

AGENDA
FINANCE AND BUDGET COMMITTEE
WEDNESDAY, SEPTEMBER 16, 2020
5:30 – 6:15 p.m.
VIDEO/WEB CONFERENCE
Denver, CO

1. Call to Order

CONSENT AGENDA

2. Move to Adopt the Consent Agenda
- Approve August 19, 2020 minutes
(Attachment A)

ACTION ITEMS

3. Discussion of a resolution authorizing the Executive Director to execute a contract with the Colorado Refugee Services Program in an amount not to exceed \$85,000 for the term of October 1, 2020 through September 30, 2021 in support of DRCOG's elder refugee services program.
(Attachment B) Jayla Sanchez-Warren, Director, Area Agency on Aging
4. Discussion of a resolution authorizing the Executive Director to negotiate and execute a contract with North Highland in an amount not to exceed \$100,000 with a term ending July 31, 2021 to provide on-call consulting services.
(Attachment C) Ron Papsdorf, Director, Transportation Planning and Operations

INFORMATION ITEMS

5. Discussion of the draft 2021 Budget and Work Program.
(Attachment D) Jenny Dock, Director, Administration and Finance

ADMINISTRATIVE ITEMS

6. Executed Contracts Report – no contracts to report for August 2020
7. Report of the Chair
8. Report of the Executive Director
9. Other Matters by Members
10. **Next Meeting – October 21, 2020**
11. Adjourn

Persons in need of auxiliary aids or services, such as interpretation services or assisted listening devices, are asked to contact DRCOG at least 48 hours in advance of the meeting by calling (303) 455-1000.

ATTACH A

SUMMARY
FINANCE AND BUDGET COMMITTEE
Wednesday, August 19, 2020
Note: Meeting held virtually via GoToWebinar

Present:

Steve Conklin, Chair	Edgewater
Jeff Baker	Arapahoe County
Elise Jones	Boulder County
Nicholas Williams	Denver County
Roger Partridge	Douglas County
Jim Dale	Golden
Libby Szabo	Jefferson County
Larry Strock	Lochbuie
Wynne Shaw	Lone Tree
Joan Peck	Longmont
Ashley Stolzmann	Louisville

Others Present: Doug Rex, Executive Director; and DRCOG staff.

Chair Conklin called the meeting to order at 5:30 p.m. with a quorum present.

Move to Adopt the Consent Agenda

Director Peck **moved** to adopt the consent agenda. The motion was **seconded** and **passed** unanimously.

Items on the consent agenda included:

- Minutes of the July 15, 2020 Meeting

Discussion of a resolution authorizing the Executive Director to negotiate and execute a contract with HDR Engineering in an amount not to exceed \$200,000 with a term ending June 30, 2021 to support the development of the 2050 Metro Vision Regional Transportation Plan (2050 MVRTP).

Jacob Riger, Manager, Transportation Planning & Operations, provided an overview of the contract to the committee. DRCOG staff will be conducting the planning process and will prepare the majority of the 2050 MVRTP in-house, but consultant involvement is requested in a task-order, on-call contract arrangement to assist with several tasks. The purpose of the on-call arrangement is to most strategically target consultant expertise to support the 2050 MVRTP planning process as needed to use available funding most efficiently for this contract. After careful review, the panel unanimously selected HDR Engineering Inc. due to their demonstrated qualifications and experience in developing long range transportation plans as well as their extensive knowledge of best practices pertaining to multimodal long-range transportation planning.

Director Jones **moved** to adopt Resolution No. 17, 2020, authorizing the Executive Director to negotiate and execute a contract with HDR Engineering, Inc. in an amount not to exceed \$200,000 with a term ending June 30, 2021 to support development of the 2050 Metro Vision Regional Transportation Plan. The motion was **seconded** and **passed** unanimously.

Discussion of a resolution authorizing the Executive Director to execute a contract with Tri-County Health Department for Accountable Health Communities navigation services in an amount not to exceed \$193,000 with a term ending April 30, 2021 with a one year auto-renewal to re-authorize the terms until April 30, 2022.

AJ Diamontopoulos, Manager, Area Agency on Aging, explained the contract to the committee. As part of the Accountable Health Communities (AHC) model, DRCOG contracts with clinical delivery sites to screen and navigate Medicare and/or Medicaid beneficiaries to address health-related social needs. Due to budget cuts resulting from the COVID-19 pandemic, Tri-County Health Department (TCHD) will be unable to continue navigation services. These budget cuts, that will impact AHC navigation deliverables, are expected to be fully enacted by September 30, 2020. To maintain the positive contributions of TCHD as an AHC Clinical Partner and to help people in our region experiencing difficulties, DRCOG proposes to reimburse TCHD for two full time navigator positions to complete AHC program requirements prescribed by CMS. In addition to the two positions, TCHD must submit data reports on a regular basis to document compliance with program requirements.

Director Strock **moved** to adopt Resolution No. 18, 2020, authorizing the Executive Director to negotiate and execute a contract with Tri-County Health Department for Accountable Health Communities navigation services in an amount not to exceed \$193,000 with a term ending April 30, 2021 with a one year auto-renewal to re-authorize the terms until April 30, 2022. The motion was **seconded** and **passed** unanimously.

Discussion of a resolution authorizing the Executive Director to negotiate and execute a contract with DemandTrans Solutions to develop a data exchange adaptor for the Ride Alliance Program in an amount not to exceed \$107,900 with a term ending December 31, 2020.

Heather Kamper, Manager, Area Agency on Aging, provided an overview of the contract to the committee. The primary goal of the Ride Alliance program is to allow providers of demand-response transportation to forward ride requests it cannot fulfill to another provider who can fulfill the request. The mechanism to exchange these trips amongst HST providers is through a clearinghouse called the Trip Exchange. It was originally developed by DemandTrans Solutions through a *Mobility Services for All* grant. Through the course of the project, the pilot participants identified several enhancements that were needed to make the Trip Exchange more functional. DRCOG's review team, comprised of staff familiar with the Ride Alliance program, carefully evaluated five different proposals and ultimately chose DemandTrans Solutions to develop the data exchange adaptor.

