

Southwest Colorado Council of Governments (SWCCOG)

Strategic Planning Meeting Day 1

28 June 2019

930am – 530pm

La Plata County Administration Building; 1101 E 2nd Ave, Durango, CO 81301

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

Expected Outcomes:

1. A shared understanding of SWCCOG’s current situation, lessons learned, and implications for strategic direction going forward.
2. A shared vision for 2024.
3. A 5-year set of strategic goals and objectives and a 1-year work plan to create and deliver value for members.
4. Key Performance Indicators to monitor and measure success.
5. Key changes needed to effectively execute the strategy, including a plan and process to:
 - a. (Re-)allocate resources
 - b. Implement, monitor, and course-correct the strategy
 - c. Reinforce shared ownership and coordination

RSVP List for June 28th:

David Black, Bayfield Board Member	John Dougherty, Cortez Alternate Board Member	Fran Fillerup, County Administrative Officer, San Juan County, NM	Miriam Gillow- Wiles, Executive Director, SWCCOG	Liane Jollan, Executive Director, SJBPH
Gwen Lachelt, La Plata County Commissioner and Vice Chair of Board	Jessica Laitsch, SWCCOG Administrative Staff	Martina Panze, SWCCOG Administrative Staff	Andrea Phillips, Pagosa Springs Town Manager and Board Member	Paul Roithmayr, Facilitator
Karen Sheek, Mayor of Cortez and Chair of Board	Tom Taylor, Retired Mayor of Farmington, NM	Karen Thompson, Facilitator	Chris Tookey, Silverton Mayor and Board Member	Willy Tookey, County Administrator of San Juan County, CO and Board Treasurer
Arvin Trujillo, Executive Director of 4CEDs	Sara Trujillo, SWCCOG Staff – Finance	Scott Wall, Archuleta County Administrator and Alternate Board Member	Warren Unsicker, Economic Development, City of Farmington	Laura Lewis Marchino, Executive Director, Region 9 EDD
Steve Garcher, Dolores County Commissioner and Board Member				

AGENDA AT-A-GLANCE

Time	<u>Day 1: Friday, June 28th</u>	Time	<u>Day 2: Friday, July, 12th</u>
8:30 am (+ break)	SWCCOG Meeting (1 hr)	8:30 am	Day 2 Start-up / Agenda
9:40 am	Meeting Kick-off and Agenda	8:45 am (+break)	Develop the Strategic Roadmap <ul style="list-style-type: none"> 3-5 year strategic objectives 1-year tactics / projects
10:10 am	Shared Vision for 2024		
11:15 am	Current Situation Analysis <ul style="list-style-type: none"> Current Service Model Canvas Stakeholder feedback Financial trends 		
12:25 pm	LUNCH	12:00 pm	LUNCH
1:10 pm	Current Situation Analysis - Cont'd <ul style="list-style-type: none"> SWOT Summarize Implications, Key Focus Areas 	1:00 pm	Test goals, roadmap, KPIs against vision
2:10 pm (+ break)	Planning Process Overview; Goal and KPI alignment	2:35 pm (+break)	Implementation and Monitoring Plans <ul style="list-style-type: none"> Communication out Resource adjustments Obstacles and resolution
2:55 pm	Adjustments to the strategy / service model <ul style="list-style-type: none"> Big ideas (small groups) Clustering of individual ideas 	4:05 pm	Stop-Start-More-Less discussion to enhance member engagement and shared ownership
5:00– 5:30 pm	Wrap-up / Next Steps	5:05 – 5:30 pm	Wrap-up / Next Steps

Information for Strategic Planning Session

To: SWCCOG Board of Directors
From: Miriam Gillow-Wiles
Date: 28 June 2019

Comments: Karen Thompson and Paul Roithmayr have put a significant amount of time and energy into developing the agenda and structure for both days of the strategic planning, including information from the surveys sent to Current Board Members, Former Board Members, and Partner Organizations (over 30 surveys were returned) and the SWOT pre-work assignment for current Board Members. There are a few other documents to review for the first day of strategic planning sessions.

Service (Business) Model Canvas

- A visual representation of how customers, activities, resources, value, relationships, communication, costs, and revenues are intertwined.

Service (Business) Model Canvas Explanation

- Definitions, ideas, and information regarding the different categories of the Service Model Canvas

