

Bob Fifer, Chair
John Diak, Vice Chair
Ashley Stolzmann, Secretary
Kevin Flynn, Treasurer
Herb Atchison, Immediate Past Chair
Douglas W. Rex, Executive Director

AGENDA
FINANCE AND BUDGET COMMITTEE
WEDNESDAY, OCTOBER 16, 2019
RED ROCKS CONFERENCE ROOM
1001 17th Street, 7th Floor
➔ 6:00 P.M. ➔

1. Call to Order

CONSENT AGENDA

2. Move to Adopt the Consent Agenda
 - September 18, 2019 minutes
(Attachment A)

ACTION ITEMS

3. Discussion of 2020 Budget
(Attachment B) Jenny Dock, Director, Administration & Finance
4. Discussion of compensating AAA voucher providers without adhering to individual contract limits so long as the cumulative total of voucher redemptions from all providers does not exceed \$125,000 in the state fiscal year of July 1, 2019 through June 30, 2020
(Attachment C) Jayla Sanchez-Warren, Director, Area Agency on Aging
5. Discussion of grant agreements with Human Service Transportation set-aside (HST) awardees approved by the DRCOG Board of Directors and reimburse them for costs incurred for eligible expenses from approved project funding
(Attachment D) Matthew Helfant, Senior Transportation Planner, Transportation Planning & Operations

INFORMATIONAL ITEM

6. Regional Data Acquisition Projects
(Attachment E) Ashley Summers, Information Systems Manager, Regional Planning & Development

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) 480-6701.



ADMINISTRATIVE ITEMS

7. Executed Contracts Report – no contracts to report for September 2019
8. Report of the Chair
9. Report of the Executive Director
10. Other Matters by Members
11. **Next Meeting – November 20, 2019**
12. Adjourn

ATTACH A

MINUTES
FINANCE AND BUDGET COMMITTEE
Wednesday, September 18, 2019

Present:

Kevin Flynn, Chair	Denver
Jeff Baker	Arapahoe County
Libby Szabo	Jefferson County
Larry Vittum	Bennett
Larry Strock	Lochbuie
Wynne Shaw	Lone Tree
Joan Peck	Longmont
Sandie Hammerly	Superior

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

Chair Flynn called the meeting to order at 6:00 p.m. with a quorum present.

Move to Adopt the Consent Agenda

Director Hammerly noted she was in attendance at the August 21 meeting. The record will be revised to reflect her attendance.

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

Items on the consent agenda included:

- Revised Minutes of the August 21, 2019 Meeting

Discussion of a resolution authorizing the Executive Director to approve submission of a proposal to the Colorado Department of Local Affairs, and if awarded, to receive up to \$300,000 to coordinate 2020 census outreach and assistance to older adults in the period of December 1, 2019 to June 30, 2020

Brad Calvert, Director, Regional Planning & Development, provided an overview of the proposal and funding available.

Director Shaw **moved** to adopt Resolution No. 21, 2019, authorizing the Executive Director to approve submission of a proposal to the Colorado Department of Local Affairs, and if awarded, to receive up to \$300,000 to coordinate 2020 census outreach and assistance to older adults in the period of December 1, 2019 to June 30, 2020. The motion was **seconded** and **passed** unanimously.

Discussion of a resolution authorizing the Executive Director negotiate and execute an IGA Amendment with the Colorado Department of Transportation to provide funding for the Denver Regional Council of Governments to deliver regional traffic signal

Finance and Budget Committee Meeting Summary

September 18, 2019

Page 2

timing/coordination technical and support services in the Denver metropolitan area for an amount of approximately \$1,500,000 per year, recognizing that no match is required.

Ron Papsdorf provided an overview of the Traffic Operations program and the contracting required for the program.

Director Strock **moved** to adopt Resolution No. 22, 2019, authorizing the Executive Director to accept funding from the Colorado Department of Human Services through the Colorado Refugee Services Program in the amount of \$125,000 for services to older adult refugees. The motion was **seconded** and **passed** unanimously.

Draft 2020 Budget

Jenny Dock, Director, Administration and Finance, provided a brief overview of the Draft 2020 Budget. The Finance and Budget Committee will be asked to recommend approval of the budget to the Board of Directors at the October meeting. Director Peck asked about the increase in personnel. Ms. Dock explained the new positions are grant-funded through the Area Agency on Aging. Director Flynn asked for a breakdown of member's dues.

