



SWCCOG 2021 FINAL BUDGET

The SWCCOG was formed in December 2009 to promote regional cooperation and coordination among local governments and between levels of government for the geographic area comprising the Counties of Archuleta, Dolores, La Plata, Montezuma, and San Juan. The need for the SWCCOG is based on the recognition that the people of the Region form a single community and are bound together not only physically, but economically and socially. It is the purpose of the SWCCOG through its participating membership, staff and programs, to provide local public officials with the means of responding more effectively to the local and regional problems of this regional community.

The SWCCOG is tasked with addressing issues relevant to the well-being of Southwest Colorado, specifically related to the broad, overlapping and interconnected issues of:

- Aging
- Environment
- Housing
- Telecom
- Transportation
- Tourism

Each of these issues have significant impacts for the entire region, overlap political boundaries, and are intertwined as to each influence the others in countless ways. The SWCCOG strives to maximize regional progress across these complex issues while ensuring a judicious use of resources.

BUDGET SUMMARY

The majority of the SWCCOG's revenues and expenses are grant funded projects, either:

- Directly awarded funds for the purpose of directly or contractually working on identified goals, or
- Pass-through for projects for which we the fiscal manager, but do not directly work on the projects.

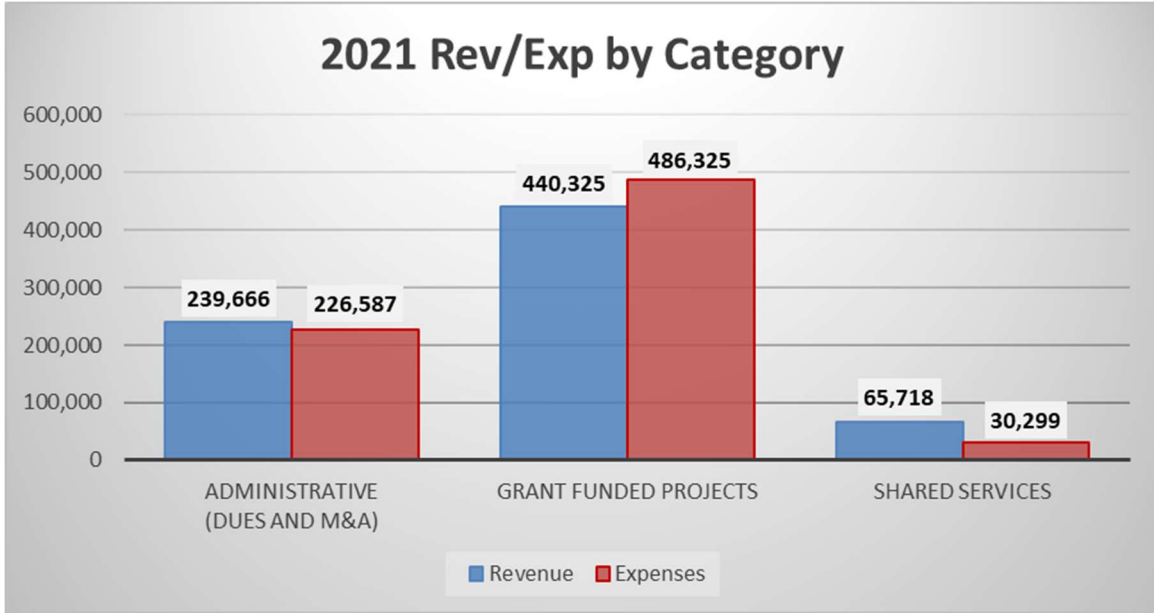
This creates budget volatility and difficulty ensuring adequate funding for operations into the future. In the interest of minimizing the uncertainty of annual fluctuations as well as to ensure we budget within our means; we generally avoid including estimated revenue and expenses for grants which have not been officially awarded. If the SWCCOG is successful in securing additional funding, we anticipate making budget adjustments as necessary.

Stability for the organization results from membership dues, providing a majority of the support for general staffing and overhead costs. For the 2021 budget, the Board agreed to a modest increase in the amount of dues to be collected, the first such increase since 2018. One high priority goal for 2021 is to regain former member jurisdictions as well as to identify opportunities for enhanced collaboration with jurisdictions outside the 5-county region.