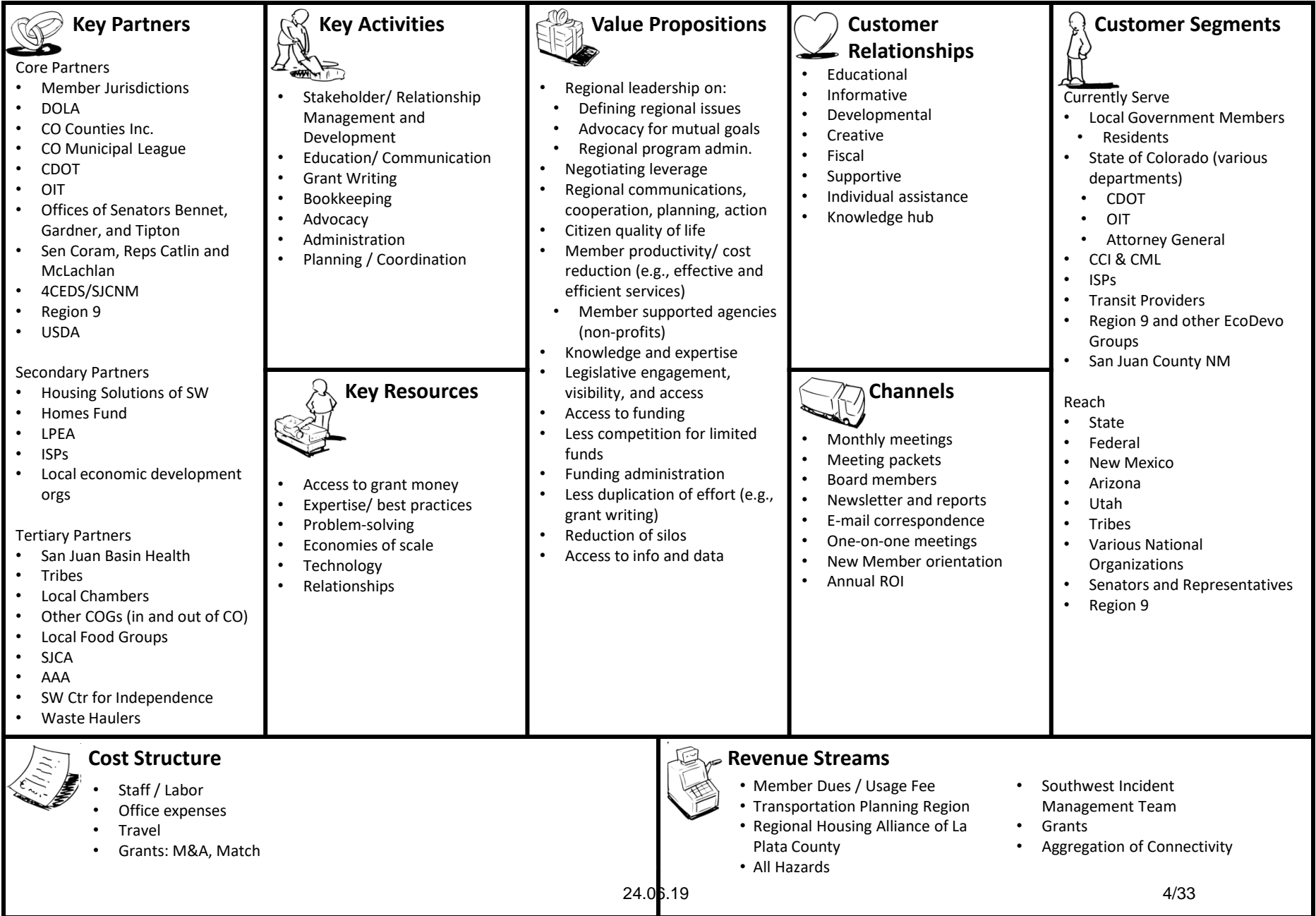
SWOT Analysis

- Strengths, Weaknesses, Opportunities, and Threats compiled from the pre-work assignment

Big Ideas

- Things to think about for the Strategic Planning Process
-

Service Model Canvas – SWCCOG



The Business Model Canvas Explained

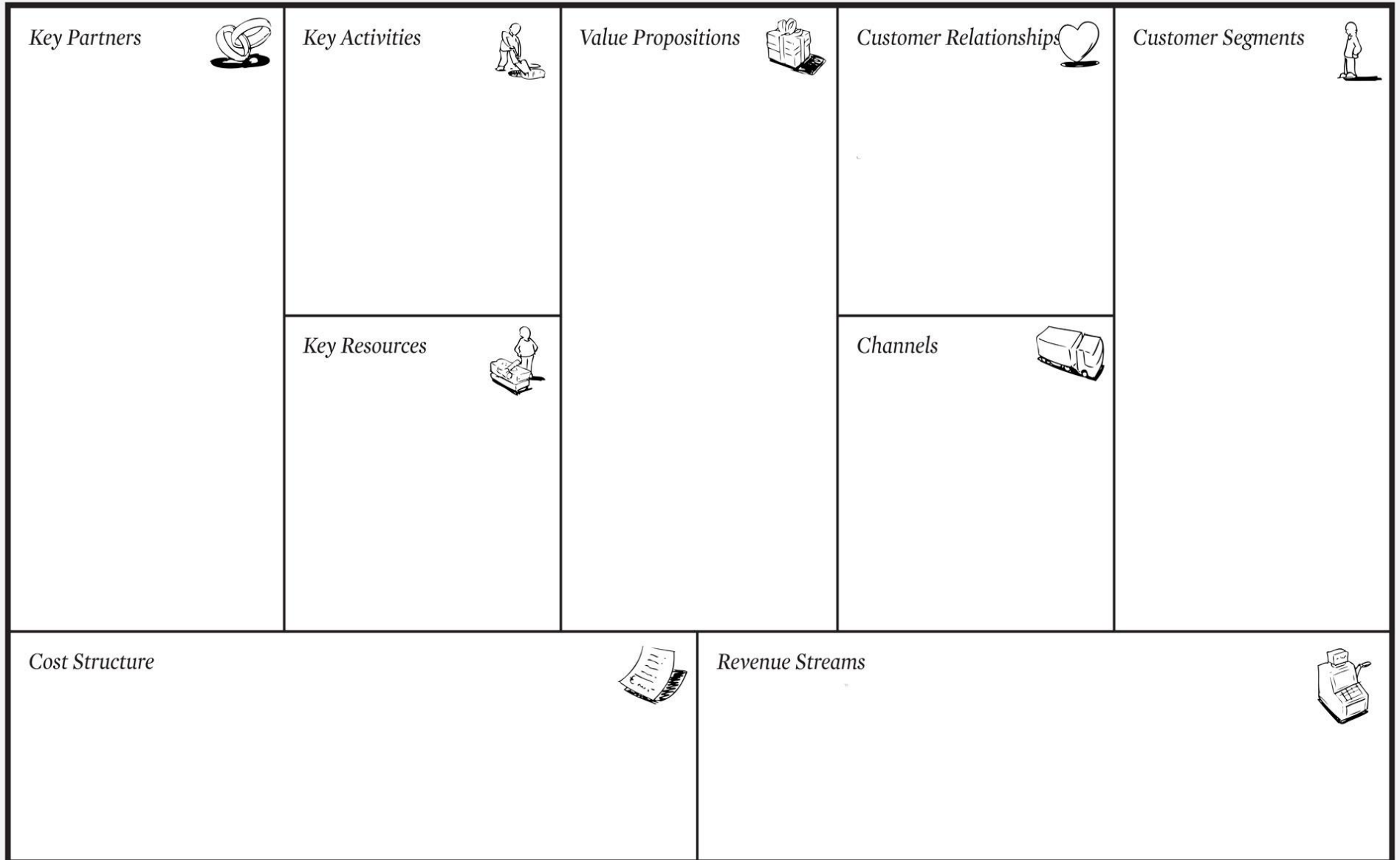
(Source: *Business Model Generation* by Alex Osterwalder & Yves Pigneur)

The Business Model Canvas

Designed for:

Designed by:

On: Day: _____ Month: _____ Year: _____
 Iteration: No. _____



CUSTOMER SEGMENTS

Defines the different groups of people or organizations an enterprise aims to reach and serve.