Executed Contracts

There were no contracts to report for August 2019.

Report of Chair

No report was provided.

Report of the Executive Director

No report was provided.

Other Matters by Members

No other matters were discussed.

Next Meeting

The next meeting is scheduled for October 16, 2019

The meeting adjourned at 6:21 p.m.

ATTACH B

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 #
October 16, 2019	Action	3

SUBJECT

The budget is a fiscal guide for the operation of DRCOG from January 1, 2020 – December 31, 2020. The budget highlights work activities in DRCOG's Work Plan for the Denver metropolitan region.

PROPOSED ACTION/RECOMMENDATIONS

Recommend the 2020 Budget for approval by the Board of Directors.

ACTION BY OTHERS

N/A

SUMMARY

Each year the Finance and Budget Committee reviews and recommends approval of a proposed budget to the Board of Directors for the coming year. Attached is the proposed 2020 Budget.

In August 2019, the 2020 Work Plan was presented to the Board of Directors at the annual Board Workshop. Board members were given the opportunity to review and recommend changes.

In September 2019 staff brought the draft budget before the Finance and Budget Committee and provided the opportunity for discussion and revisions if deemed appropriate. Upon review and discussion, no changes to the financials were requested by the committee.

PREVIOUS DISCUSSIONS/ACTIONS

N/A

PROPOSED MOTION

Move to recommend to the DRCOG Board of Directors approval of the 2020 Budget.

ATTACHMENT

2020 Budget

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.

2020 Budget and Work Program

• Aurora
Denver
• Englewood
• Castle

Contents

Letter from the executive director2

2020 budget summary and comparison (general operating fund)4

2020 funding5

2020 expenditures by strategic initiative6

2020 strategic initiatives summary7

Work program8

Letter from the executive director

Oct. 16, 2019



Finance and Budget Committee
and Board of Directors

Denver Regional Council of
Governments

I am pleased to submit the
proposed budget of the Denver
Regional Council of Governments
for the year 2020. The budget is

transmitted to the Finance and Budget Committee for review and
recommendation for approval by the Board of Directors.

The budget is a fiscal guide for the operation of DRCOG
beginning Jan. 1, 2020, through Dec. 31, 2020. It supports work
activities in the DRCOG metropolitan planning organization's
Unified Planning Work Program, the Area Agency on Aging,
Communications and Marketing, Executive Office, Administration
and Finance, and Human Resource divisions.

Variations of note between the 2019 and 2020 budgets include:

Revenues

- **Federal funding:** The use of Unified Planning Work Program
funding will increase in 2020 by approximately 15.5%.
However, overall federal funding will decrease by \$948,958.
Significant federal grant variances include:
 - Due to delays in reimbursement, the Veteran-Directed
Care program is currently capped at 115 veterans and
not expected to expand in 2020, resulting in a decrease
in claims totaling nearly \$1,000,000.
 - The Accountable Health Communities grant funded by
the Centers for Medicare and Medicaid Services will pay

contractor agreements throughout the year increasing
the total expenditures in 2020 by \$258,000.

- In 2019 a federal carryover balance of \$433,000 was
reflected in the Area Agency on Aging budget. Those
funds were fully expended and are not reflected in the
2020 budget resulting in a decrease of federal dollars.
- **State funds** will increase by approximately \$1,455,000 in
2020 mainly due to Homestead Act dollars in the amount
of \$1,300,000 granted by the State Funding for Senior
Services.
- **Local/other funds** reflects an increase of approximately
\$1,184,000 which is due to the Denver Regional Aerial
Photography Project entering the second year of its two-year
cycle.
- **In-kind services**, where in-kind contributions from volunteers
and partnering organizations are reflected, will increase. This
is largely attributed to the Regional Transportation District's
in-kind contribution toward Unified Planning Work Program
match which under our new contract makes up a larger
percentage of the overall match requirement than in years
past.
- **Member dues** provide match for federal programs and help
fund initiatives such as legislative activities and strategic
partnerships which assist in increasing overall funding as well
as Board-related activities. Board-related activities include
Finance and Budget Committee and Board meetings, the
annual awards dinner, the Board Workshop, participation
in Sister Cities International and hosting the annual Small
Communities, Hot Topics forum.

