maybe	No	Ongoing			Staff Time	Costs
Archuleta		x			x			x			x				\$\$\$
Bayfield		x			x			x			x				\$\$
Cortez		x			x			x			x				\$\$\$
Dolores (County)		x			x			x			x				\$\$
Dolores (Town)		x			x			x			x				\$
Durango		x			x			x			x				\$\$\$
La Plata		x			x			x			x				\$\$\$
Ignacio		x			x			x			x				\$
Mancos		x			x			x			x				\$\$
Pagosa Springs		x			x			x			x				\$\$
San Juan		x			x			x			x				\$
Silverton		x			x			x			x				\$

Objective 2.3: Partner with Other Organizations															
Action	Board Actions				Priority Level			Future Fiscal Impact			Timeline			Impacts to COG	
	Provide Direction	Monitor Progress	Decision Item	Refer to Boards	Critical	Important	Routine	Yes	Unknown /Maybe	No	2016	2017	Beyond 2017	Staff Time	Costs
AAA	x	x	x				x	x			x				\$\$
4CORE	x	x	x					x			x	x			\$
Housing Entities (Decided to leave on as monitoring - no action)	x	x	x				x	x				x	x		

Objective 2.4: Targeted Grant Applications/Requests - SHOULD BE INCOME PRODUCING															
Action	Board Actions				Priority Level			Future Fiscal Impact			Timeline			Impacts to COG	
	Provide Direction	Monitor Progress	Decision Item	Refer to Boards	Critical	Important	Routine	Yes	Unknown /Maybe	No	2016	2017	Beyond 2017	Staff Time	Costs
DOLA Broadband Infrastructure Grant	x	x	x		x			x			x	x	x		Million +
Transit Coordinator	x	x	x	x		x		x			x	x	x		\$50,000
RREO Education/Marketing	x	x		x		x		x			x	x			\$30,000

Goal 3: Staffing

Objective 3.1: Increase Capacity															
Action	Board Actions				Priority Level			Future Fiscal Impact			Timeline			Impacts to COG	
	Provide Direction	Monitor Progress	Decision Item	Refer to Boards	Critical	Important	Routine	Yes	Unknown /Maybe	No	2016	2017	Beyond 2017	Staff Time	Costs
Project Manager						x		x				x	x		\$\$
AmeriCorps VISTA						x		x			x	x	x		\$11,500
Administrative Assistant					x			x			x	x	x		\$12,200
Transportation Coordinator						x		x				x	x		\$50,000

Objective 3.2: Continuing Education															
Action	Board Actions				Priority Level			Future Fiscal Impact			Timeline			Impacts to COG	
	Provide Direction	Monitor Progress	Decision Item	Refer to Boards	Critical	Important	Routine	Yes	Unknown /Maybe	No	2016	2017	Beyond 2017	Staff Time	Costs
Miriam	Maybe	x	Maybe			x		x			x	x	x	Med	\$\$-\$
Sara						x		x			x	x	x	Med	\$\$-\$
Jessica						x		x			x	x	x	Med	\$\$-\$
Shannon (as well as future VISTAs)						x		x			x	x	x	Med	\$\$-\$

Goal 4: Advocacy

Objective 4.1: Legislation															
Action	Board Actions				Priority Level			Future Fiscal Impact			Timeline			Impacts to COG	
	Provide Direction	Monitor Progress	Decision Item	Refer to Boards	Critical	Important	Routine	Yes	Unknown /Maybe	No	2016	2017	Beyond 2017	Staff Time	Costs
Broadband	x	x	x		x	x			x		x	?	?	High	
Tribal Votes at STAC		x		x		x				x	x			Low	

Objective 4.2: Represent SW Colorado															
Action	Board Actions				Priority Level			Future Fiscal Impact			Timeline			Impacts to COG	
	Provide Direction	Monitor Progress	Decision Item	Refer to Boards	Critical	Important	Routine	Yes	Unknown /Maybe	No	2016	2017	Beyond 2017	Staff Time	Costs
Within Region	x	x					x		x		x	x	x	Unknown	Unknown
State Level	x	x					x		x		x	x	x	Unknown	Unknown
Federal Level	x	x					x		x		x	x	x	Unknown	Unknown

Southwest Colorado Council of Governments
March Board Meeting & Retreat
06 March 2015
Durango Recreation Center

Board in Attendance:

Dick White – City of Durango
Andrea Phillips – Town of Mancos
Michael Whiting – Archuleta County (via phone)
Lee San Miguel – Town of Ignacio
Chris LaMay – Town of Bayfield
Shane Hale – City of Cortez
Julie Westendorff – La Plata County
Joe Kerby – La Plata County
John Egan – Town of Pagosa Springs
Ron LeBlanc – City of Durango

Staff in Attendance:

Miriam Gillow-Wiles – Executive Director
Sara Trujillo – Assistant/Accountant

Guest in Attendance:

Ken Charles - DoLA
Rick Smith – City of Cortez IT
James Torres – La Plata County IT Manager
Eric Pearson – City of Durango IT Manager

I. Call to Order/Introductions

The COG business meeting was called to order at 9:19am; everyone introduced themselves.

II. Consent Agenda: February 2015 Minutes

**Motion to approve minutes as presented: Michael Whiting, Second: Chris LaMay.
Passed by a unanimous voice vote.**

III. Discussion Items:

IV. Decision Items:

IT Contractor Approval

The SWCCOG received a grant to help with IT Support from DOLA. There are 7 local governments participating. The grant will help with some managed services (IT Support) as well as create a database of what equipment, age of equipment, and where it is located. The contractor selected will also put together an IT Plan for each community that outlines needs, updates, and replacement options for hardware and software. All billing for this will go through the SWCCOG and we will track the cost of service per community, to make sure it is equitable and just a few communities are not using the majority of the funds. Each participating entity has about \$9000 to spend on managed services. This does not cover the cost of equipment. It is likely that the entities will need to maintain printers and copiers in house. This contract will NOT cover VOIP services.

The RFP was due on Monday, and the COG received two responses, Think Networks, and ImageNet Consulting both based in Durango. Both were close in cost for actual work, Think

Networks was a little less expensive for the higher Tiers (such as server work). Miriam did have a few questions as to each proposal which were answered very promptly. Some of the issues with the idea are the wide variety of equipment and lack of standardization within many communities and generally throughout the region. Because of this, the RFP was a little nebulous, so the responses were as well. Think Networks quoted a price of \$25,000, including travel, with some caveats knowing that there will likely be some unknowns that will increase the \$25,000. They did also offer to do an assessment of all the Local Governments participating for \$8500 (or less depending on information available) so they could produce a better quote based on needs. ImageNet Consulting only quoted a price per Tier and cost per mile, lodging, and other expenses, and followed up with an assessment of \$11,000. The total amount for the contractor is \$60-63,000.

Based on the quoted price, and the willingness to work with the SWCCOG and communities to find the best solutions, staff recommended Think Networks.

Motion to accept Think Networks and give contract signing authority to Miriam not to exceed \$63,000: Chris LaMay, Second: Joe Kerby. Passed by a unanimous voice vote.

V. **Reports:**

Transportation Report:

TPR - The next TPR meeting is scheduled for April 3, 2015. The TPR did decide to support legislative change for tribal seats to be voting seats at the STAC.

The CDOT Executive Director Don Hunt retired and new Executive Director Shailen Bhatt has replaced Don Hunt. Director Bhatt comes with FHWA experience, which will hopefully benefit our region as he has an understanding and being able to communicate the state perspective.

Transit – The next transit meeting is scheduled for April 9, 2015. The current goal is to have increased communication and participation from Human Service Providers. For the April transit meeting, the council is hoping some outreach and invites will get a group of Human Service Providers to the meeting.

John Egan held the Archuleta County Transportation Summit meeting February 26th that was productive in identifying next steps for the Region to better transportation. John reported that the meeting established some great communication between Pagosa Medical and Mercy Hospital. A statistical picture is being built of who those are that really need transit service and how to put a plan together to serve those folks. The meeting gave good indication of what needs are and how they will be met.

Business Meeting Adjourned at 9:35am and the COG Retreat Began

With the IT folks present for the morning portion of this meeting, it was decided to move the Telecommunications section of the agenda from the bottom of the agenda to take place immediately preceding the business meeting.