Customers comprise the heart of any business model. Without (profitable) customers, no company can survive for long. In order to better satisfy customers, a company may group them into distinct segments with common needs, common behaviors, or other attributes. A business model may define one or several, large or small, Customer Segments. An organization must make a conscious decision about which segments to serve and which segments to ignore. Once this decision is made, a business model can be carefully designed around a strong understanding of specific customer needs.

Customer groups represent separate segments if:

- Their needs require and justify a distinct offer
- They are reached through different Distribution Channels
- They require different types of relationships
- They have substantially different profitabilities
- They are willing to pay for different aspects of the offer

Types:

- Mass Market
- Niche Market
- Segmented
- Diversified
- Multi-sided Platform

Questions to Consider:

- For whom are we creating value?
- Who are our most important customers?

Notes

VALUE PROPOSITIONS

Describes the bundle of products and services that create value for a specific Customer Segment.

The Value Proposition is the reason why customers turn to one company over another. It solves a customer problem or satisfies a customer need. Each Value Proposition consists of a selected bundle of products and/or services that caters to the requirements of a specific Customer Segment. In this sense, the Value Proposition is an aggregation, or bundle, of benefits that a company offers customers. Some Value Propositions may be innovative and represent a new or disruptive offer. Others may be similar to existing market offers, but with added features and attributes.

Characteristics:

- Newness
- Performance
- Customization
- “Getting the Job Done”
- Design
- Brand/Status
- Price
- Cost Reduction
- Risk Reduction
- Accessibility
- Convenience/Usability

Questions to Consider:

- What value do we deliver to the customer?
- Which one of our customer’s problems are we helping to solve? Which customer needs are we satisfying?
- What bundles of products and services are we offering to each Customer Segment?

Notes

CHANNELS

Describes how a company communicates with and reaches its Customer Segments to deliver a Value Proposition.

Communication, distribution, and sales Channels comprise a company's interface with customers. Channels are customer touch points that play an important role in the customer experience.

Channel Phases:

1. Awareness

How do we raise awareness about our company's products and services?

2. Evaluation

How do we help customers evaluate our organization's Value Proposition?

3. Purchase

How do we allow customers to purchase specific products and services?

4. Delivery

How do we deliver a Value Proposition to customers?

5. After sales

How do we provide post-purchase customer support?

Questions to Consider:

- Through which Channels do our Customer Segments want to be reached?
- How are we reaching them now?
- How are our Channels integrated?
- Which ones work best?
- Which ones are most cost-efficient? How are we integrating them with customer routines?

Notes

CUSTOMER RELATIONSHIPS

Describes the types of relationships a company establishes with specific Customer Segments.

A company should clarify the type of relationship it wants to establish with each Customer Segment. Relationships can range from personal to automated.

Customer relationships may be driven by the following motivations:

- Customer acquisition
- Customer retention
- Boosting sales (upselling)

Examples:

- Personal assistance
- Dedicated Personal Assistance
- Self-Service
- Automated Services
- Communities
- Co-creation

Questions to Consider:

- What type of relationship does each of our Customer Segments expect us to establish and maintain with them?
- Which ones have we established? How costly are they?
- How are they integrated with the rest of our business model?

Notes

REVENUE STREAMS

Represents the cash a company generates from each Customer Segment (costs must be subtracted from revenues to create earnings).

If customers comprise the heart of a business model, Revenue Streams are its arteries. A company must ask itself, for what value is each Customer Segment truly willing to pay? Successfully answering that question allows the firm to generate one or more Revenue Streams from each Customer Segment. Each Revenue Stream may have different pricing mechanisms, such as fixed list prices, bargaining, auctioning, market dependent, volume dependent, or yield management.

A business model can involve two different types of Revenue Streams:

- Transaction revenues resulting from one-time customer payments
- Recurring revenues resulting from ongoing payments to either deliver a Value Proposition to customers or provide post-purchase customer support

Types (or methods of generating revenues):

- Asset sale – customer purchases an asset for an agreed price
- Usage fee – pay for using a service; pay on a per-use basis
- Subscription fees – pay for a regular subscription for continued use
- Lending/Renting/Leasing – pays to use an asset for a fixed period of time
- Licensing – permitted to use product in exchange for lic fee pd to rights holder
- Brokerage fees – broker acts as an intermediary betw. customer, provider
- Advertising – make an income from advertising

Pricing Mechanisms:

Fixed Pricing:

- (Fixed) list price – fixed and non-negotiable
- Product feature dependent – price changes based on # of features
- Customer segment dependent – changes based on segment
- Volume dependent – price changes depending on amount purchased

Dynamic / Variable Pricing:

- Negotiation (bargaining) – parties negotiate to achieve an agreed price
- Yield management pricing – price fluctuates based on inventory available and the time of purchase
- Real-time-Market pricing – changes continuously based on supply, demand
- Auctions – price determined by the highest bidder

Questions to Consider:

- For what value are our customers really willing to pay?
- For what do they currently pay?
- How are they currently paying?
- How would they prefer to pay?
- How much does each Revenue Stream contribute to overall revenues?

Notes

KEY RESOURCES

Describes the most important assets required to make a business model work.

Every business model requires Key Resources. These resources allow an enterprise to create and offer a Value Proposition, reach markets, maintain relationships with Customer Segments, and earn revenues.