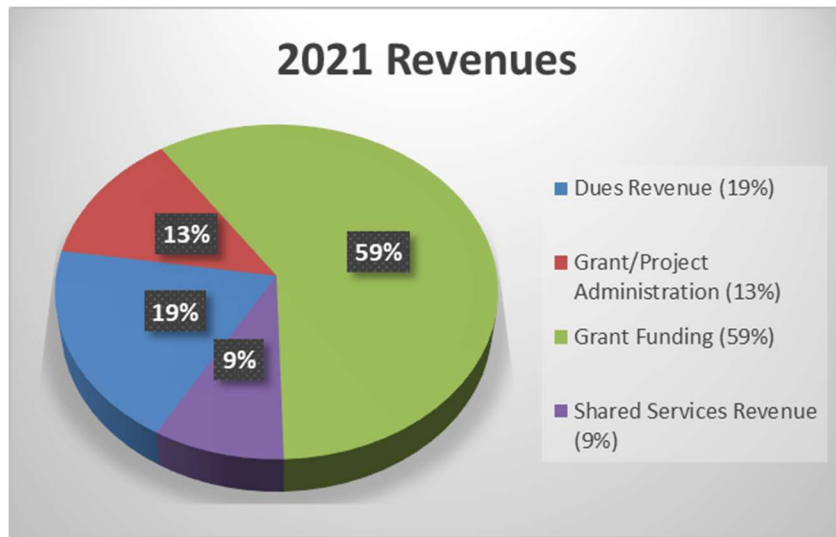
This draft budget is a balanced budget with anticipated revenue of \$745,709 and anticipated expenses of \$743,211.

CATEGORIES IN THE 2021 BUDGET

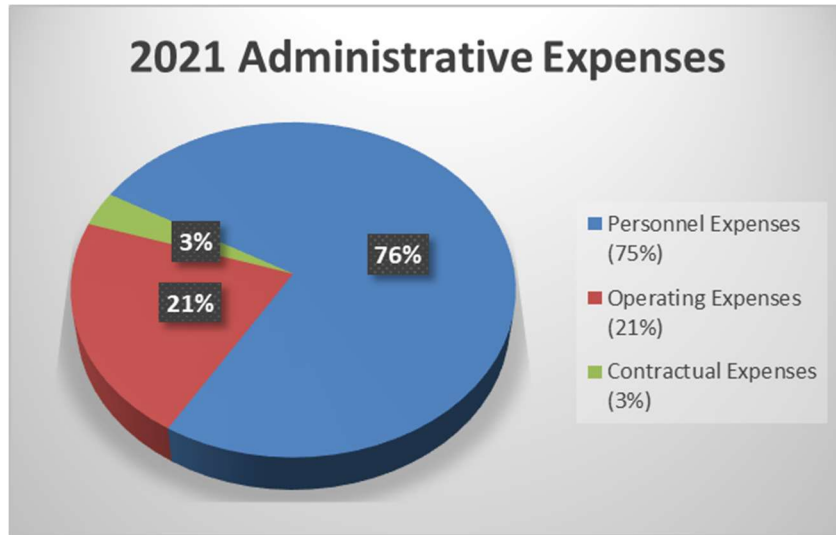
The SWCCOG's 2021 budget can be understood in three general categories: general administrative costs, grant funded project costs, and shared services projects.



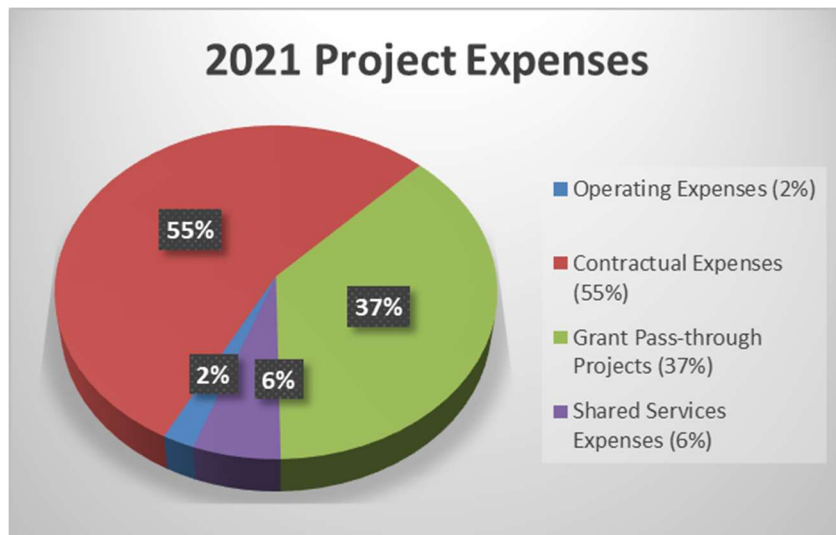
The following is a visual breakdown of the types of revenue anticipated in 2021.