Director Strock **moved** to adopt Resolution No. 19, 2020, authorizing the Executive Director to execute a contract with DemandTrans Solutions to develop a data

Finance and Budget Committee Meeting Summary

August 19, 2020

Page 3

exchange adaptor for the Ride Alliance program in an amount not to exceed \$107,900 with a term ending December 31, 2020. The motion was **seconded** and **passed** unanimously.

Executed Contracts

There were no reported contracts for July 2020

Report of Chair

No report was provided.

Report of the Executive Director

Executive Director Rex wanted to thank the directors for their continued work throughout the region during the pandemic. He also wanted to give the committee a heads up that at the September 16 meeting there will be a discussion about the 2021 budget followed by a recommendation to the Board at the October F&B Committee meeting.

Other Matters by Members

There were no other matters by members

Next Meeting

The next meeting is scheduled for September 16, 2020

The meeting adjourned at 5:50 p.m.

ATTACH B

To: Chair and Members of the Finance and Budget Committee

From: Doug Rex, Executive Director
303-480-6701 or drex@drco.org

Meeting Date	Agenda Category	Agenda Item #
September 16, 2020	Action	3

SUBJECT

This action is related to the receipt of grant funds issued by the Colorado Department of Human Services (CDHS), through the Colorado Refugee Services Program (CRSP), for DRCOG's Area Agency on Aging (AAA) Elder Refugee Services program.

PROPOSED ACTION/RECOMMENDATIONS

DRCOG staff recommends that the Finance and Budget Committee authorize the Executive Director to accept grant funds from CRSP of \$85,000 for the Elder Refugee Services program for the period of October 1, 2020 to September 30, 2021.

ACTION BY OTHERS

N/A

SUMMARY

Since 2012, the AAA has received federal funds through CRSP to provide education and information assistance to older refugees residing in the Denver metro region. The program addresses the unique barriers older refugees face to help them better access health care and community-based services and thus enable them to successfully live independently. With renewed funding, CRSP is now extending the contract for another year at \$85,000, which is \$40,000 less than in the previous federal fiscal year due to a reduction in available funding.

The grant helps pay for a program coordinator at DRCOG as well as community navigators that serve a variety of local refugee communities.

PREVIOUS DISCUSSIONS/ACTIONS

N/A

PROPOSED MOTION

Move to approve a resolution authorizing the Executive Director to execute a contract with the Colorado Refugee Services Program in an amount not to exceed \$85,000 for the term of October 1, 2020 through September 30, 2021, in support of DRCOG's Elder Refugee Services program.

ATTACHMENT

Draft resolution

ADDITIONAL INFORMATION

If you need additional information, please contact Douglas W. Rex, Executive Director, at (303) 480-6701 or drex@drco.org; or Jayla Sanchez-Warren, Director, Area Agency on Aging, at (303) 480-6735 or jswarren@drco.org.

DENVER REGIONAL COUNCIL OF GOVERNMENTS
STATE OF COLORADO

FINANCE & BUDGET COMMITTEE

RESOLUTION NO. _____, 2020

A RESOLUTION AUTHORIZING THE EXECUTIVE DIRECTOR TO EXECUTE A CONTRACT WITH COLORADO REFUGEE SERVICES PROGRAM IN AN AMOUNT NOT TO EXCEED \$85,000 FOR THE TERM OCTOBER 1, 2020 THROUGH SEPTEMBER 31, 2021 IN SUPPORT OF DRCOG'S ELDER ADULT REFUGEE SERVICES PROGRAM.

WHEREAS, DRCOG is the designated Area Agency on Aging (AAA) under the federal Older Americans Act (OAA) and the State's Older Coloradans Act (OCA) for the eight-county metro region; and

WHEREAS, since 2012, the AAA has received federal funds through CDHS' Colorado Refugee Services Program (CRSP) for its Elder Refugee Services program to provide education and assistance to refugees age 60 years and older; and

WHEREAS, the AAA is receiving a grant from CRSP in the amount of \$85,000 for an additional year ending September 30, 2021.

NOW, THEREFORE, BE IT RESOLVED, that the Finance and Budget Committee authorizes the Executive Director to execute a contract with the Colorado Refugee Services Program in an amount not to exceed \$85,000 for the term October 1, 2020 through September 30, 2021 in support of DRCOG's Elder Adult Refugee Services program.

Steve Conklin, Chair
Finance and Budget Committee
Denver Regional Council of Governments

ATTEST:

Douglas W. Rex, Executive Director

ATTACH C

To: Chair and Members of the Finance and Budget Committee

From: Douglas W. Rex, Executive Director
(303) 480-6701 or drex@drcoq.org

Meeting Date	Agenda Category	Agenda Item #
September 16, 2020	Action	4

SUBJECT

This item is related to DRCOG contracting with North Highland for on-call consulting to support the RTD Accountability Committee.

PROPOSED ACTION/RECOMMENDATIONS

Staff recommends authorizing the Executive Director to negotiate and execute a contract with North Highland for on-call consulting to support the RTD Accountability Committee.

ACTION BY OTHERS

N/A

SUMMARY

The Regional Transportation District (RTD) board, in collaboration with the Governor of Colorado and the Transportation chairs of the General Assembly, created the RTD Accountability Committee (the "Committee"). The Committee is fully independent from RTD. The Committee's mission is to provide feedback and a set of recommendations for improvement to the Board and staff of the RTD, the Governor, the General Assembly, and the public. At the request of the parties, the committee is hosted and staffed by DRCOG.

The Committee recognizes the need for on-call consulting to support its work. DRCOG and the Committee solicited proposals for "on-call" consultant(s) for guidance, research, document development, facilitation, and related tasks as they arise.

Four submissions were received from respondents. A review panel made up of RTD Accountability Committee members and DRCOG staff from Administration and Finance, Transportation and Planning Operations, and Regional Planning and Development divisions evaluated the proposals. While it was clear that all four firms were capable of doing this work, the panel came to a consensus on selecting North Highland due to its qualifications and varied experience, including relevant public sector work on equity and human resource issues in addition to transit.

The full RTD Accountability Committee is scheduled to weigh in on this recommendation on September 14. In the event the Committee does not concur with the panel's recommendations, DRCOG staff will advise the Finance and Budget Committee accordingly.