Different Key Resources are needed depending on the type of business model. A microchip manufacturer requires capital-intensive production facilities, whereas a microchip designer focuses more on human resources. Key resources can be physical, financial, intellectual, or human. Key resources can be owned or leased by the company or acquired from key partners.

Types of Resources:

- Physical Intellectual (brand patents, copyrights, data)
- Human
- Financial

Questions to Consider:

- What Key Resources do our Value Propositions require?
- What Key Resources do our Distribution Channels require?
- What Key Resources do our Customer Relationships require?
- What Key Resources do our Revenue Streams require?

Notes

KEY ACTIVITIES

Describes the most important things a company must do to make its business model work.

Every business model calls for a number of Key Activities. These are the most important actions a company must take to operate successfully. Like Key Resources, they are required to create and offer a Value Proposition, reach markets, maintain Customer Relationships, and earn revenues. And like Key Resources, Key Activities differ depending on business model type. For software maker Microsoft, Key Activities include software development. For PC manufacturer Dell, Key Activities include supply chain management. For consultancy McKinsey, Key Activities include problem solving.

Categories:

- Production
- Problem Solving
- Platform/Network

Questions to Consider:

- What Key Activities do our Value Propositions require?
- Our Distribution Channels?
- Customer Relationships?
- Revenue streams?

Notes

KEY PARTNERSHIPS

Describes the network of suppliers and partners that make the business model work.

Companies forge partnerships for many reasons, and partnerships are becoming a cornerstone of many business models. Companies create alliances to optimize their business models, reduce risk, or acquire resources.

We can distinguish between four different types of partnerships:

- Strategic alliances between non-competitors
- Coopetition: strategic partnerships between competitors
- Joint ventures to develop new businesses
- Buyer – supplier relationships to assure reliable supplies

Motivation for Partnerships:

- Optimization and economy
- Reduction of risk and uncertainty
- Acquisition of particular resources and activities

Questions to Consider:

- Who are our Key Partners?
- Who are our key suppliers?
- Which Key Resources are we acquiring from partners?
- Which Key Activities do partners perform?

Notes

COST STRUCTURE

Describes all costs incurred to operate a business model.

This building block describes the most important costs incurred while operating under a particular business model. Creating and delivering value, maintaining Customer Relationships, and generating revenue all incur costs. Such costs can be calculated relatively easily after defining Key Resources, Key Activities, and Key Partnerships. Some business models, though, are more cost-driven than others. So-called “no frills” airlines, for instance, have built business models entirely around low Cost Structures.

Is your business more:

- Cost Driven (leanest cost structure, low price value proposition, maximum automation, extensive outsourcing)
- Value Driven (focused on value creation, premium value proposition)

Sample Characteristics:

- Fixed costs (salaries, rents, utilities)
- Variable costs
- Economics of scale
- Economics of scope

Questions to Consider:

- What are the most important costs inherent in our business model?
- Which Key Resources are most expensive?
- Which Key Activities are most expensive?

Notes

		Helpful		Harmful			
Internal	Strengths	Themes most mentioned		Themes most mentioned		Current	
			#		#		
		Staff	5	Financial sustainability (financial and capacity)	6		
		Regional advocacy	3	Not all R9 governments members (one is the largest city in the region; at least one county)	4		
		Regional collaboration	3	Lack of board engagement; mbrs leaving	3		
		Knowledge (i.e., grand funding streams, broadband)	2	Staff direction / Scattered vision	2		
		Other (i.e., Board members; lean organization, relatively low member fees, most governments are paying members, middle mile broadband effort)	5	Other (i.e., service overlap with other orgs; inability to show tangible results, broadband confusion, small staff can't do it all)	4		
External	Opportunities	Themes most mentioned		Themes most mentioned		Emerging	
			#		#		
		More regional coordination, including all R9 govts, San Juan County NM, tribes, connecting individual organizations to address needs/issues, connecting all regional resources to work on common goals	7	Lack of funding; Dues - perceived mbr value	5		
		Obtain success on 1-2 regional issues; celebrate and publicize successes	2	Jobs / Affordable Housing	3		
		Other (i.e., convention center, housing, recycling, recreation, broadband is vitally important, explain need for middle mile broadband)	4	Not all R9 governments are members	2		
				Other orgs with similar services / competing fees	2		
				Other (i.e., decreases in available grant funding, inability of members to come together on key issues that result in clear direction for COG staff, broadband moving slow, lack of knowledge related to org efforts, lack of buy-in from members or potential members)	5		
				Threats			

= frequency of mentions (out of 7 respondents)

Strengths	#	Weaknesses	#
<p>Staff Board Members Dedicated, passionate staff Knowledgeable Executive Director Director well respected and has connections Established organization with statewide clout. Understanding of different grant funding streams. Staff retention. Speaking with one voice for a number of small governments Providing information and a source for state and federal officials on what is important for the area. lean organization, relatively low member fees most governments are paying members opportunity to do a lot of regional projects knowledge of broadband Middle Mile Broadband Effort Regional Collaboration Regional Advocacy</p>		<p>Sustainability Not all governments in Region 9 are members Sufficient resources (financial and capacity) Funding Not all governmental agencies are members Lack of Board engagement Lack of funding beyond membership funding. Members leaving the COG Staff direction. That the largest city in the region and at least one of the counties don't participate. Overlap of services with other organizations. inability to show tangible results broadband confusion small staff can't do it all I'm not really sure Financial Sustainability Membership Engagement Scattered Vision</p>	
Opportunities	#	Threats	#
<p>Represent all region 9 governments Develop working relationship with San Juan County NM Develop working relationship with tribes Development of a regional alliance Regional approach to solving issues such as broadband Obtaining success on 1-2 regional issues like broadband. Connecting all regional resources that often are not working together for common goals. Connecting with individual organizations to find answers to needs or issues. Broadband/high speed internet doesn't seem to be getting much traction but is vitally important to the region.</p>		<p>Not all governments in region 9 are members of the COG Dues - Perceived value from member organizations Decreases in available grant funding for large projects Further erosion of membership Rise of other organizations performing similar services Members feeling like they are not receiving ample service or representation and decide to not fund the COG. In ability for the membership to come together on key issues that result in clear direction for COG staff. Lack of funding from all sources. Jobs - good paying jobs and the quality workforce that goes with it.</p>	