Expenditures

- **Personnel expenditures** are budgeted with an estimated fifteen percent increase for medical insurance and ten percent increase for dental insurance effective January 2020, as well as a performance-based merit increase pool for staff estimated at an average of three percent. Due to expanded activities across the organization, there are thirteen additional personnel budgeted. The personnel to support these expanded activities include Area Agency on Aging community options and State Health Insurance Assistance Program counselors, a case manager, two community resource specialists, a community partnership coordinator and three navigators. Additionally, two new positions have been budgeted in Transportation Planning Operations, a transportation technology strategist and a contract compliance position to support the upcoming Federal Transit Administration Section 5310 transportation mobility program.
- **Contractual** obligations are significantly higher from 2019. This is due in part to 2020 being the larger contractual year of the two-year Denver Regional Aerial Photography Project cycle. Further, contracts to support a U.S. Geological Survey lidar project are also included. There are additional contract expenditures in the 2020 budget to support Unified Planning Work Program tasks that include a household travel survey, Complete Streets toolkit, transit-oriented development opportunity study, and various micromobility projects. Finally, Veteran-Directed Care program contractual obligations will decrease from the 2019 budget as a result of the program cap.
- **Non-personnel expenditures** include funds for technology updates and license renewals as well as business insurance premiums which are estimated to total approximately \$198,000 in 2020.

- **Capital outlay** includes \$30,000 for computer network storage and \$10,000 for the installation of a secure door to the Area Agency on Aging office space.

Fund balance

The 2020 ending fund balance for DRCOG is projected to be \$8,080,121. Approximately \$2,992,942 of this fund balance reflects prepaid funds set aside for specific programs such as the Denver Regional Aerial Photography Project, Guaranteed Ride Home and regional vanpool.

Because most of DRCOG's grants operate on a reimbursement basis, substantial working capital must be available to pay contractual obligations and meet daily expense outlays while awaiting grantor payments. DRCOG's auditors have consistently recommended maintaining a fund balance equal to three months' expenditures. Based on prior year expenses and contractual rent obligations, that amount would total approximately \$8,000,000 to \$9,000,000. Member dues collected in excess of program obligations and activities will be applied toward the general fund to replenish this balance and further strengthen DRCOG's overall financial position.

Pass-through funds are excluded from the general operating fund budget; however, the 2020 pass-through is estimated to total \$16,054,246.