PREVIOUS DISCUSSIONS/ACTIONS

N/A

PROPOSED MOTION

Move to adopt a resolution authorizing the Executive Director to negotiate and execute a contract with North Highland for on-call consulting services to support the RTD Accountability Committee for an amount not to exceed \$100,000 with a term ending July 31, 2021.

ATTACHMENTS

Draft resolution

ADDITIONAL INFORMATION

If you need additional information, please contact Douglas W. Rex, Executive Director, at 303-480-6701, or drex@drcog.org; or Ron Papsdorf, Director, Transportation Planning and Operations, at 303-480-6747 or rpapsdorf@drcog.org.

DENVER REGIONAL COUNCIL OF GOVERNMENTS

STATE OF COLORADO

FINANCE AND BUDGET COMMITTEE

RESOLUTION NO. _____, 2020

A RESOLUTION AUTHORIZING THE EXECUTIVE DIRECTOR TO NEGOTIATE AND EXECUTE A CONTRACT WITH NORTH HIGHLAND FOR ON-CALL CONSULTING SERVICES TO SUPPORT THE RTD ACCOUNTABILITY COMMITTEE FOR AN AMOUNT NOT TO EXCEED \$100,000 WITH A TERM ENDING JULY 31, 2021.

WHEREAS, The Regional Transportation District (RTD) Board, in collaboration with the Governor of Colorado and the Transportation chairs of the General Assembly, have created the fully independent RTD Accountability Committee; and

WHEREAS, DRCOG has agreed to host, staff, and facilitate this committee and has a contract with RTD to carry out these activities; and

WHEREAS, the RTD Accountability Committee recognizes a need for on-call consulting for guidance, research, document development, facilitation, and related needs as they arise.; and

WHEREAS, A request for proposals was published to solicit a consulting firm to carry out such activities; and

WHEREAS, A review panel made up of RTD Accountability Committee members and DRCOG staff evaluated the proposals and came to a consensus on selecting North Highland due to its varied experience that includes applicable public sector work on equity and human resource issues in additional to transit.

NOW, THEREFORE, BE IT RESOLVED that the Executive Director is authorized to negotiate and execute a contract with North Highland for on-call consulting services to support the RTD Accountability Committee for an amount not to exceed \$100,000 with a term ending July 31, 2021.

RESOLVED, PASSED AND ADOPTED this _____ day of _____, 2020 at Denver, Colorado.

Steve Conklin, Chair
Finance and Budget Committee
Denver Regional Council of Governments

ATTEST:

Douglas W. Rex, Executive Director

ATTACH D

To: Chair and Members of the Finance and Budget Committee

From: Douglas W. Rex, Executive Director
303-480-6701 or drex@drcog.org

Meeting Date	Agenda Category	Agenda Item #
September 16, 2020	Informational Item	5

SUBJECT

The budget is a fiscal guide for the operation of DRCOG from January 1, 2021 – December 31, 2021. The budget highlights work activities in DRCOG’s Work Program for the Denver metropolitan region.

PROPOSED ACTION/RECOMMENDATIONS

No action requested. DRCOG staff requests the Finance and Budget Committee review and provide revisions, if needed, to the 2021 budget and work program.

ACTION BY OTHERS

N/A

SUMMARY

Each year the Finance and Budget Committee reviews and recommends approval of a proposed budget and work program to the Board of Directors for the coming year. Attached is the draft 2021 budget and work program.

Staff requests the Finance and Budget Committee review the 2019 draft budget and work program and provide any needed revisions.

PREVIOUS DISCUSSIONS/ACTIONS

N/A

PROPOSED MOTION

N/A

ATTACHMENT

- 2021 Draft Budget
- Draft 2021 Work Program

ADDITIONAL INFORMATION

If you need additional information, please contact Douglas W. Rex, Executive Director, at 303-480-6701 or drex@drcog.org; or Jenny Dock, Director of Administration and Finance at 303-480-6707 or jdock@drcog.org.