The following is a visual breakdown of the types of general administrative expenses anticipated in 2021.



The following is a visual breakdown of the types of expenses related to specific projects anticipated in 2021.



ADMINISTRATIVE

The revenue related to the administrative category includes membership dues and contributions, project administration fees, and direct grant funding.

- Membership dues from SWCCOG member jurisdictions and contributions from SWTPR member jurisdictions help cover general overhead as well as meeting related costs that are not reimbursable by State grant funding.

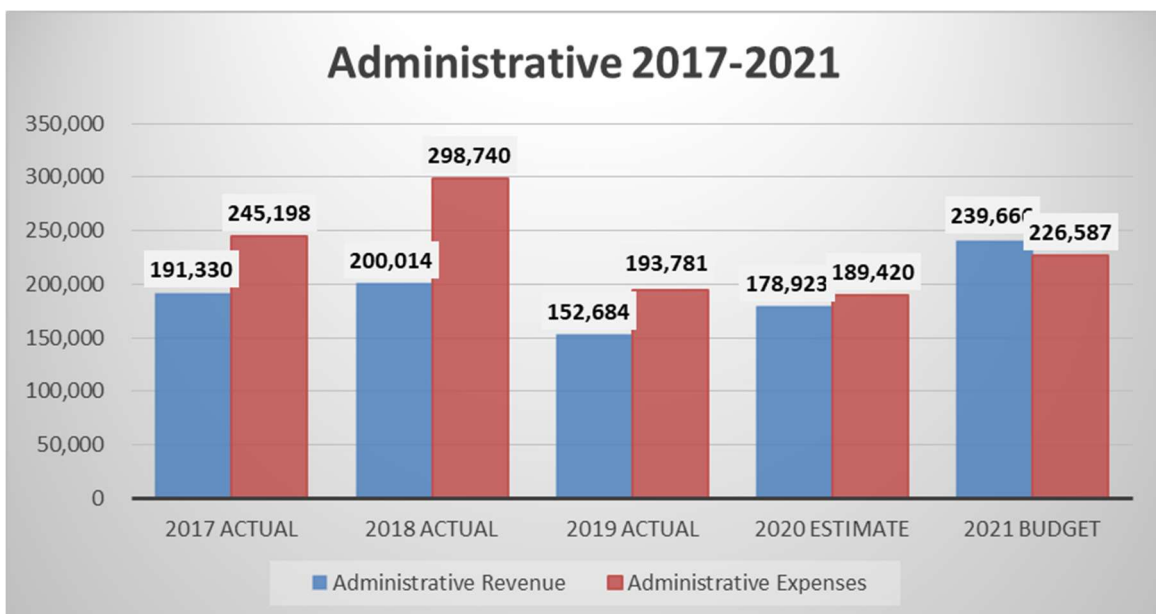
- Project administration fees include M&A fees for large grant-funded projects such as the Southwest All Hazards Advisory Council and the Southwest Incident Management Team (SWIMT). Additionally, this includes negotiated administrative fees for managing smaller organizations such as the Regional Housing Alliance of La Plata County and the San Juan Resource Conservation and Development Council.
- A small number of grants provide direct funding that is eligible to cover staffing and other operating costs.

The administrative category includes standard operating costs such as personnel, operating, and non-project related contractual expenses.

- Personnel costs include salary, benefits, insurance and taxes.
- Operating costs are the general office rent, internet and software, hardware, supplies and other overhead associated with running an organization.
- Contractual expenses consist of any consulting or other professional services that are not directly related to a specific grant or other program.