Respectfully submitted,



Douglas W. Rex
Executive Director

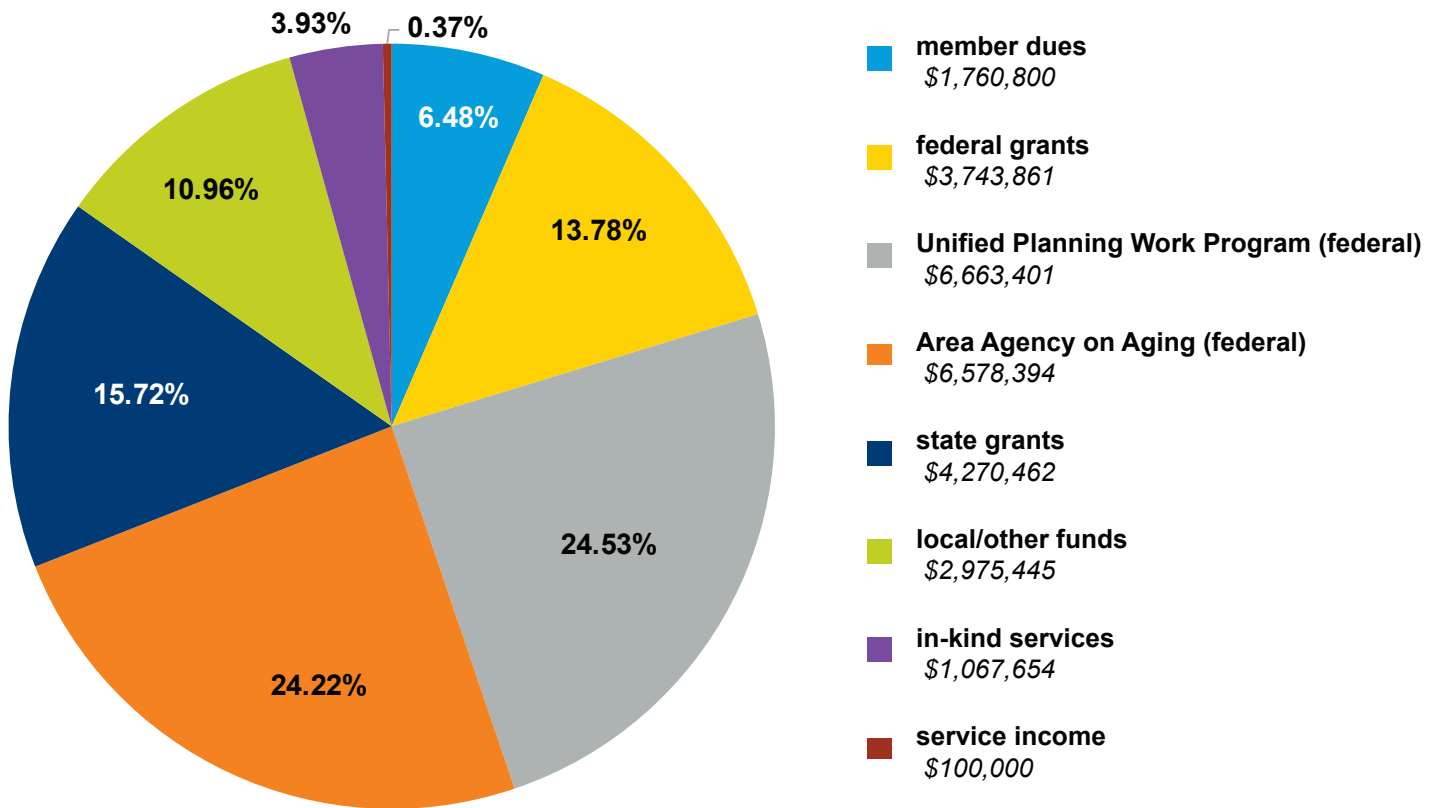
2020 budget summary and comparison (general operating fund)

	2018 ACTUALS	2019 BUDGET	2020 BUDGET
Beginning balance	¹ \$7,696,237	\$7,691,016	\$8,050,121
General funds	\$4,204,961	\$4,606,850	\$4,957,179
Program obligations	\$3,491,276	\$3,084,166	\$3,092,942
Revenues			
Member dues	\$1,569,448	\$1,724,800	\$1,760,800
Federal grants	\$12,397,491	\$17,934,614	\$16,985,656
State grants	\$3,036,851	\$2,814,355	\$4,270,462
Local/other funds	\$1,399,121	\$1,791,817	\$2,975,445
In-kind services	\$595,300	\$683,026	\$1,067,654
Service income	\$477,218	\$200,000	\$100,000
Interest/investment income	\$72,482	\$30,000	\$30,000
Total revenues	\$19,547,911	\$25,178,612	\$27,190,017
Total funds available	\$27,244,148	\$32,869,628	\$35,240,138
Expenditures			
Personnel	\$10,662,101	\$13,364,242	\$14,293,255
Contractual services	\$4,999,382	\$7,674,098	\$8,492,667
In-kind services	\$595,300	\$1,033,489	\$779,446
Non-personnel	\$3,191,144	\$2,717,678	\$3,554,649
Capital outlay	\$105,205	\$30,000	\$40,000
Total expenditures	\$19,553,132	\$24,819,507	\$27,160,017
Ending balance	\$7,691,016	\$8,050,121	\$8,080,121
General funds	\$4,606,850	\$4,957,179	\$5,087,179
Program obligations ²	\$3,084,166	\$3,092,942	\$2,992,942
Pass-through funds			
Area Agency on Aging	\$14,137,425	\$14,128,425	\$16,054,246
Total pass-through funds	\$14,137,425	\$14,128,425	\$16,054,246

¹ The beginning balance for the 2020 budget is based on 2018 actuals. All other 2020 line items are estimates.