Telecommunications

The issue with the SCAN network is that there is no operations plan in place. This is essential to utilize this asset, pay for this asset, and ensure the COG members have some back-up funds if necessary for the future. Miriam presented a slide show involving the following:

Time Line

- SWCCOG Formed by IGA – 12/2009
- DOLA Grant – 1/2010
- Mid-State Consultants Contracted – 2010
- Arona Enterprises Contracted – 1/2012

- Contract Extension – 1/2014
- Grant Completed – 3/2014

Technical Terms

- Redundant – Another physical connection (to the internet)
- Secondary Connection – another connection (to the internet)
- Dark Fiber – Fiber that has not been ‘lit’ and has no data moving through it
- Lit Fiber – Fiber that is used to transmit data
- Regional Transport – Moving data across the region, can be separated from internet connectivity

Current Status of SCAN

- Bayfield, Mancos, Dolores purchasing services
- Transport between Cortez and Durango hub at minimum of 10Mbps
 - Changeable as necessary
- Some static IP addresses are being used

The following questions were posed

- What is the vision of the SCAN?
- What do we want it to be?
- How do we want to use it?

It was discussed that more planning needs to be complete to gather information about current connections, how we can better utilize those connections, and what connections we are lacking. The COG is looking at applying for a broadband planning grant, which would help determine this information and give an opinion of what the next steps are. This grant will also help us to develop an operations plan that will give us guidance on how to better utilize the SCAN network. Shared services would also be explored. Following planning grant completion would be a construction grant if warranted. Ken Charles did inform that a planning grant is 75/25 match and a construction grant would be 50/50 match. An executive summary was requested determining benefits to the COG and draw backs to a planning grant.

Other issues discussed include:

1) In previous years, the billing for FastTrack and the SCAN network has largely been paid for through COG funding versus being paid for by the communities utilizing the services. This cannot continue to be a budgetary option as in 2014 the COG paid over \$16,000 in FastTrack bills, which took up much of the funds balance. For 2015, the COG is currently at a loss by \$4,000 if this overage is paid for through COG funds.

The board discussed billing the members for the short fall, which include Town of Mancos, Town of Dolores, Dolores County, City of Cortez, Town of Bayfield, Town of Ignacio, La Plata County, and City of Durango. With these participating communities potentially, the \$4,000 loss will not be taken by the COG. Staff will calculate each entity’s billing amount and invoice as necessary if approved in the April meeting.

2) The Fiber Repair Fund (previously known as “RAMP fund”) was supposed to have been invoiced to participating communities in 2014 at \$900 per entity resulting in approximately \$21,600 collected in total (over two years). This invoicing did not occur in 2014, so staff expected to begin invoicing for this fund in 2015. However, the board feels these funds, collected over the time frame of two years as previously agreed upon, would not create sufficient funds to repair fibers due to the high cost of fiber repair. Instead, it was discussed that these funds would be better put to use for software maintenance, upgrades, and to help pay for future router replacement. However, these funds would still be quite lacking due to the large costs of software updates and equipment replacement. Some communities already have an emergency funds account in place and are not sure a second emergency fund through the COG would be necessary. It was decided to come back to this conversation with a list of specific quantitative parameters and policy for adequate billing fees for a fund and discussing these fees being incorporated into the 2016 budget to cover a multi-purpose fund versus just a repair fund.

State of the SWCCOG

The state of the SWCCOG covered six areas: accomplishments, funding, staffing, projects and programs, goals, and success.

Some accomplishments included:

- dues increased to sustain SWCCOG
- moved away from Region 9
- had a successful 2013 audit
- policies were written and/or updated
- received 5 grants totaling \$330,000
- created a better fiscal management system
- incorporated TPR under SWCCOG umbrella
- established the regional recycling taskforce.

Funding sources for 2015 were identified as the following:

- Dues - \$114,712
- Grants
 - All Hazards (M&A) - \$12,178
 - Regional Recycling (2015) - \$27,779
 - Transit Council - \$24,800
 - Western Lands and Communities - \$10,000
 - DOLA Technical Assistance - \$75,000

Programmatic Funding

- TPR
 - CDOT – \$21,100
 - Dues - \$8,000
- Telecom
 - Fiber Repair Fund (RAMP fund) - \$9,900
 - SCAN Income - \$8,280
 - eTics - \$8,400
 - Dark Fiber Leases - \$3,270

Funding expenses were identified as follows:

- Salaries - \$133,266 (includes payroll taxes, fees, and temp p/t assist in charge of WLC grant)
- Shared IT Services - \$63,000
- Contracts and Other Consulting - \$55,800
- Benefits- \$35,146 (includes health insurance and auto allowance)
- SCAN Expenses – \$16,000
- AmeriCorps VISTA - \$15,030
- TPR STAC Travel - \$12,000
- eTics - \$8,400
- Audit - \$7,000
- Legal Fees - \$6,000
- CIRSA - \$5,271
- Travel and Trainings - \$5,350
- Equipment - \$4,500
- Phone - \$3,500

Staffing: Currently, the SWCCOG employs two staff, Miriam and Sara, and one temporary part-time employee working on one grant specifically. However, additional staff is needed to assist with administrative functions, project management, transportation coordination, and grant writing endeavors.