<p>Everyone seems to be looking at convention centers. Perhaps be the lead because if everyone builds one will there be enough business to go around? Where is the best location?</p> <p>housing recycling recreation not sure</p> <p>Explain the need for the Middle Mile Broadband Celebrate and publicize successes</p>		<p>Jobs - affordable housing, if middle income people can't afford to live in this region it will lead to more homelessness and the problems that go with it.</p> <p>Jobs - if we don't have jobs and by extrapolation taxpayers there will have to be more focus on one organization that provides the most bang for the buck in each community.</p> <p>competing organizations/fees; hard to justify membership broadband is moving slow lack of funding Lack of knowledge related to organization efforts. Lack of buy in from members or potential members.</p>	
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Comments:

Miriam is to be commended for her persistence in trying to move this organization forward.
The COG has had success in past years which is a strength for the organization.
lost some key members

Big Ideas for SWCCOG Strategic Planning Session 1

During the June 28th meeting, you will be asked to develop 1 or 2 “Big Ideas” (or “What if” scenarios) to enhance the financial viability, value delivered to members, and/or overall effectiveness of SWCCOG going forward. Please be thinking of creative “out-of-the-box” ideas that will drive a breakthrough for SWCCOG in some significant or game-changing way in the areas of financial viability, value delivered, and/or overall effectiveness.

Background and Helpful Information

To: SWCCOG Board of Directors
From: Miriam Gillow-Wiles
Date: 28 June 2019

Comments: In an effort to provide more information and background without taking up time in the strategic planning sessions, Staff, along with the Board Chair, Karen, and Paul have put together a variety of documents to provide comprehensive background data and accessible information for the

Information on COGs

- This includes information on what and how COGs generally function, how the SWCCOG differs, and some examples of rural COG success stories.

SWCCOG Program and Activities

- These are organized under the six “goals” of: Ageing, Environment, Housing, Telecommunications, Transportation, and Tourism as well as other activities and some ideas for opportunities for Member Jurisdictions

Accomplishments

- List of various accomplishments over the years of the SWCCOG – this will be provided in the SWCCOG Strategic Planning Session.

2018 Critical Success Factors – Updated

- The Critical Success Factors selected at the 2017 Board Retreat for 2018, updated in Q4 2018 and Q2 2019

Common Goals from CEDs and CDAPs

- Staff compared the regional CEDs and CDAPs, this document shows the overlapping goals across the region.

Board Member Handbook – 1 Page Overview

- Outlines expectations, roles, and general information about meetings/time lines and contact information for SWCCOG Staff.

Basic Annual Income vs Expenses

- High level over view of dues, grant income, and expenses for 2015-2018 along with a graphical representation.

General Information on COGs

To: SWCCOG Board of Directors
From: Miriam Gillow-Wiles
Date: 28 June 2019

Comments: **What is a Regional Council or Council of Governments¹**

A regional council (RC) or council of governments (COG) – these terms are generally interchangeable, and might also be called regional planning commissions, regional commissions, or planning districts – is a multi-service entity with state- and locally-defined boundaries that delivers a variety of federal, state, and local programs while carrying out its function as a planning organization, technical assistance provider, and “visionary” to its member local governments. As such, COGs and RCs are accountable to local units of government and effective partners for state and federal governments.

Conceived in the 1960s, COGs and RCs are stable, broad-based organizations adept at consensus-building, creating partnerships, providing services, problem solving, and fiscal management. The role of the regional council has been shaped by the changing dynamics in federal, state, and local government relations, and the growing recognition that the region is the arena in which local governments must work together to resolve social and environmental challenges. These organizations have carved out a valuable niche for themselves as reliable agents and many more operate independent of federal funding. Comprehensive and transportation planning, economic development, workforce development, the environment, services for the elderly and, clearinghouse functions are among the types of programs managed by COGs and RCs. Of the 39,000 local, general purpose governments in the United States (counties, cities, townships, towns, villages, boroughs) a total of more than 35,000 are served by COGs and RCs.

National and State Associations²

Several national organizations exist to serve the needs (and lobby for the interests of) regional CoGs. These include the National Association of Regional Councils (NARC), the National Association of Development Organizations (NADO), similar voluntary associations also exist at the state level, such as the Colorado Association of Regional Councils (CARO).

- Please note, that the SWCCOG is a member of NARC, Region 9 is a member of NADO, and the two organizations split CARO membership.

¹ <http://narc.org/about-narc/cogs-mpos/>

² https://en.wikipedia.org/wiki/Council_of_governments

General Information on COGs

How the SWCCOG Differs from Other COGs

- The SWCCOG is a much younger organization, at only ten years old.
- Unlike other regions, AAA, economic development, and COG are all separate entities in SWCO
 - o This can create challenges due to revenues, meetings fatigue/overlap, and community/county revenue challenges when deciding what regional entities to fund.
- COGs are not defined in the state statues, and can be 501c 3/4/6 or a division of local government – this allows us to be very flexible
 - o SWCCOG is a division of local government
- SWCCOG has been working on broadband for the entirety of it's life, far longer than many other COGs.

Successes of Other COGs:

Green River Area Development District - Kentucky

Reducing Food Waste and Helping Homebound Seniors

A regional hospital approached the Green River Area Development District (GRADD) with a problem: they discard 300-500 meals a week, and want to find a way to assist the older adults in the region while reducing their food waste. Meanwhile, the Senior Community Center of Owensboro Daviess County makes food deliveries to homebound seniors Monday through Friday, but not during the evenings or on weekends. GRADD connected these organizations, providing technical assistance and encouragement to help them work together to provide frozen meals for homebound seniors. To date, the program has helped provide 8,542 frozen meals to homebound clients to provide evening and weekend meals. There are about 60-90 seniors receiving two frozen meals every weekend. The program has been so successful, the Kentucky Department of Aging and Independent Living are currently working with GRADD to find a way to replicate the program statewide.