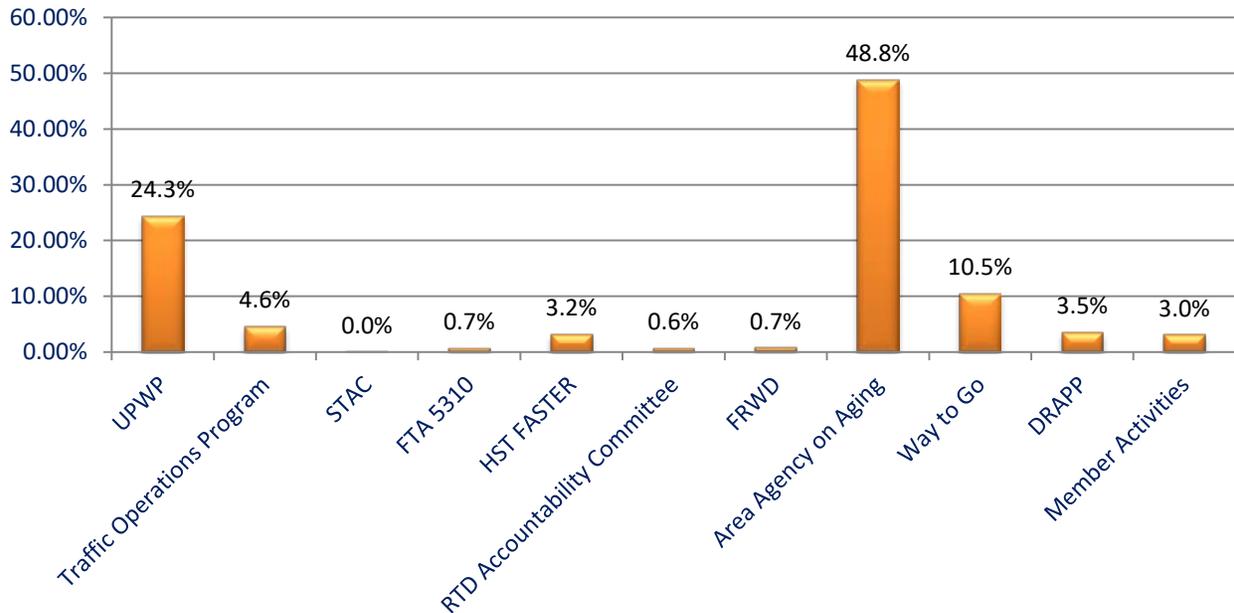
2021 BUDGET SUMMARY AND COMPARISON

		2019 Actuals	2020 Budget	2021 Budget
BEGINNING BALANCE	1	\$ 7,691,016	\$ 9,190,820	\$ 9,220,820
General Funds		4,606,850	6,111,622	6,241,622
Program Obligations		3,084,166	3,079,198	2,979,198
 REVENUES				
Member Dues		\$ 1,698,327	1,760,800	1,760,800
Federal Grants		14,690,170	16,985,656	21,505,183
State Grants		3,721,481	4,270,462	5,867,185
Local/Other Funds		1,998,832	2,975,445	2,006,320
In-kind Services		692,570	1,067,654	1,025,329
Service Income		247,259	100,000	0
Interest/Investment Income		65,459	30,000	30,000
TOTAL REVENUES		\$ 23,114,098	\$ 27,190,017	\$ 32,194,817
TOTAL FUNDS AVAILABLE		\$ 30,805,114	\$ 36,380,837	\$ 41,415,637
 EXPENDITURES				
Personnel		\$ 11,215,086	\$ 14,293,255	\$ 14,855,799
Contractual Services		6,267,071	8,492,667	11,730,700
In-kind Services		692,570	779,446	855,247
Non-personnel		3,433,782	3,554,649	4,713,071
Capital Outlay		5,785	40,000	10,000
TOTAL EXPENDITURES		\$ 21,614,294	\$ 27,160,017	\$ 32,164,817
ENDING BALANCE		\$ 9,190,820	\$ 9,220,820	\$ 9,250,820
General Funds		6,111,622	6,241,622	6,271,622
Program Obligations ²		3,079,198	2,979,198	2,979,198
 PASS-THROUGH FUNDS				
Area Agency on Aging		\$ 14,862,213	\$ 16,054,246	\$ 19,478,183
FTA 5310				\$ 1,276,756
TOTAL PASS-THROUGH FUNDS		\$ 14,862,213	\$ 16,054,246	\$ 20,754,939

¹ The beginning balance for the 2021 budget is based on 2019 actuals. All other 2021 line items are estimates.

² Program obligations are pre-paid funds set aside for specific programs: Guaranteed Ride Home, DRAPP, Regional Vanpool, and Veterans Directed.

2021 EXPENDITURES BY STRATEGIC INITIATIVE



Strategic Initiative	% of Total	Amount
UPWP	24.34%	\$ 7,829,953
Traffic Operations Program	4.57%	\$ 1,468,465
STAC	0.03%	\$ 9,550
FTA 5310	0.69%	\$ 223,244
HST FASTER	3.16%	\$ 1,016,000
RTD Accountability Committee	0.62%	\$ 200,000
FRWD	0.75%	\$ 240,500
Area Agency on Aging	48.83%	\$ 15,707,060
Way to Go	10.50%	\$ 3,376,396
DRAPP	3.48%	\$ 1,119,578
Member Activities	3.03%	\$ 974,071
Strategic Initiatives Total	100.00%	\$32,164,817

2021 Strategic Initiatives Funding Summary

PROJECT	FEDERAL	STATE	LOCAL/OTHER FUNDS	IN-KIND SERVICES	SERVICE INCOME	MEMBER DUES MATCH/DRCOG FUNDED	TOTAL
UPWP	\$ 6,471,380			\$ 955,329		\$ 403,244	\$ 7,829,953
Traffic Operations Program	\$ 1,468,465						\$ 1,468,465
FTA 5310*	\$ 178,595					\$ 44,649	\$ 223,244
STAC/State Rural Planning Assistance	\$ 9,550						\$ 9,550
HST FASTER		\$ 1,000,000				\$ 16,000	\$ 1,016,000
RTD Accountability Committee			\$ 200,000				\$ 200,000
FRWD		\$ 240,500					\$ 240,500
Area Agency on Aging**	\$ 10,915,040	\$ 4,403,351		\$ 70,000		\$ 318,669	\$ 15,707,060
Way to Go	\$ 2,387,153		\$ 916,558	\$ -		\$ 72,685	\$ 3,376,396
Denver Regional Aerial Photography Project (DRAPP)	\$ 75,000	\$ 223,334	\$ 821,244				\$ 1,119,578
Member Activities			\$ 68,518			\$ 905,553	\$ 974,071
TOTAL FUNDING SUMMARY	\$ 21,505,183	\$ 5,867,185	\$ 2,006,320	\$ 1,025,329	\$ -	\$ 1,760,800	\$ 32,164,817

*Funding Summary does not reflect \$1,276,756 in FTA 5310 Pass-Through funding.

**Funding Summary does not reflect \$19,478,183 in Area Agency on Aging Pass-Through funding.

Funding Summary does not reflect \$30,000 in projected interest income.

*Draft 2021
Work Program*

• Aurora
Denver
• Englewood
• Castle

Work program

DRCOG's 2021 work program consists of programs, projects, and initiatives associated with DRCOG's Balanced Scorecard strategic plan. The work program is organized within four Balanced Scorecard perspectives.

Described below, perspectives are the various lenses or views of DRCOG's organization. Strategic objectives (shown on the following page) and associated measures are developed for each perspective, creating a scorecard that is balanced.

Communities and Residents

This perspective contains objectives that represent continuous improvements needed for our communities and their residents.



Financial Stewardship

The financial stewardship perspective contains objectives related to cost management, funding and resource investment.



Business Operations

This perspective contains objectives related to process improvement, partnering, products and services.