Continuous programs and projects include:

- All Hazards
- Transit
- TPR
- SWIMT
- Telecommunications

Time limited activities include:

- RREO
- IT Support
- AmeriCorps VISTA
- Western Lands and Communities

AAA: In regards to continuing attempts to create a relationship with the AAA, the board discussed leaving these relationship attempts alone and not putting staff time into this endeavor at this time. Keeping abreast and providing information to the AAA is supported, but actual pursuit is not something that is seen as needed to be done at this time.

RREO: Regional Recycling Economic Opportunities Grant (RREO)

- \$46,000 for FY 2014-2015
- Economic feasibility
- Regional Recycling Taskforce
- Regional recycling equals local jobs

Resiliency

- Western Lands and Communities
- State Resiliency Plan

Housing: There was not a lot of work done in this area although there were a lot of discussions held. The COG feels, at this time, there are a lot of other organizations whose main focus is housing; therefore, this does not need to be a large piece for the COG to focus on.

Transportation:

- Southwest Transportation Planning Region
 - 2014-2015 CDOT contract with SWCCOG
 - Dues - \$8000, CDOT Funding - \$21,100
 - Meeting moved to same day as SWCCOG
- Regional Transit Coordinating Council
 - CDOT Grant for \$24,800
 - Service Providers meet with Transit Providers
 - MURP Intern
 - How to provide regional transit?

Tourism: This area is considered economic development; however, there was never a real definition or agenda put towards this item when originally put on the COG's agenda.

Goal Setting

A prefilled goal setting matrix was provided and each section reviewed. The matrix was updated in real-time depending on board suggestions pertaining to priority levels of each goal and if additional goals needed to be added.

Updates to note:

Under objective 1.2: Aggregate Demand and Share Costs on Common Service Needs, the board added two items (1) equipment purchasing/brokering/sharing and (2) shared grant writer. Exploring sharing equipment and services may result in substantial cost savings and would be something many communities are interested in exploring further. The difficulty with equipment sharing would be depreciation and damage to equipment that the equipment owner would be responsible for.

Under objective 1.3: Shared Trainings and Services, the board added items (1) CU certified public managers and (2) DoLA finance 101.

Under objective 2.3: Partner with Other Organizations, the board added item Southwest Farm Fresh that is an entity interested in keeping regionally grown food in the region versus exporting.

The board added an objective item dealing with income producing endeavors.

This concluded the board retreat as time ran out.

The SWCCOG board retreat was adjourned at 3:09pm.

SWCCOG 2015 Board Goals

GOAL 1: Address Opportunities to Increase Value to COG members

Objective 1.1: Leverage Funds															
Action	Board Actions				Priority Level			Future Fiscal Impact			Timeline			Impacts to COG	
	Provide Direction	Monitor Progress	Decision Item	Refer to Boards	Critical	Important	Routine	Yes	Unknown/Maybe	No	2015	2015-2016	Beyond 2016	Staff Time	Costs
Recycling Project	X	X	X	X		x		x			6/30/2015	Implement			\$
DOLA 2015 TA Grant	x	x	x			x		x			12/31/2015				\$75,000
Transit Council		x		x			x	x			12/31/2015	Funding Ending			\$24,800
TPR		x	x	x	x			x			6/30/2015	7/1/2015-6/30/2016	7/1/2016-6/30/2017		\$21,000
Membership Dues	x		x		x			x			12/31/2015	1/1/2015-12/31/2016		Low	\$114,000
DOLA Broadband Planning Grant	x	x	x		x			x			4/1/2015-12/31/2015				~ \$90,000