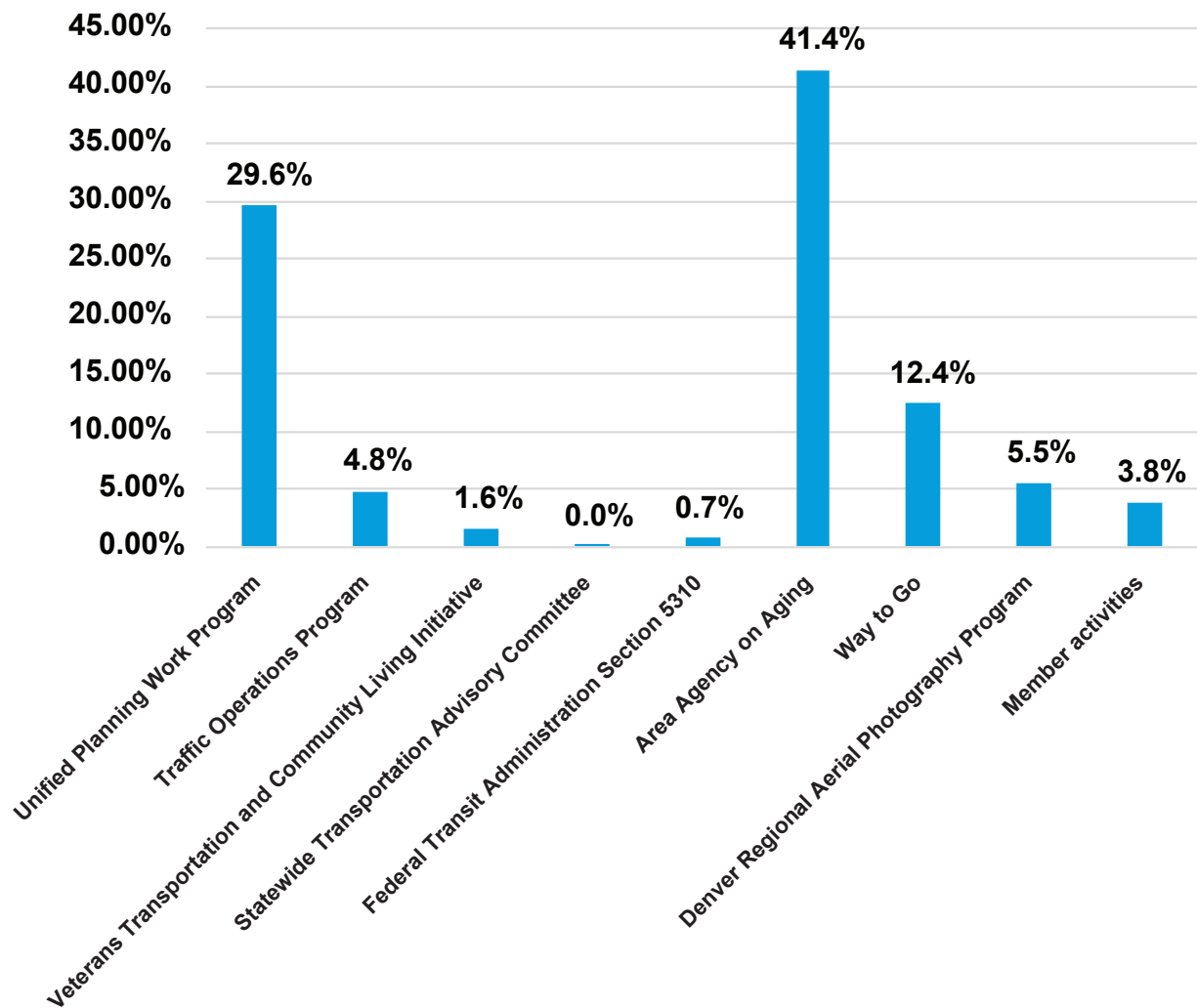
² Program obligations are prepaid funds set aside for specific programs: Guaranteed Ride Home, Denver Regional Aerial Photography Project and Regional Vanpool.