Specific changes within the administrative category in 2021 include:

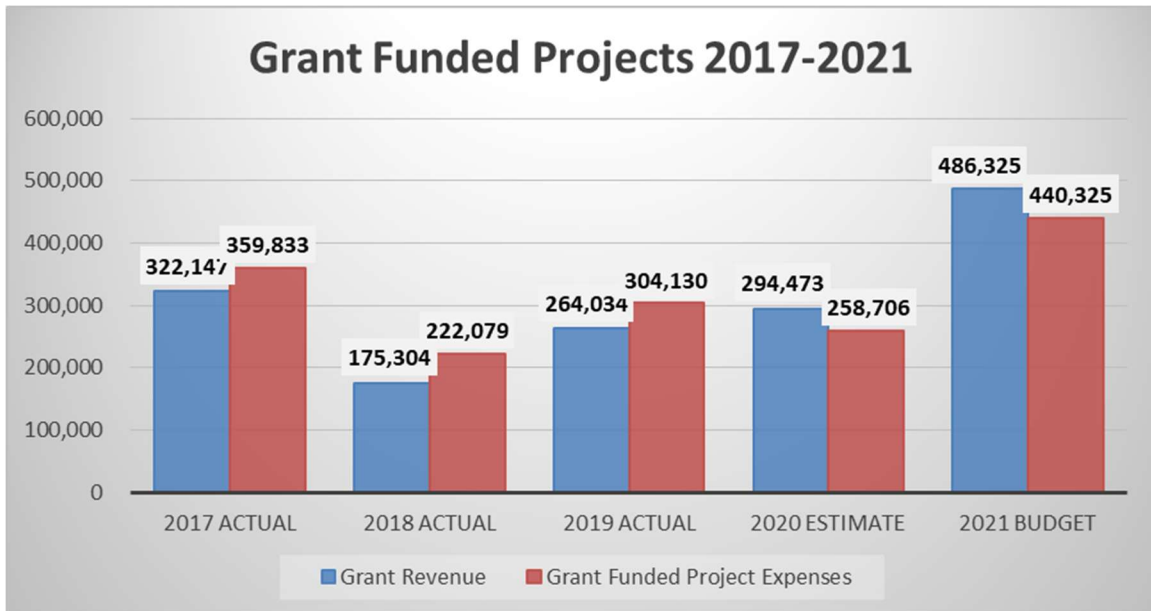
- Salaries: The Executive Director’s salary includes a 5% increase over 2020. This is in recognition that the ED’s salary has remained flat since 2018. The Accountant/Coordinator’s salary remains flat.
- Employee Benefits: The cost of health insurance is split as follows:
 - 25% cost of employee paid by employee, 75% paid by COG
 - 50% cost of dependents paid by employee, 50% paid by COG
- Retirement: The retirement match remains at 4%.
- Cell phone allowance: The cell phone allowance was removed in 2020 in favor of an office phone. Considering that work is primarily being done remotely, and we expect this to continue for at least a portion of 2021, the cell phone allowance is again included. The office phone was not connected in 2020.



GRANT FUNDED PROJECTS

The grant funded projects category includes revenues and expenses related to:

- The projects for which the SWCCOG has secured outside funding for the purpose of furthering the organizations identified goals. Some of the specific projects in the 2021 budget include:
 - A grant match for a housing study headed by Housing Solutions for the Southwest.
 - Development of local end markets for recyclables to help drive diversion from landfills and create local employment.
 - Development of a local commercial driver’s license training program to help support local businesses and potential employees.
 - Environmental assessment of the impact of placing fiber for the Towaoc Broadband Project.
 - A workforce development program to train residents for remote work and to support business development and entrepreneurship.
- The projects for which the SWCCOG is the fiscal manager. These are generally a straight pass-through of funds. Some of the specific projects in the 2021 budget include:
 - Southwest All Hazards Advisory Council.
 - Southwest Incident Management Team (SWIMT).
 - Offsetting the cost for representatives of the SWTPR to attend meetings of the Statewide Transportation Advisory Committee (STAC).