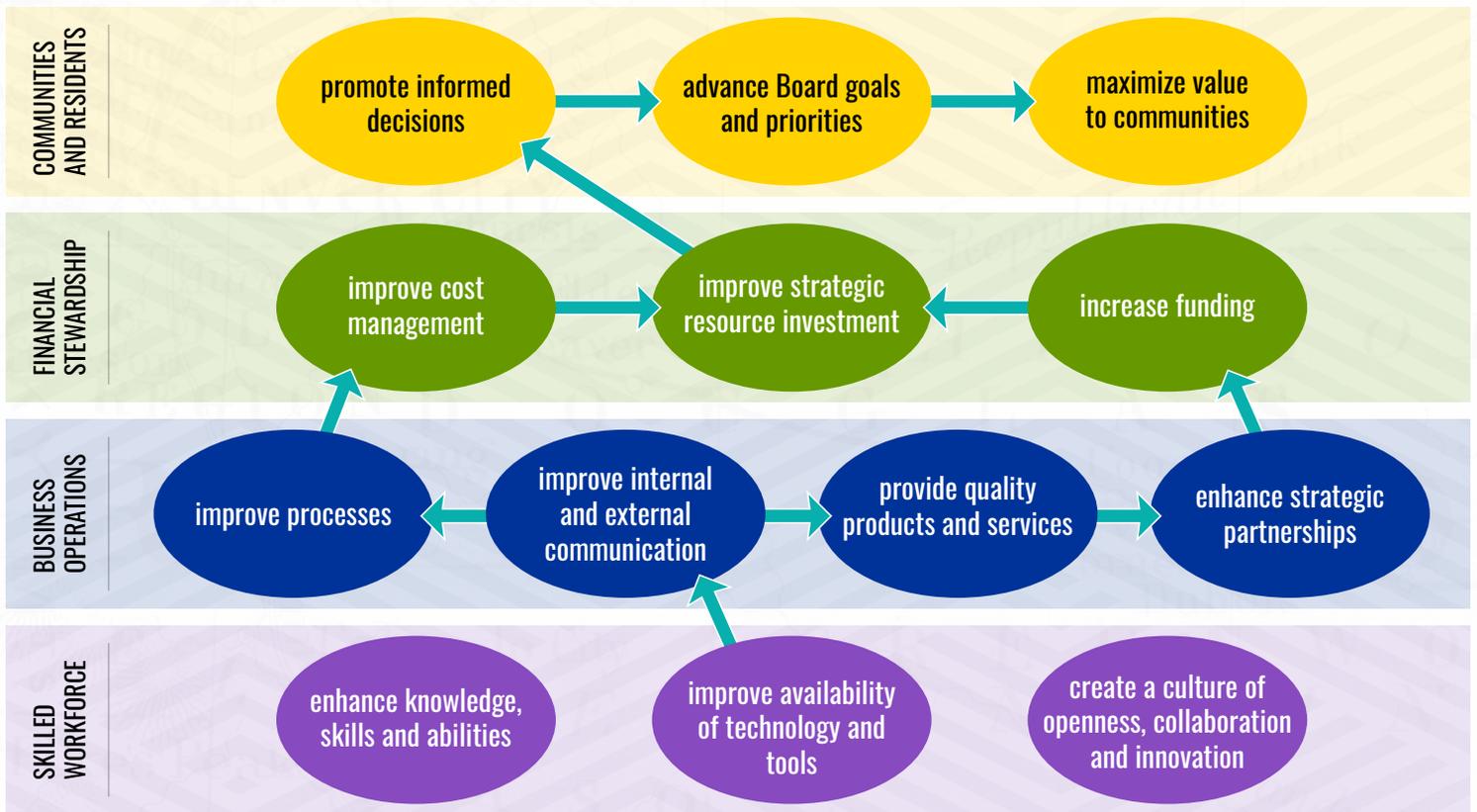


Skilled Workforce

The skilled workforce perspective encompasses objectives related to developing knowledge, skills and abilities for staff, a collaborative culture and providing the proper tools and technology for staff to perform their jobs to the highest level.



The DRCOG strategy map



Communities and Residents

- promote informed decisions
- advance Board goals and priorities
- maximize value to communities

Population and employment forecast coordination

Ongoing **collaboration** with forward-thinking groups of like-minded organizations to promote and support communities that facilitate healthy and successful aging.

Population and employment forecast coordination

Under a pilot program, DRCOG staff will collaborate with the Colorado Department of Local Affairs to improve local, regional and state coordination on accurate, timely and transparent forecasts.

Metro Vision Idea Exchanges

Metro Vision Idea Exchanges provide a forum where DRCOG's planning partners and other stakeholders share information and ideas, identify local and regional successes worth continuing, as well as emerging and ongoing challenges and actions to address them.

Regional watershed and waste diversion planning

Through a two-year effort, regional partners will identify and prioritize changes to waste collection systems and the regional investments necessary to ensure the efficient flow of waste through shared infrastructure and increase diversion rates.

Regional Growth Initiative cohorts

DRCOG facilitates forums where participants discuss critical growth and development issues and identify individual and shared solutions to contribute to the achievement of Metro Vision outcomes and objectives.

Way to Go 2.0

Way to Go is a foundational regional partnership that reduces traffic congestion and improves air quality through education, marketing and outreach to encourage non-single-occupant vehicle travel. As a result of the pandemic affecting safety concerns and commuter sentiment related to shared rides and transit, Way to Go's staff outreach efforts and marketing are emphasizing behavior change in telework, biking and walking.

Commute Trip Reduction

In response to the region's serious air quality issues, and in collaboration with the Regional Air Quality Council, the business community and other stakeholders, Way to Go is developing the framework for a proposed regulatory approach to partner with and support large employers in the region to provide a minimum level of commuter education and options packages within the workplace.

Public engagement

Through its ongoing public engagement initiative, DRCOG provides people-centered planning, projects and services by proactively offering opportunities for the region's residents to learn about and engage with DRCOG. We'll continue to build on efforts using online tools and new tactics, while leveraging the newly formed Youth Advisory Panel and Citizens' Advisory Group to expand the range of voices offering input.

Bike to Work and Bike to Wherever

The coronavirus pandemic offered the Way to Go team an opportunity to expand its longstanding Bike to Work Day efforts. As a result of postponing Bike to Work Day twice in 2020, Way to Go's new campaign, Bike to Wherever, will promote two-wheeled trips for all purposes year-round.