2020 funding



SOURCE	PERCENT OF TOTAL	AMOUNT
member dues	6.48%	\$1,760,800
federal grants	13.78%	\$3,743,861
Unified Planning Work Program (federal)	24.53%	\$6,663,401
Area Agency on Aging (federal)	24.22%	\$6,578,394
state grants	15.72%	\$4,270,462
local/other funds	10.96%	\$2,975,445
in-kind services	3.93%	\$1,067,654
service income	0.37%	\$100,000
projected total funding	100.00%	\$27,160,017

2020 expenditures by strategic initiative



STRATEGIC INITIATIVE	PERCENT OF TOTAL	AMOUNT
Unified Planning Work Program	29.63%	\$8,048,558
Traffic Operations Program	4.83%	\$1,311,967
Veterans Transportation and Community Living Initiative	1.59%	\$431,151
Statewide Transportation Advisory Committee	0.04%	\$9,550
Federal Transit Administration Section 5310	0.73%	\$198,790
Area Agency on Aging	41.40%	\$11,244,550
Way to Go	12.43%	\$3,376,317
Denver Regional Aerial Photography Program	5.52%	\$1,499,780
Member activities	3.83%	\$1,039,354
Strategic Initiatives Total	100.00%	\$27,160,017

2020 strategic initiatives summary

PROJECT	FEDERAL	STATE	LOCAL/OTHER FUNDS	IN-KIND SERVICES	SERVICE INCOME	MEMBER DUES MATCH/ DRCOG FUNDED	TOTAL
Unified Planning Work Program	\$6,663,401			\$960,599		\$424,558	\$8,048,558
Traffic Operations Program	\$1,311,967						\$1,311,967
Veterans Transportation and Community Living Initiative	\$376,351	\$54,800					\$431,151
Statewide Transportation Advisory Committee/State Rural Planning Assistance	\$9,550						\$9,550
Federal Transit Administration Section 5310	\$169,395					\$29,395	\$198,790
Area Agency on Aging*	\$6,578,394	\$4,210,663	\$80,000	\$60,000		\$315,493	\$11,244,550
Way to Go	\$1,876,598	\$4,999	\$1,337,665	\$47,055	\$100,000	\$10,000	\$3,376,317
Denver Regional Aerial Photography Program			\$1,499,780				\$1,499,780
Member activities			\$58,000			\$981,354	\$1,039,354
Total funding summary	\$16,985,656	\$4,270,462	\$2,975,445	\$1,067,654	\$100,000	\$1,760,800	\$27,160,017

*Funding summary does not reflect \$16,054,246 in Area Agency on Aging pass-through funding.

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

Work program

DRCOG's 2020 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.



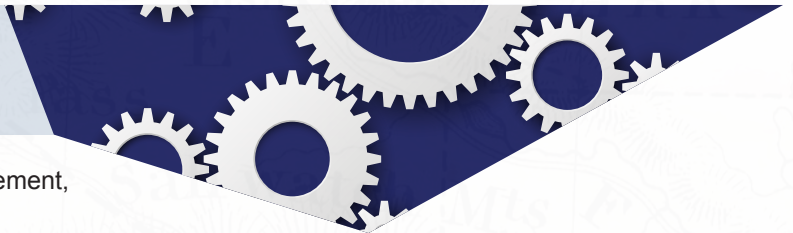
Financial Stewardship

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.