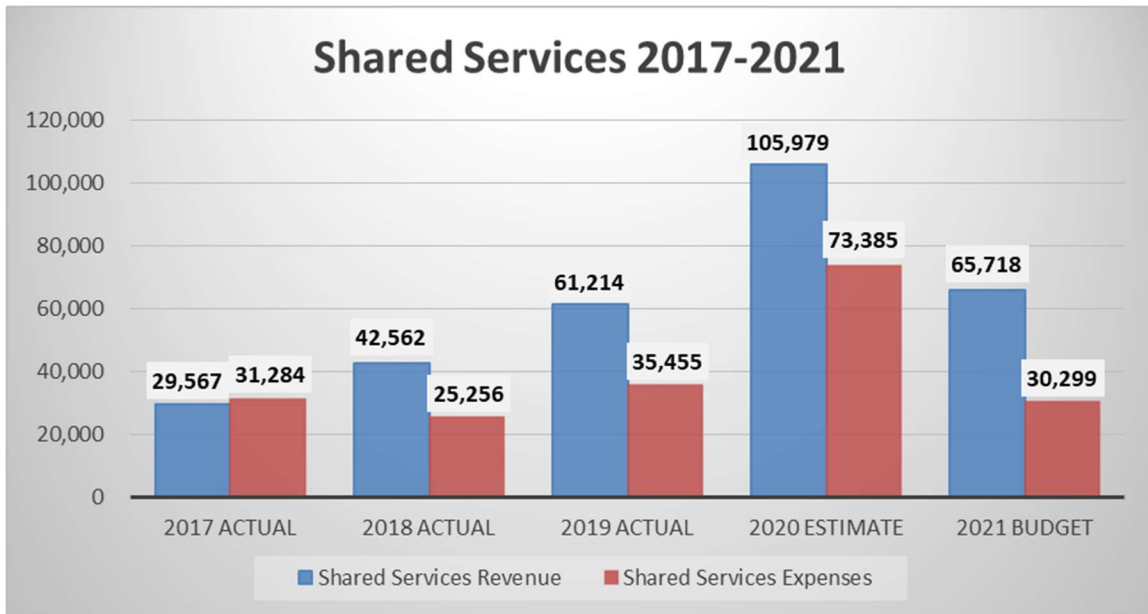
SHARED SERVICES PROJECTS

One of the primary benefits of the SWCCOG is the ability for the small communities throughout the region to band together to achieve a larger impact on important issues and to reduce costs for large-scale projects. One such project is regional internet connectivity. By scaling-up demand through joint

purchase agreements, the SWCCOG has been successful in reducing the individual costs to member jurisdictions for a number of connectivity and software purchases. These include:

- Aggregation of internet connectivity.
- Reduced cost of online webinar software.

In addition to reducing costs for member jurisdictions, these types of projects provide the SWCCOG with an additional revenue stream to help offset general organizational costs, therefore limiting the cost of membership dues.



NEXT STEPS

Staff is optimistic that this plan reflects a productive year filled with opportunities to improve the state of the region. While there will undoubtedly be changes, challenges, and unexpected events along the way, we are excited to work with each of our partner agencies on the initiatives reflected in this 2021 Budget.