Objective 1.2: Aggregate Demand and Share Costs on Common Service Needs															
Action	Board Actions				Priority Level			Future Fiscal Impact			Timeline			Impacts to COG	
	Provide Direction	Monitor Progress	Decision Item	Refer to Boards	Critical	Important	Routine	Yes	Unknown/Maybe	No	2015	2016	Beyond 2016	Staff Time	Costs
Recycling Project	x	x		x		x		x			x	x	?		\$
IT Support	X	X		X	x			X			12/31/2015	?			\$\$
Software	x		x			x						x	x		
Equipment Purchasing												x	x		

Objective 1.3: Shared Trainings and Services															
Action	Board Actions				Priority Level			Future Fiscal Impact			Timeline			Impacts to COG	
	Provide Direction	Monitor Progress	Decision Item	Refer to Boards	Critical	Important	Routine	Yes	Unknown/Maybe	No	2015	2016	Beyond 2016	Staff Time	Costs
CIRSA Trainings	x					x				x	x	x	x	Low	N/A
Water/Wastewater Certs	x					x				x	?	x		Low	N/A
Elected Officials Trainings	x					x			x			x	x	Low	\$

Goal 2: Fiscal Stability and Growth

Objective 2.1: Target Non-Member Entities



Action	Board Actions				Priority Level			Future Fiscal Impact			Timeline			Impacts to COG	
	Provide Direction	Monitor Progress	Decision Item	Refer to Boards	Critical	Important	Routine	Yes	Unknown/Maybe	No	2015	2016	Beyond 2016	Staff Time	Costs
Town of Dove Creek	x	x	x			x		x			x	x			\$
Montezuma County	x	x	x			x		x			x	x	x		\$\$
Town of Rico	x	x	x			x		x			x	x			\$
Southern Ute Indian Tribe	x	x	x			x		x			x				\$\$
Ute Mountain Ute Indian Tribe	x	x	x			x		x			x				\$\$

Objective 2.2: Retain Existing Members


Action	Board Actions				Priority Level			Future Fiscal Impact			Timeline			Impacts to COG	
	Provide Direction	Monitor Progress	Decision Item	Refer to Boards	Critical	Important	Routine	Yes	Unknown/Maybe	No	Ongoing			Staff Time	Costs
Archuleta		x			x			x			x				\$\$\$
Bayfield		x			x			x			x				\$\$
Cortez		x			x			x			x				\$\$\$
Dolores (County)		x			x			x			x				\$
Dolores (Town)		x			x			x			x				\$\$
Durango		x			x			x			x				\$\$\$
La Plata		x			x			x			x				\$\$\$
Ignacio		x			x			x			x				\$
Mancos		x			x			x			x				\$\$
Pagosa Springs		x			x			x			x				\$
San Juan		x			x			x			x				\$
Silverton		x			x			x			x				\$

Objective 2.3: Partner with Other Organizations

Action	Board Actions				Priority Level			Future Fiscal Impact			Timeline			Impacts to COG	
	Provide Direction	Monitor Progress	Decision Item	Refer to Boards	Critical	Important	Routine	Yes	Unknown/Maybe	No	2015	2016	Beyond 2016	Staff Time	Costs
AAA	x	x	x			x		x			x				\$\$

4CORE	x	x	x			x		x			x	x			\$
Southwest Housing Solutions	x	x	x			x		x				x	x		\$\$

Objective 2.4: Targeted Grant Applications/Requests

Action	Board Actions				Priority Level			Future Fiscal Impact			Timeline			Impacts to COG	
	Provide Direction	Monitor Progress	Decision Item	Refer to Boards	Critical	Important	Routine	Yes	Unknown/Maybe	No	2015	2016	Beyond 2016	Staff Time	Costs
DOLA Broadband Planning Grant	x	x	x		x			x			x				~ \$90,000
DOLA Broadband Infrastructure Grant	x	x	x		x			x			x	x			Million +
EPA Environmental Justice - Transit	x	x	x	x		x		x			x				≥ \$25,000
EPA Brownfields Grant(s)	x	x	x			x		x				x			Unknown
CDOT Trails Grant	x	x	x			x		x			x	x			Unknown
Other Trails Grant(s)	x	x	x			x		x			x	x			Unknown

Goal 3: Staffing

Objective 3.1: Increase Capacity

Action	Board Actions				Priority Level			Future Fiscal Impact			Timeline			Impacts to COG	
	Provide Direction	Monitor Progress	Decision Item	Refer to Boards	Critical	Important	Routine	Yes	Unknown/Maybe	No	2015	2016	Beyond 2016	Staff Time	Costs
Project Manager					x			x				x	x		\$\$
AmeriCorps VISTA						x		x			x	x	x		\$8,000
Administrative Assistant						x		x			x	x			\$\$
Transportation Coordinator						x		x				x	x		\$\$
Grant Writer						x		x				x	x		\$\$