Alamo Area Council of Governments

TXServes – San Antonio

In 2017, Alamo Area Council of Governments (AACOG) opened the first AmericaServes Coordination Center in Texas, TXServes-San Antonio, to provide unequalled access to the very best and most comprehensive network of services, resources, and care designed exclusively for military service members, veterans, and their families within the region. In 18 months of operation, AACOG has received over 4,000 requests for services and have 91 service provider partners in their network. Compared to other networks across the country, TXServes-San Antonio is operating at a larger scale while maintaining their timeliness in serving clients. It was recently recognized as the Regional Practice Champion by the Institute for Veterans and Military Families and in a recent report from the Governor's Committee to Support the Military.

General Information on COGs

Region 10 Economic Development District

Montrose, Gunnison, Hinsdale, Delta San Miguel Counties

Regional Broadband Development

Region 10 was one of the first regions in the state of Colorado to complete a regional broadband plan in 2015, as a result they were able to obtain DOLA \$6.98 Million in 2016 to build/obtain middle mile fiber between Montrose and Ouray, as well as extend fiber into Gunnison, Hinsdale, and San Miguel Counties. They are currently still working on broadband development and have had many great success stories, including the Delta Montrose Electric Association support fiber development, and the creation of a fiber company, Lightworks Fiber, LLC, by displaced coal miners.

SWCCOG Projects/Programs

June 2019

Goals

Ageing

Environment

Recycling

- Waste Audit
 - o first ever regional waste audit in state, grant cycle developed due to our work
 - o only data for SWCO on waste stream
- Recycling Education
 - o Website development
 - o Curriculum development and presentation with Cortez Middle School
- Applying for funds to identify best use of regional glass waste through CDPHE

Local Foods

Resiliency Planning

- Lincoln Institute and Sonoran Institute
- La Plata Resiliency Planning
- Working on funding for regional resiliency planning

Housing

- Applied for regional housing plan
- Working with DOLA to find funding for regional housing plan
- Partnering with Housing Solutions for the SW
- Regional Housing Alliance of La Plata County is managed by SWCCOG
- Part of La Plata/Durango's Homelessness coalition planning process

Telecommunications

Broadband

- Regional broadband development
- Support for community level broadband development
- Broadband policy
 - o ED is recognized as Rural Broadband Policy expert
- Broadband Legislation
 - o State and Federal Levels
- Seeking 13.3M from FCC funds
- DOLA funding \$18k for broadband grant applications
- Regional Broadband Planning
 - o Routes Engineered per Broadband Plan
 - Dove Creek – Cortez
 - Cortez – Telluride
 - Cortez – Durango

- Durango – Silverton
 - Durango – Pagosa Springs (partially)
 - Pending: Cortez – Shiprock – Farmington – Aztec – Durango
 - DOLA 48k, SJCNM 30k, ISPs 3-5k
 - Development of Regional Plan into blueprint and action plan
- Working with Pew Charitable Trusts on rural broadband policies
- Working with State Attorney General on state Broadband Policy, legislation, and solutions to funding needs
- Broadband education
 - Elected Officials (local, state, federal)
 - Colorado Bar Association
 - Citizens
- Working relationships with multiple ISPs
- National resource for other regional organizations regarding Broadband
- Aggregation of connectivity for SWCCOG members and other Community Anchor Institutions

IT Support

- Provide support for smaller communities with high level IT support
- Dolores County, Town of Dolores, Town of Mancos, Town of Silverton, San Juan County CO, Town of Bayfield, Town of Ignacio and Town of Pagosa Springs IT plan
- Current funding: 15k to create test case for off site data storage/migration to the cloud with La Plata County and Bayfield.
- Help keep COG membership abreast of IT trends and threats

Shared Software

- GrantFinder/GrantTracker software for all SWCCOG dues paying members
- Previously provided broadband asset management software
- Video conferencing software

Transportation

SWTPR

- Management and administration of rural transportation planning organization
- Meeting support
- Support for regional planning
- ED co-chair of national transportation committee

Transit Council

- 4 Corners Transit Plan
- Transit planning between Durango and Cortez
- Transit Council (quarterly) meetings, provide management and administration
- Seeking funding for a part time transit position for state FYs 2019-2020 and 2020-2021

Tourism

Nothing being worked on at this time

Other Projects/Activities

Legislative Engagement

Grant Management

Workforce Development

- USDA REDI Technical Assistance grant awarded 6/6/2019 for Regional Workforce redevelopment with emphasis engaging in technology
- CDL redevelopment with PCC
- Seeking funding to create a broadband/technology program with San Juan College

Opportunities for Service for Member Jurisdictions

- Shared staffing
 - o Planner
 - o Grant writing/management
 - o Communications/Marketing support
 - o IT
 - o GIS
- IT Infrastructure
 - o VOIP
 - o Internet
 - o Hardware
 - o Software
 - o Shared modern facilities for broadband equipment (switches routers) aka a co-location facility
- Regional Transportation Authority
 - o Airport
 - o Transit
 - o Potentially more funding for regional transportation
- Regional Broadband Authority
 - o More leverage to negotiate with ISPs
 - o One organization to manage/support broadband assets
 - o Simplify mapping and locates
 - o Regional Broadband Manager
 - Communities could rely on this position instead of paying out 100,000s for broadband planning and development
- Revolving Loan Program for SJCNM
- Incorporate economic development in SJCNM under COG Umbrella
- Concerted effort to coordinate and congeal other regional organizations under SWCCOG
- Create Non-Profit to provide non-profit management for multitude of non-profits
 - o Including co-working space