GENERAL FUND

Account Number	Account Description	2018 (ACTUAL)	2019 (ACTUAL)	2020 (BUDGET)	2020 (ESTIMATE)	2021 (FINAL)
Beginning Fund Balance		67,836.60	33,191.49	175,275.75	57,949.67	44,280.23
Revenue						
Dues						
10.1000.4270	COG Dues	150,970.00	111,929.00	121,547.00	112,045.00	137,081.00
10.6200.4272	SWTPR Contributions	6,842.00	5,926.00	6,842.00	5,342.00	5,342.00
Total Dues Revenue		157,812.00	117,855.00	128,389.00	117,387.00	142,423.00
Grant/Project Administration						
10.5000.4212	All Hazards	2,021.27	3,652.27	2,500.00	4,134.00	3,100.00
10.1271.4310	CARO				440.00	880.00
10.6000.4241	CDOT Other					24,500.00
10.1100.4241	DoLA Impact Assistance Program	2,263.34	2,827.67	0.00	0.00	0.00
10.1000.4241	DOLA Other		0.00	6,692.00	6,692.00	0.00
10.4000.4241	Housing Project					5,000.00
10.1211.4610	Local Food Planning		0.00	3,825.00	3,825.00	0.00
10.3100.4241	Recycling			0.00	0.00	0.00
10.4110.4310	Regional Housing Alliance	10,000.00	10,024.00	10,000.00	10,000.00	10,000.00
10.7010.4212	RCAC					15,000.00
10.1212.4310	SJRC&D			10,000.00	10,000.00	10,000.00
10.5500.4241	SWIMT	1,751.31	3,361.47	2,730.00	1,640.00	3,625.00
10.6200.4212	SWTPR	16,667.44	12,797.03	11,050.00	14,730.00	11,050.00
10.6100.4212	Transit Coordination			28,832.00	5,500.00	14,088.00
10.6150.4610	Transit Coordination Other				4,000.00	0.00
Total Grant/Project Administration		32,703.36	32,662.44	75,629.00	60,961.00	97,243.00
Grant Funding						
10.5100.4212	All Hazards	86,501.39	114,780.51	157,500.00	55,800.00	156,900.00
CDOT Grants						
10.6220.4212	SWTPR Rural Assistance	4,722.18	0.00	21,050.00	0.00	11,050.00
10.6121.4212	FTA 5304 Transit Planning	39,981.00	0.00	0.00	0.00	0.00
10.6123.4212	Transit Coordination				9,000.00	16,000.00
Total CDOT Grants		44,703.18	0.00	21,050.00	9,000.00	27,050.00
DoLA Grants						
10.1100.4241	DoLA Impact Assistance Program	39,612.59	80,494.26	125,000.00	500.00	134,000.00
10.8100.4241	DoLA Other	0.00	28,826.00	104,089.00	104,089.00	86,000.00
Total DoLA Grants		39,612.59	109,320.26	229,089.00	104,589.00	220,000.00
10.1220.4610	Local Food Planning		3,825.00	76,777.00	76,777.00	0.00
10.3100.4241	Recycling (RREO) Grant	0.00	0.00	0.00	0.00	0.00
10.5501.4241	SWIMT	28,338.64	31,887.39	25,311.66	12,540.00	36,375.00
Total Grant Funding		199,155.80	259,813.16	509,727.66	258,706.00	440,325.00

GENERAL FUND

Account Number	Account Description	2018 (ACTUAL)	2019 (ACTUAL)	2020 (BUDGET)	2020 (ESTIMATE)	2021 (FINAL)
Revenue						
Grant Match						
10.1000.4281	COG Member Match	14,923.00	14,317.00	0.00	0.00	0.00
10.8100.4282	Non-COG Member Match	8,000.00	30,000.00	0.00	0.00	0.00
Total Grant Match		22,923.00	44,317.00	0.00	0.00	0.00
Miscellaneous Revenue						
10.1000.4700	Miscellaneous Revenue	9,498.80	2,166.11	0.00	575.17	0.00
Total Miscellaneous Revenue		9,498.80	2,166.11	0.00	575.17	0.00
Shared Services Revenue						
10.8300.4331	Dark Fiber Leasing	33,822.00	40,263.00	46,902.00	47,115.00	49,674.00
10.8500.4332	Telecom Services (IP addresses)	8,280.00	13,871.00	1,200.00	180.00	360.00
10.8500.4333	Aggregation of Connectivity		7,080.00	15,084.00	15,984.00	15,684.00
10.8500.4334	Contract Sharing	460.00		40,626.68	42,700.00	0.00
Total Shared Service Revenue		42,562.00	61,214.00	103,812.68	105,979.00	65,718.00
Total Revenue		464,654.96	518,027.71	817,558.34	543,608.17	745,709.00