Objective 3.2:

Action	Board Actions				Priority Level			Future Fiscal Impact			Timeline			Impacts to COG	
	Provide Direction	Monitor Progress	Decision Item	Refer to Boards	Critical	Important	Routine	Yes	Unknown/Maybe	No				Staff Time	Costs

Objective 3.3:															
Action	Board Actions				Priority Level			Future Fiscal Impact			Timeline			Impacts to COG	
	Provide Direction	Monitor Progress	Decision Item	Refer to Boards	Critical	Important	Routine	Yes	Unknown/Maybe	No				Staff Time	Costs

Goal 4: Advocacy

Objective 4.1: Legislation															
Action	Board Actions				Priority Level			Future Fiscal Impact			Timeline			Impacts to COG	
	Provide Direction	Monitor Progress	Decision Item	Refer to Boards	Critical	Important	Routine	Yes	Unknown/Maybe	No	2015	2016	Beyond 2016	Staff Time	Costs
Broadband	X	X	x		X	X			x		x	x	?	High	

Objective 4.2: Represent SW Colorado															
Action	Board Actions				Priority Level			Future Fiscal Impact			Timeline			Impacts to COG	
	Provide Direction	Monitor Progress	Decision Item	Refer to Boards	Critical	Important	Routine	Yes	Unknown/Maybe	No	2015	2016	Beyond 2016	Staff Time	Costs
Within Region	x	x					x		x		x	x	x	Unknown	Unknown
State Level	x	x					x		x		x	x	x	Unknown	Unknown
Federal Level	x	x					x		x		x	x	x	Unknown	Unknown

Objective 4.3:															
Action	Board Actions				Priority Level			Future Fiscal Impact			Timeline			Impacts to COG	
	Provide Direction	Monitor Progress	Decision Item	Refer to Boards	Critical	Important	Routine	Yes	Unknown/Maybe	No				Staff Time	Costs

SUMMARY OF STRATEGIC PLANNING

BROADBAND

Agenda

NEO Connect and SWCCOG LTPT Steering Committee

Broadband Planning Update

May 6th, 2016

3:00 p.m. – 4:00 p.m.

Purpose: To provide an update on activities so far and to discuss next steps

Agenda:

1. Update on Community Outreach Meetings, Speed tests
2. Existing Assets Mapped, Eligible Rural Healthcare Locations, Potential Partners
3. CenturyLink Update – May 16th, 10:00 a.m.
4. Following up on the SWCCOG's existing revenue model and recommendations, dark fiber leases, VLAN services
5. Next steps, Request for Information for Public-Private Partnership
6. Preliminary Costs, Preliminary Engineering

Limit: Not to exceed one hours.



SWCCOG

Summary Information and Feedback from ISP Meetings, Broadband Policies and Ordinances

SUBMITTED BY NEO CONNECT

APRIL, 2016

Durango Community Outreach Meeting for Service Providers

This event was well attended with twelve attendees representing six service providers: ForeThought.net, Cedar Networks, Skywerx, AlignTec, Fast Track Communications and Century Link. Additionally, several industry experts and a number of private citizens engaged in the dialogue as well. Discussion topics included broadband friendly policies, partnership and collaboration opportunities and common challenges faced by the industry.

All attendees agreed on the value of the broadband friendly policies set forward. There was much discussion surrounding the practices of dig-once/open trench, shadow conduit installs, joint build efforts and streamlining of the permit process. Much of the **trenching and conduit** conversation focused on the idea of creating a conduit sharing/leasing process. This could potentially look very similar to a fiber IRU agreement with interested parties gaining exclusive access to specific, shadow conduit space at the time of construction. Another possible model would create a pre-commitment fund. Service providers would be willing to pre-commit to sharing in the costs of conduit being placed and costs for shadow conduit could be shared amongst all participating parties.

The **permitting** process was discussed at length as well during this meeting. All providers were in agreement that getting access to county and city owned facilities, and municipal rights of way is incredibly costly in time and effort. According to the service providers, the City of Durango seems to be less responsive and unnecessarily complicated by comparison with other local governments. Frustration with cross-departmental permitting was particularly high and several provider representatives identified Durango Parks and Rec as a “permitting black hole” with unreasonably long turn-around times.