Critical Success Factors (CSF) as identified from 2017 SWCCOG Board Retreat

Updated 6 September 2018

Critical Success Factor	Status
CSF 1: Financial Stability	
GOAL 1: Optimize SCAN/Dark Fiber income	
Action Step 1- Identify any unleased SCAN fiber and get it leased	Unleased SCAN fiber has been discussed with the ISPs and Local Governments – Not all local governments have engaged with SWCCOG to lease SCAN assets. 2019: Pagosa Springs/Archuleta are looking to lease dark Fiber.
Action Step 2 – Review Current leases and make certain all leases are renewed when they expire.	Existing leases reviewed and when renewed pricing changes applied
GOAL 2: Establish 501(c)_ grant-receiving entity.	
Action Step 1 – Do the research to determine the appropriate 501(c) designation for COG’s purposes.	SWCCOG can start any 501c entity. However, there are many 501c3s in the area, and Region 9 is a 501c6, leading to the discussion of a 501c4
Action Step 2 – Complete the application for the appropriate 501(c) designation	Application for 501c4 has not been completed – SWCCOG formed the Healthcare Consortium to apply for FCC USAC Funding
Action Step 3 – Submit Application	Incomplete
Action Step 4 – 501(c) organization approved	Incomplete
GOAL 3: Broadband Administration Fees – Aggregation of Connectivity	
Action Step 1 – Survey CAIs	Done
Action Step 2 – Negotiate cost/mg with ISPs	Done
Action Step 3 - Contracts with Providers	Done – Contracts approved June 2018 – To date, no SWCCOG member has taken SWCCOG – Member Jurisdiction Contract to respective elected body. 2019: Still no community purchasing through aggregation of connectivity, just one CAI.
GOAL 4: Middle Mile Construction Funding	
Action Step 1 – Identify Construction grants available for this purpose	Done
Action Step 2 – Develop Steps to write Grant – prioritized by potential revenue	Done – FCC USAC Funding
Action Step 3 – Submit the Construction grants to the appropriate granting entity.	Done – 13M in FCC USAC Funding applied for in June 2018, 18M in FCC USAC Funding Applied for in May 2019
GOAL 5: Reconsider Dues Structure including allocation formula	
Action Step 1 – Review ROI for each entity	Done

Action Step 2 – Review Allocation formula	Done
Action Step 3 – Submit proposed new dues structure to the Board for Approval	Discussed in 2017 – Board Opted not to change dues structure
Action Step 4 – Approve new dues structure	N/A
Action Step 5 – Apply new dues structure increasing income to COG	N/A
CSF 2: Leverage Relationships	
GOAL 1: Identify areas of leverage/collaboration with each entity: Region 9, Housing Solutions, AAA, 4Core; SJBH	
Action Step 1 – Review the Mission/Activities/Current State of each potential organization to determine where there might be opportunities for cooperation/leverage	Some reviewed – especially Region 9. Region 9 and SWCCOG in 2018 . Working with Housing Solutions for same discussion, and working with SJCNM in 2019 .
Action Step 2 – Develop Leveraging scenarios with the selected organizations.	Working with Region 9 to develop strategic planning for coordination – SWCCOG Strategic Planning came from coordination with Region 9 . SJCNM is invited to 2019 SWCCOG Strategic Planning . Housing Solutions is working on strategic planning
Action Step 3 – Take scenario proposal(s) to the full Board for a work session	In process – Expected Late 2018. Ended due to lack of overlap, and SWCCOG need of strategic planning .
Action Step 4 – Take final proposal to the full Board for approval	Expected Q1 2019 – SWCCOG strategic planning completed in Q3 2019
GOAL 2: Proactively identify organizations to work and/or coordinate with to align with them before they are in crisis mode.	
Action Step 1 – Identify those organizations that are potentials.	Somewhat done.
Action Step 2 – Monitor Federal & State legislation and how they impact other regional organizations	Done/ Ongoing – legislation shared with SJBPH, Region 9, and La Plata County Economic Development Alliance
Action Step 3 – SWCCOG convene with impacted organizations and look for regional solutions	Incomplete – also challenging politically. SWCCOG has discussed more with regional organizations about regional coordination and support .
CSF 3: Broadband Completion	
GOAL 1: Targeting Funding	
Action Step 1 – Identify 1 specific scope of the project (from this date forward)	Done
Action Step 2 – Identify the funding source for the specific scope of the project.	Done
Action Step 1 – Write Grants	Done in 2018. Done in 2019
Action Step 2 – Submit grants to the granting authorities	Done/In Process – 15M in FCC USAC Funding applied for in June 2018. DOLA Grant Dec 2018 (withdrawn in January 2019 when USAC funding was not realized) . 18M USAC funding applied for in May 2019, DOLA REDI Funding received June 2019 for broadband engineering .

Action Step 3 – Contract with Grantor/Hire Grant Manager	Working with Legal and FCC USAC Awardees to finalize contracts. 2019 USAC Application included executed Contracts.
GOAL 2: Engineering Project	
Action Step 1 – Identify Wired/Wireless: and Arial/Buried	Done in conjunction with FCC USAC Funding. Identified additional routes needed for engineering.
Action Step 2 – Create an RFP for Engineers	Done. 2019: under NeoConnect Contract
Action Step 3 – Award Engineering Proposal	Done via FCC USAC Funding. 2019: Funding received from DOLA REDI and SJCNM, engineering to start in Q3 2019.
GOAL 3: Hire Project Manager	
Action Step 1 – Write job description for project manager	Done
Action Step 2 – Post job description	Need funding before posting position – Potentially DOLA Dec 2018 Grant. 2019: still in need of funding, talks with Region 10 about sharing position, and therefore reduction of cost for SWCCOG
Action Step 3 – Review Applicants	
Action Step 4 – Interview Final Applicants	
Action Step 5 – Select Finalist	
Action Step 6 – Offer the job to the finalist	
Action Step 7 – Contract with the Project Manager	
GOAL 4: Build the designated section of the Broadband	
Action Step 1 – Break ground on the designated section	2019 – Not done due to USAC funding. Funding applied for in 2019, ideally 2020 break ground.
CSF #4 – Maintain Federal and State Legislation Monitoring and Action – Become a Legislative Powerhouse	
Action Step 1 – Monitor State and Federal Legislation for issues that impact SWCCOG and other related organizations.	Ongoing process – varies by legislative sessions
Action step 2 – Identify External Impact on Regional Organizations – Fed. State and Local	Ongoing
Action Step 3 – Monitor Budget Impacts of legislation on Regional Organizations	Done on an as needed basis
Action Step 4 – Testify when necessary and appropriate	Done on an as needed basis