GENERAL FUND

Account Number	Account Description	2018 (ACTUAL)	2019 (ACTUAL)	2020 (BUDGET)	2020 (ESTIMATE)	2021 (FINAL)
Expenses						
Administrative Costs						
Personnel Expenses						
Payroll Expense						
10.1000.5000	Salary and Wages	147,728.69	115,498.87	135,262.40	123,500.00	130,689.52
10.1000.5010	Payroll Tax	12,136.01	9,063.45	11,564.94	10,560.00	11,173.95
10.1000.5020	Payroll Processing Fee	1,772.41	1,748.23	1,850.00	1,850.00	1,925.00
10.1000.5141	457 Retirement	7,621.77	4,819.92	5,077.70	4,940.00	5,227.58
10.1000.5151	Car Allowance	3,300.00	3,600.00	3,600.00	3,600.00	3,600.00
10.1000.5152	Cell Phone Allowance	2,100.00	1,000.00	0.00	0.00	1,200.00
Total Payroll Expense		174,658.88	135,730.47	157,355.04	144,450.00	153,816.05
Insurance Expense						
10.1000.5131	Health	25,704.00	14,651.00	15,141.00	15,141.00	15,885.00
10.1000.5133	Worker's Compensation	0.00	-17.00	1,355.00	1,345.00	1,432.00
Total Insurance Expense		25,704.00	14,634.00	16,496.00	16,486.00	17,317.00
AmeriCorp VISTA						
10.1000.5200	AmeriCorp VISTA	3,250.00	0.00	0.00	0.00	0.00
10.1000.5153	Housing Allowance	0.00	0.00	0.00	0.00	0.00
Total AmeriCorp VISTA		3,250.00	0.00	0.00	0.00	0.00
Total Personnel Expenses		203,612.88	150,364.47	173,851.04	160,936.00	171,133.05
Operating Expenses						
10.1000.5720	Advertising and Promotion	3,201.84	10.53	240.00	33.00	200.00
10.1000.5751	Bank Service Charge	158.16	310.05	200.00	100.00	200.00
10.1000.5761	Conference Fee	1,550.40	527.70	1,500.00	250.00	1,500.00
10.1000.6002	Employee/Board Appreciation	195.85	0.00	100.00	0.00	100.00
Information Technology						
10.1000.6810	Hardware	0.00	0.00	1,400.00	1,201.00	1,400.00
10.1000.6003	Software	1,273.74	1,437.25	1,804.00	1,804.00	3,278.00
Total Information Technology		1,273.74	1,437.25	3,204.00	3,005.00	4,678.00
10.1000.5700	Insurance - General Liability	3,644.75	3,295.23	1,873.67	1,863.67	1,958.00
10.1000.5712	Internet Connection	364.60	303.90	0.00	100.00	2,340.00
10.1000.6401	Meetings	899.69	398.83	1,000.00	731.32	1,000.00
10.1000.5752	Memberships	6,423.00	5,098.00	5,698.00	4,348.00	4,848.00
10.1000.6810	Office Equipment	1,536.73	256.46	0.00	0.00	0.00
10.1000.6001	Office Supplies	880.34	336.64	850.00	300.00	850.00
10.1000.5711	Office Telephone	0.00	0.00	564.00	0.00	0.00
10.1000.5713	Postage and Delivery	57.87	39.06	80.00	55.00	80.00
10.1000.5762	Professional Development	0.00	500.40	2,000.00	500.00	2,000.00