A number of providers described their extreme dissatisfaction with the permitting process of the U.S. Forest Service. This process can, and often does take as long as two years to complete. This was described as egregious when compared with other federal and state agencies. Moreover, everyone agreed that impact and usage fees continue to rise and are quickly becoming a central issue in network expansion plans. Several service provider representatives voiced their frustration (and astonishment) at recent changes in height restrictions for tower facilities in La Plata County, in light of commitments by county officials to improve and streamline the process.

Additional common challenges include pole access throughout the region, a shortage of quality OSP construction services and the need for a local, long-term data storage center. Local utility providers, including La Plata Electric Association and San Miguel Power Association currently have highly complicated and time intensive application processes. Cedar Networks characterizes its current position as ready to deploy fiber to the home services in Durango. However, implementation is contingent upon LPEA utility pole access, for which permit applications have been submitted. The expected response, based on previous experience, is a blanket denial without detail or explanation.

NEO Connect provided the following information to the members of SWCCOG regarding recommended policies and ordinances that the cities and counties can implement to provide and further accelerate broadband deployment. NEO also provided language for policies and ordinances that have been adopted by other communities throughout the U.S. Sample ordinances have been given to the SWCCOG. Below is a summary of the suggested policies and ordinances and components of each.

In Summary, Policies and Ordinances to Accelerate Broadband Deployment

- a) Coordination with other city capital projects (sidewalks, trails, lighting, road widening projects - may all be opportunities to install conduit)
- b) Coordination with utility projects by private agencies
- c) Integrating broadband “utility” codes into land development policies, city ordinances and use of public rights of way policies
- d) Set up funding mechanisms to allow for adoption of these policies
- e) Keeping GIS database of all infrastructure, process to submit plans

Reduce Construction Costs of Broadband Infrastructure

- **Dig Once Policy**
 - All public works or installation of other telecom, cable or utility infrastructure allows for conduit to be placed on behalf of the City and any other entities that want to participate
 - Allows for a notice period informing other entities that work in the right of way will be happening; entities have an opportunity to put in empty conduit
 - Allows for shadow conduit to be placed on behalf of the City whereby the City incurs only the incremental cost of the conduit material
- **Open Trench** – coordination of street cuts and excavations with utilities, public works, developers and other interested parties to maximize the opportunity for broadband conduit installation, and to minimize cost, disruption and damage.
- **Shadow Conduit** – installation of empty and/or spare conduit by a public agency when excavations occur in the public right of way, with agency costs limited to incremental costs.
- **Joint trenching agreements and Joint build agreements**
 - developed between public and private organizations

- minimize the cost of constructing conduit in the local area
 - allowing each entity to take advantage of trenches that have been opened through each other's projects.
 - Standardization of these agreements across all potential owners of underground infrastructure can be established to ensure all parties are aware of the joint trenching opportunities as they become available.
- **Streamlined Permitting Process** – placing responsibility for approval of broadband infrastructure projects solely in the public works department via encroachment permit processes.
 - **Abandoned fiber and conduit** – if conduit or fiber has been abandoned or is not being used, then the ownership of the abandoned conduit or fiber reverts to the City.

Integrating broadband “utility” codes into land development policies, city ordinances

- **New land developments or real estate developments must install fiber optic infrastructure** – E.g. Loma Linda’s Connected Community Program “The Loma Linda Standard mandates that new construction connect to the City’s fiber optic communications infrastructure. Other vendors and wiring plans can optionally be installed provided the building meets the minimum Codes. The Building Codes describe specific compatible communications components and architectures into each new building, describe development and use of City right-of-ways for communications connectivity, and standardizes specific wiring standards for structures.”
- **Conduit and fiber standards for new home construction** – the City of Brentwood passed an *advanced technology systems* ordinance in 1999, requiring developers to include conduit and fiber in newly built homes.

Set up funding mechanisms to allow for adoption of these policies

- Establish an infrastructure fund set-aside
- Allocate monies to build broadband infrastructure when opportunities arose
- The fund would maintain a reserve or set-aside for unanticipated projects

GIS Mapping of all Assets

GIS Logging – routine entry of conduit and other broadband asset data into geographic information systems and establishing a requirement that plans and other information be submitted by utilities, developers, contractors and others in an appropriate GIS format.