Telework Tomorrow

In light of the pandemic, DRCOG researched how employers and employees were adapting to working remotely and determined that a large percentage were interested in continuing expanded telework. A Way to Go initiative, Telework Tomorrow provides resources, including an employer toolkit, to support the implementation of telework and flex schedules, along with marketing and advertising to promote it.

Milestones: DRCOG has always promoted telework and flex scheduling to take cars off the road at peak travel times. The robust Telework Tomorrow initiative began in April 2020 with employer surveys distributed through the Society of Human Resource Managers Colorado chapters, as well as a survey of commuters. Campaign materials and promotion, including advertising and outreach, began in May 2020 and will continue indefinitely.

Partnerships: The Way to Go partnership comprises eight transportation management associations in the region. Additionally, partners promoting and supporting the Telework Tomorrow initiative include the Colorado Department of Transportation, Regional Air Quality Council, Colorado Department of Public Health and Environment and the Colorado Energy Office.

Significance: Building on Way to Go's previous success – the Denver region already had one of the highest telework rates in the country – sustained robust, expanded telework in the region will reduce traffic congestion and improve air quality.



Communities and Residents

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Smart Region Initiative

Building on established partnerships with organizations already active in the Smart City space, such as the Colorado Smart Cities Alliance, DRCOG staff continue to track and incorporate innovations and best practices in the areas of mobility; connectivity; health and aging; and safety and resilience. DRCOG sends a weekly email with links to the latest developments and research on the various aspects of becoming a smart region.

Small Communities, Hot Topics

Started in 2014, the Small Communities, Hot Topics forum has transitioned into an on-line virtual annual forum. Beyond the annual forum, DRCOG staff relay timely information about programs, opportunities and developing trends relevant to the region's smaller communities. The Small Communities, Hot Topics forum will continue in 2021, as well as frequent digital communication designed to keep DRCOG's smaller jurisdictions well-informed about resources and opportunities.

Legislative Affairs

DRCOG's senior policy and legislative analyst, along with a contract team of registered lobbyists at the state and federal level provide ongoing analysis of the potential effects and benefits that may accrue for all DRCOG activities, with a specific emphasis on transportation funding and funding and policy for aging services. DRCOG's policy analyst and lobbying team are always available to provide insights of proposed legislation on the mission, vision and daily activities of DRCOG and any potential impacts on our member communities.





City/County Managers Quarterly Forum

DRCOG will continue to host quarterly meetings of the region's city and county managers in 2021, transitioning back to an in-person format when feasible. The forums provide the managers with an opportunity to identify, discuss and share ideas on regionwide topics as well as concerns affecting their respective communities. DRCOG facilitates the forum, helping to identify resources and information.

Milestones: An April 2020 check-in with the city and county managers resulted in a request for DRCOG to develop a platform to facilitate informal encounters among managers more frequently than the quarterly forums. In response, DRCOG staff leveraged the Microsoft Teams platform to create a Managers Huddle channel in advance of the regularly scheduled quarterly forum. In addition, DRCOG organized a weekly, half-hour video chat for the managers via the Teams platform. With as many as 12 managers attending some weeks, even the more lightly attended chats have provided the opportunity for networking and learning.

DRCOG sends a weekly Managers Huddle Herald eblast every Monday containing resources and a weekly member community spotlight.

Partnerships: City and county managers in the region, University of Colorado Denver faculty, Tri-County Health Department, Colorado Smart Cities Alliance, Colorado Office of the Attorney General

Significance: The forums provide an opportunity for the city and county managers to hear about — and provide input and feedback on — DRCOG activities, new initiatives, and upcoming opportunities. They're also a dedicated place where managers can explore issues that may affect the entire region and their significance to the managers' communities and counties. Managers identify the topics for conversation, and DRCOG coordinates the meetings and identifies information and relevant resources. Recent topics have included homelessness, the opioid crisis, transportation funding, micromobility and watershed planning.

Communities and Residents

- promote informed decisions
- advance Board goals and priorities
- maximize value to communities



Voucher program expansion

The Area Agency on Aging will expand its voucher program to services to include additional transportation, in-home services, chore services and material aid. The expansion will reduce waiting lists and increase access to services during the COVID-19 pandemic. Vouchers allow the Area Agency on Aging to expand its provider base to include for-profit organizations.

Milestones: DRCOG piloted the voucher program in April 2019 with transportation services provided by HopSkipDrive. Increased funding allowed for formalization and expansion of the program in April 2020 to include additional transportation options and in-home services. Additional services will be added as resources permit and agreements are executed.

Partnerships: Beyond transportation services already provided through a partnership with HopSkipDrive, the Area Agency on Aging has executed a contract with Uber and are developing a contract with Lyft. DRCOG contracts with BrightStar Care and Alpine Home Care for in-home

services. In addition to providing services, contractors and numerous other agencies throughout the region provide referrals for other Area Agency on Aging services.

Significance: The demand for transportation, in-home services, chore services and material aid is expanding rapidly. The voucher program for transportation allows the Area Agency on Aging to consistently serve more parts of the region, expand trip types, extend hours of service to include weekends and reduce the cost of some trips. Providing in-home services through the voucher program helps the region's older adults remain safe in their homes and avoid premature admittance to nursing homes and assisted living facilities. Most older adults desire to stay at home if safe and possible, which reduces costs for them, their families and taxpayers. Through the voucher program, DRCOG pays private companies to provide services for a fixed rate, allowing the Area Agency on Aging to serve more people more efficiently, reducing long waiting lists for transportation, in-home services, chore services and material aid.



Ride Alliance trip exchange

The Area Agency on Aging will pilot a transportation trip exchange developed under the Veterans Transportation and Community Living Initiative. Staff and partners will use the pilot to identify the exchange's strengths and weaknesses and make adjustments before a full program launch in 2021.

Video and on-line outreach

Responding to the COVID-19 pandemic has required the Area Agency on Aging to reach out virtually to the people it serves. DRCOG staff are creating marketing and informational materials to share on social media and other virtual platforms.

2050 Metro Vision Regional Transportation Plan

The regional transportation plan establishes the vision and strategies for addressing the region's multimodal transportation needs and is updated every four years. The 2050 Metro Vision Regional Transportation Plan will be completed in spring 2021.