GENERAL FUND

Account Number	Account Description	2018 (ACTUAL)	2019 (ACTUAL)	2020 (BUDGET)	2020 (ESTIMATE)	2021 (FINAL)
Expenses						
Administrative Costs						
Operating Expenses						
Professional Fees						
10.1000.5522	Audit	5,900.00	6,100.00	6,100.00	6,300.00	6,300.00
10.1000.5540	Legal	11,381.56	2,667.60	7,000.00	1,000.00	7,000.00
10.1000.5560	Misc.	24.43	68.08	250.00	0.00	250.00
Total Professional Fees		17,305.99	8,835.68	13,350.00	7,300.00	13,550.00
10.1000.5610	Rent	271.00	7,700.00	8,400.00	8,400.00	8,400.00
10.1000.5740	Travel	12,211.29	4,466.68	12,500.00	1,177.92	6,250.00
Total Operating Expenses		49,975.25	33,516.41	51,559.67	28,163.91	47,954.00
Contractual Expenses						
10.1000.5560	Consulting	44,630.00	9,899.87	7,500.00	320.00	7,500.00
Total Contractual Expenses		44,630.00	9,899.87	7,500.00	320.00	7,500.00
Miscellaneous Expenses						
10.1000.6099	Miscellaneous Expense	522.00	0.00	0.00	0.00	0.00
Total Miscellaneous Expenses		522.00	0.00	0.00	0.00	0.00
Total Administrative Costs		298,740.13	193,780.75	232,910.71	189,419.91	226,587.05
Project Costs						
Operating Expenses						
10.6220.5740	SWTPR Travel	4,722.18	0.00	22,500.00	0.00	9,130.00
10.6220.5712	SWTPR Internet Connection					1,920.00
Operating Expenses		4,722.18	0.00	22,500.00	0.00	11,050.00
Grant Funded Contractual Expenses						
10.xxxx.5551	Grant Funded Consulting	54,630.25	110,420.46	168,000.00	82,750.00	282,000.00
Total Contractual Expenses		54,630.25	110,420.46	168,000.00	82,750.00	282,000.00
Grant Pass-through Projects						
10.5000.5791	All Hazards Projects	88,648.15	118,541.81	156,000.00	55,800.00	156,900.00
10.1231.5791	Census	0.00	4,134.34	66,915.00	62,780.66	0.00
10.1211.5791	Local Food Planning	0.00	0.00	80,602.00	80,602.00	0.00
10.5500.5791	SWIMT	27,303.86	30,937.18	25,311.66	12,540.00	36,375.00
Total Grant Pass-through Projects		115,952.01	153,613.33	328,828.66	211,722.66	193,275.00

GENERAL FUND

Account Number	Account Description	2018 (ACTUAL)	2019 (ACTUAL)	2020 (BUDGET)	2020 (ESTIMATE)	2021 (FINAL)
Expenses						
Project Costs						
Shared Services Expenses						
10.8300.8101	Dark Fiber Revenue Share	8,455.50	10,708.50	8,456.00	10,728.67	11,698.50
10.8500.6601	Aggregation of Connectivity	2,000.00	12,100.00	12,300.00	12,000.00	12,000.00
10.8500.6603	Telecom Services (IP addresses)	10,800.00	8,648.49	3,900.00	6,600.00	6,600.00
10.8500.6602	Shared Software Maintenance	4,000.00	3,998.00	47,676.68	44,056.37	0.00
Total Shared Services Expenses		25,255.50	35,454.99	72,332.68	73,385.04	30,298.50
Total Project Costs		200,559.94	299,488.78	591,661.34	367,857.70	516,623.50
Total Expenses		499,300.07	493,269.53	824,572.05	557,277.61	743,210.55
Net Profit/-Loss		-34,645.11	24,758.18	-7,013.71	-13,669.44	2,498.45
Ending Fund Balance		33,191.49	57,949.67	168,262.04	44,280.23	46,778.68
Fund Balance Reserve (4 month operating expense)		99,580.04	64,593.58	77,636.90	63,139.97	74,966.70
Fund Balance Excess/-Deficit		-66,388.55	-6,643.91	90,625.14	-18,859.74	-28,188.02

FIBER FUND

Account Number	Account Description	2018 (ACTUAL)	2019 (ACTUAL)	2020 (BUDGET)	2020 (ESTIMATE)	2021 (FINAL)
Beginning Fund Balance		19,496.29	19,498.24	19,500.14	19,500.14	19,502.06
Revenue						
Fiber Income						
20.8000.4273	Fiber Income	0.00	0.00	0.00	0.00	0.00
Total Fiber Income		0.00	0.00	0.00	0.00	0.00
Other Income						
20.8000.4510	Interest Earned	1.95	1.90	0.00	1.92	1.90
Total Other Income		1.95	1.90	0.00	1.92	1.90
Total Revenue		1.95	1.90	0.00	1.92	1.90
Expenses						
Fiber Expenses						
20.8000.xxxx	Fiber Expenses	0.00	0.00	0.00	0.00	0.00
Total Fiber Expenses		0.00	0.00	0.00	0.00	0.00
Total Expenses		0.00	0.00	0.00	0.00	0.00
Net Profit/-Loss		1.95	1.90	0.00	1.92	1.90
Ending Fund Balance		19,498.24	19,500.14	19,500.14	19,502.06	19,503.96