County Priorities

	La Plata	Archuleta	Montezuma	Dolores	San Juan
Economic and Business Development	Feasibility of industrial business park locations/ infrastructure; Bayfield's Downtown CO, Inc. plan; revitalization project of downtown Ignacio	Downtown, Inc. plan; Implement applicable Biomass Utilization Study Recommendations; supply Biofuel for Biomass Power Project; Airport Marketing project; Support sustainability of county level Econ. Development Organization	Recruit new businesses; retain and grow existing businesses; promote Enterprise Zone tax credits; develop strategies that will support agricultural sector; improve workforce development and retention; build market for area crops	Create agri-business opportunities and recruit processing facilities; community greenhouse in Rico; recruit businesses including Weber Business Park	Develop economy by addressing Upper Animas watershed and water quality and the effects of reclamation on historic features; Silverton beautification projects; sustain San Juan Development Association
Transportation /other public infrastructure	Priority highway transportation project; airport terminal project	Priority intersection improvements; road maintenance	Address key road and infrastructure improvements	Revamp water sanitation in Dove Creek; construct central sewer system in Rico; expand transit network	Restoration, repair and maintenance of buildings
Telecommunications	Provide Rural Areas with High Speed Connections & Fiber	Broadband Ubiquity Project	Advance infrastructure (only project ranked 'very high' priority)	Pursue telehealth re: mental illness; expand broadband to businesses and residents	
Tourism			Develop a strategic plan for long-term sustainability of the tourism industry; trail building and maintenance	Grow Chambers of Commerce; seek development of spa and campground; plan trail systems/map existing trails	Plan trail systems
Housing	Ignacio rock	Identify and			Apartment

	creek housing project; Durango housing analysis; second mortgage loans	meet community workforce housing needs			complex housing project
Education	Construction of new primary school in Bayfield; increase enrollment and course offerings for SWCCC; Southern Ute Head start Facility; FLC Sciences building			Increase funding to maintain safe facilities	Sustain Summer School and enrichment programs
Recycling/ Landfills	Develop regional recycling facility	Expand Recycling Program			

BOARD MEMBER SUMMARY

HOW TO HELP THE SWCCOG SUCCEED

The role of the Board is to provide mission-based leadership, fiscal responsibility, strategic governance, and support to the work of the SWCCOG. The SWCCOG relies on each member to help direct the policy and development of the organization.

Bring information from each respective community and municipal/county board to the meetings for appropriate input into regional decision-making. Additionally, act as a liaison to your local board, keeping them well-informed of SWCCOG programs, activities, and issues at hand.

Determine and monitor the organization’s purpose and goals as well as proposed and current programs to ensure efforts are consistent with the organization’s established mission.

Ensure that board directives and policy decisions are carried out and the organization complies with all applicable federal, state, and local laws and regulations.

Elect a Chair, Vice Chair and Treasurer annually, these positions comprise the Executive Committee.

Select the Executive Director, establish expectations, provide compensation package, provide support as they develop and implement policy objectives, and annually evaluate performance.

Maintain oversight of the SWCCOG’s finances and ensure resources are managed effectively.

Put the interests of the organization before any personal or professional concerns and avoid potential conflicts of interest. Any conflicts of interest must be immediately disclosed to the board.

Attend monthly board meetings and committee meetings as needed. Review agendas and supporting materials prior to such meetings.

NEW MEMBER TRAINING

Quarter 1:

- Meet with Executive Director and outgoing board representative for high level overview of SWCCOG (2 hours)
- Attend SWCCOG board meeting with outgoing board representative
- Provide best phone number and email address to staff
- Meet with Executive Director following each of the three SWCCOG meetings (2 hours)

Quarter 2:

- Meet with Executive Director following two or three of the SWCCOG meetings (1 hour)

Quarter 3:

- Check-in with Executive Director following two or three of the SWCCOG meetings (30 minutes)

Quarter 4:

- Check-in with Executive Director as needed (30 minutes)

QUICK INFORMATION

Spring:

- Submit signed Certificate of Participation appointing one representative and one alternate to serve for two year terms
- Schedule annual meeting with Executive Director and your jurisdiction's board/council
- Attend board member retreat
 - Review accomplishments
 - Set goals

Summer:

- Review draft budget based on goals

Fall:

- Approve final budget

Winter:

- Elect Chair, Vice Chair, and Treasurer for following year
- Set meeting dates for following year

Meeting Ground Rules:

- Be prompt
- Participate
- Be respectful of others
- Avoid side conversations
- Share responsibility for keeping things on track
- Procedural rules are used to maintain order
- All persons must be recognized by the chair before speaking
- Time limits may be set on certain topics
- Know the basic rules of order to ensure motions and procedures are understood

Find us at:

<http://www.swccog.org>
295 Girard Street, Durango, CO 81303
24.06.19

Meeting Dates:

SWCCOG
Second Thursday each month, 1:30 p.m.

SWTPR
Second Thursday even months, 9:00 a.m.

Transit Council
Third Friday odd months, 9:00 a.m.

Staff Contacts:

Miriam Gillow-Wiles, Executive Director
970-779-4592, director@swccog.org

Sara Trujillo, Accountant
sara@swccog.org

Jessica Laitsch, Coordinator
info@swccog.org

AmeriCorps Vista
vista@swccog.org

Engagement with specific staff should first be discussed with Executive Director.

SWCCOG Revenues vs Expenses paid for by Grants and General Fund

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