Mobility data management

As part of the Advanced Mobility Partnership, DRCOG is working with regional partners to explore processes to collect, manage, maintain and share regional transportation data.



Communities and Residents

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- maximize value to communities



Complete Streets Toolkit

The Complete Streets Toolkit is an early action item from the Regional Vision Zero plan to support development of a safe and comfortable transportation system for all modes and all users. The Complete Streets Toolkit will guide local governments in planning, designing and implementing Complete Streets. The toolkit will include strategies and provide support to decision-makers, planners and designers to help ensure that multimodal elements are incorporated into transportation projects. As part of the project, DRCOG staff will develop various street design types that include recommended street design elements based on context and functional priorities.

Milestones: A Complete Streets typology framework, descriptions, guidance, renderings and mapping will be completed fall 2020. A design treatment framework and typology compatibility matrix will be completed in winter 2021. Final toolkit documentation and resources will be developed through November 2021.

Partnerships: Local governments; Regional Vision Zero stakeholders.

Significance: The Complete Streets Toolkit is a key strategy in the region's progress toward achieving a Regional Vision Zero.



Regional Transportation District Accountability Committee

The governor, state legislature transportation committee chairs and the Regional Transportation District agreed to establish an accountability committee to review and make recommendations related to various aspects of RTD’s services, finances and operations. The partners asked DRCOG to support and facilitate the work of the committee.

Advanced Mobility Partnership

DRCOG convenes regional and local participation in the Advanced Mobility Partnership to evaluate, prioritize, coordinate and implement Mobility Choice Blueprint tactics and other transportation technology innovations and initiatives.



Financial Stewardship

- improve cost management
- improve strategic resource investment
- increase funding

Audit

An analysis and report resulting in findings related to DRCOG's financial health and compliance with grant management guidelines, the audit commences each January for the prior fiscal year.

DRCOG budget

A foundational annual product, the budget process begins in July and concludes with final approval by the Board of Directors in November. The budget directs financial decisions made throughout the fiscal year.





Fiscal year transition

DRCOG has traditionally operated on a calendar fiscal year. Over the last several years, DRCOG's funding has expanded dramatically related to programs that operate on the state fiscal year. In 2020, more than \$25 million of DRCOG's overall revenue budget of \$41 million will be administered consistent with the state fiscal year. The six-month variation between the state fiscal year and DRCOG's calendar fiscal year makes budgeting and forecasting difficult, and presents auditing challenges because two grant years of state funded programs overlap a single DRCOG calendar year.

Milestones: To accommodate the transition, DRCOG will prepare a 12-month calendar year budget for 2021, followed by a 12-month budget commencing in July 2021 to align with the state fiscal year.

Partnerships: DRCOG legal staff, auditors

Significance: Aligning DRCOG's fiscal year with the state fiscal year (July through June) will provide greater visibility and transparency into DRCOG's fiscal position, enhance staff's ability to accurately budget and forecast, and improve staff's effectiveness in its administration of grant contracts.

Business Operations

- improve processes
- improve internal and external communication
- provide quality products and services
- enhance strategic partnerships

Accountable Health Communities partnership development

The Area Agency on Aging's Denver Regional Accountable Health Community will continue to recruit new clinical providers and work to improve the referral process between clinical providers and community service providers.

Network of Care enhancement

Network of Care, an Area Agency on Aging website, provides information on the region's resources, medical information, articles about aging and legislative and advocacy information. In 2019, more than 500,000 unique visitors used Network of Care.

DocuSign implementation

An enhancement activity to streamline contracting approvals and execution both in a virtual work environment and office setting, DocuSign implementation also aligns with DRCOG's business continuity strategy in the event of an emergency.

Board Collaboration Assessment

An annual improvement activity, DRCOG's Board of Directors uses the Board Collaboration Assessment to provide feedback on collaboration with directors, committee structure and leadership.

GIS data development

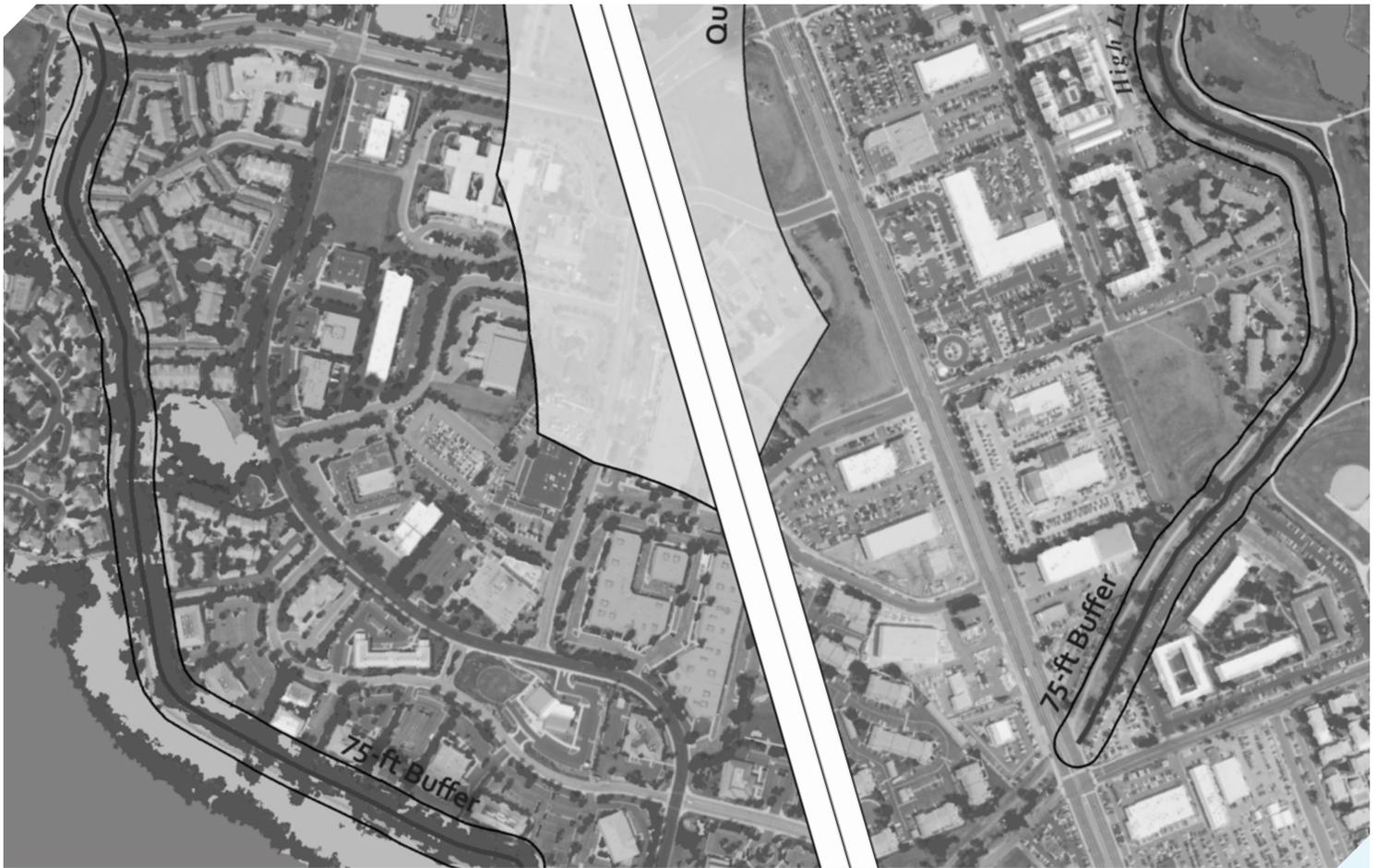
Through an annual partnership with local governments, DRCOG creates regional datasets including employment, housing, open space and zoning in support of local and regional planning.

Data privacy policy and procedures

DRCOG staff will develop a governance framework to responsibly collect, store, analyze, visualize and report sensitive data obtained in support of the organization's projects, programs and services.

Website refresh

DRCOG staff will refresh DRCOG's website and consolidate other web properties. The web refresh will raise DRCOG's public visibility, improve access to its services and programs, and improve the security of its digital properties.



Regional data acquisition projects

DRCOG facilitates and manages cost-effective partnerships and projects that acquire foundational data sets including imagery, lidar, planimetric and land cover in support of local and regional planning.

Milestones: High-resolution aerial imagery for the region will be delivered to project partners by March 2021, the associated planimetric data project will commence upon final delivery of imagery. Lidar data will be finalized and distributed in phases throughout 2021.

Partnerships: Adams County, City and County of Broomfield, Clear Creek County, City and County of Denver, Douglas County, Gilpin County, Jefferson County, Arvada, Aurora, Bennett, Boulder, Brighton, Castle Pines, Castle Rock, Centennial, Cherry Hills Village, Commerce City, Dacono, Englewood, Erie, Federal Heights, Firestone, Frederick, Glendale, Golden, Greenwood Village, Lafayette, Lakewood, Littleton, Lone Tree, Longmont, Louisville, Morrison, Nederland, Northglenn, Parker, Superior, Thornton, Westminster, Wheat Ridge, Mile High

Flood District, Colorado Department of Transportation, Regional Transportation District, Denver Water, Arapahoe County Water and Wastewater Authority, United Power, Metro Wastewater Reclamation District, Jefferson County Communications Center Authority, South Suburban Parks and Recreation, South Metro Fire Rescue, E-470 Public Highway Authority, Pinery Water and Wastewater District, Colorado Water Conservation Board, U.S. Geological Survey

Significance: Foundational datasets are critical for the daily work of local governments and public organizations that includes planning, development and asset management. Routinely purchasing high-quality datasets is often cost-prohibitive for individual organizations but is made possible by regional partnerships. These projects gather funding and requirements from 50-plus partners to create regional coverage of some of the most accurate and detailed datasets in the nation.

Skilled Workforce

- enhance knowledge, skills and abilities
- improve availability of technology and tools
- create a culture of openness, collaboration and innovation



Professional Certification

In order to support staff's professional development and enhance networking opportunities that benefit the organization, DRCOG has increased the dollar amount allocated to each employee for approved job-related professional memberships and certifications.

Doug'n Donuts

Monthly employee events, Doug'n Donuts are informal staff town halls providing an opportunity for DRCOG staff to gather socially and interact with DRCOG's executive director, Douglas W. Rex and the senior management team. Employees are encouraged to ask questions, offer suggestions and learn about activities, developments and policies.

Third Thursday Lunch and Learn

Once-a-month lunch time learning opportunities provide DRCOG staff with a mid-day diversion that also provides interesting, intellectually stimulating presentations on a variety of topics from DRCOG partners, Board members and subject-matter experts.

COG Cares

A service-based employee volunteer program, COG Cares equips DRCOG staff to give back to the region's communities and build teamwork skills across work groups and divisions.

Employee Engagement and Satisfaction Survey

An annual improvement opportunity, the Employee Engagement and Satisfaction Survey facilitates staff feedback on DRCOG, their work groups, satisfaction, supervisor, division director and the executive director.

Performance management software

DRCOG employees participate in annual performance reviews. The Human Resources division anticipates replacing the current system with a more user-friendly performance and compensation management system that will interface with DRCOG's new payroll and human resource information system, WorkforceGo!

Equity Action Committee

One of the ways DRCOG is evaluating its progress and charting its course toward diversity and equity is through the formation of an internal Equity Action Committee. The committee membership is voluntary and its work is self-directed, with twice-monthly updates at division directors meetings.



Training and development

DRCOG has a legacy of investing in its staff through training and development opportunities. Auzmor is a web-based learning management system that employees can use as their schedule allows, as opposed to during a set time in a classroom or meeting space for training. DRCOG also partnered with Go1, the world's largest training content hub. Go1 maintains over 100,000 training classes from which DRCOG's Human Resources division, division

directors and managers have developed a custom training library specific to employee needs.

Milestones: In early 2020, DRCOG partnered with Auzmor Learn to provide our employees with a new way to access learning opportunities. As of this writing, DRCOG University has nearly 600 individual classes available to staff.

Partnerships: Auzmor Learn, Go1



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