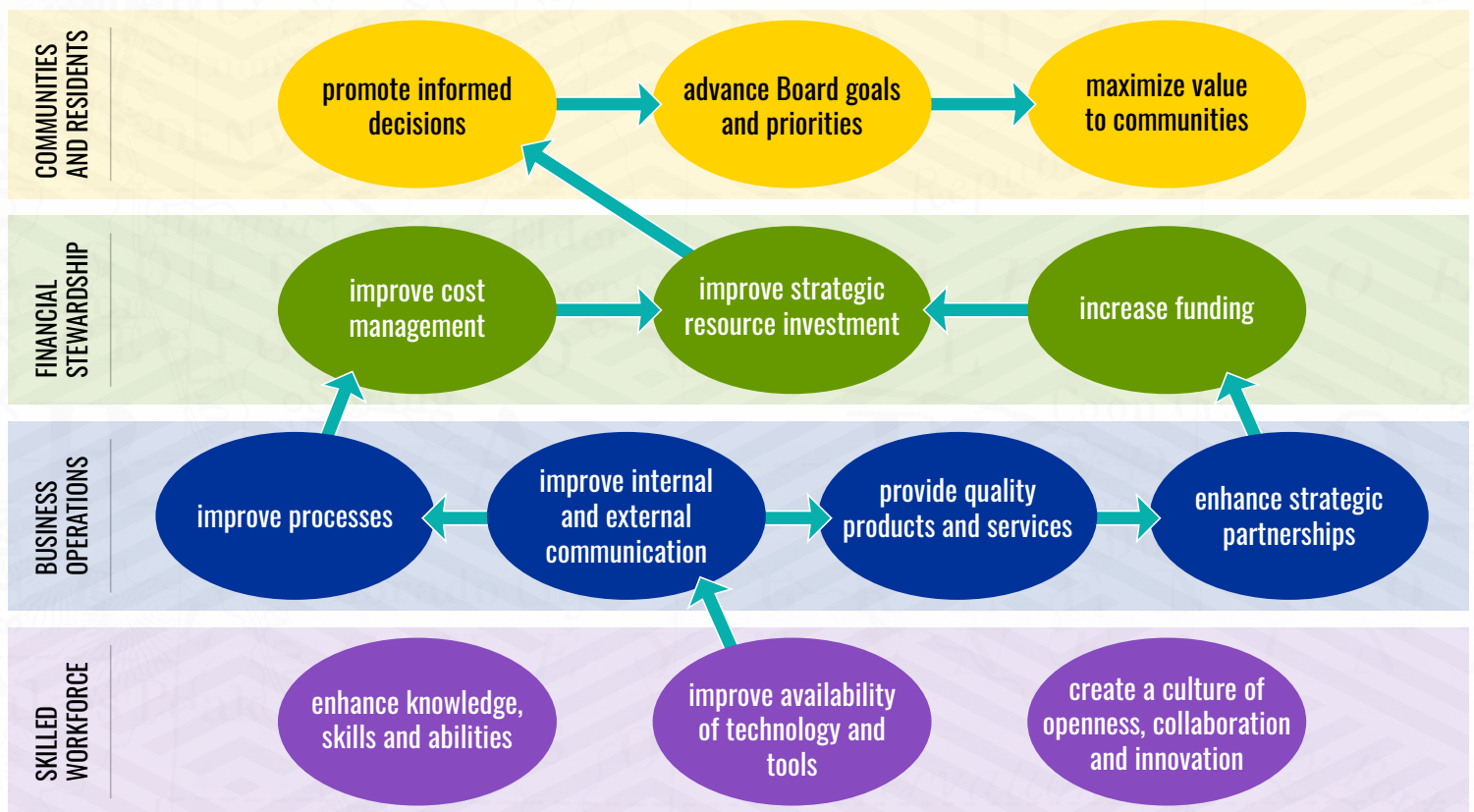


Skilled Workforce

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

age-friendly partnerships

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

annual awards celebration

A **yearly event** that celebrates the people, projects and communities in our region that advance Metro Vision by enhancing and protecting our quality of life.



Area Plan on Aging

Required by the State Unit on Aging, the **quadrennial report** highlights service goals, outcomes, strategies and measures to evaluate the success of the Area Agency on Aging's work.

Board Workshop

Annual opportunity for Board directors to explore and shape new concepts and initiatives and strengthen relationships with other directors and members of DRCOG's senior management team.

Census 2020 outreach

A **collaborative initiative** with contractors and service providers to reach homebound, minority, low-income and rural populations to encourage participation in the 2020 Census.

food insecurity initiative

An **initiative** to expand partnerships, conduct community events and expand partnerships with contractors to increase access to food.



Imagine a Great Region | Metro Vision Idea Exchanges

An **event series** to foster conversations on growth that inform practice-based planning research including partners such as the University of Colorado Denver, the Gates Family Foundation and Denver7 News.



Accountable Health Communities

A **partnership** among DRCOG, local clinical and community care providers to assess the health-related social needs of individuals and connect them to services to address them.

Milestones: Publish gap analysis in April 2020. Throughout 2020, convene work groups to identify and pursue small but scalable interventions to address gaps in housing, food insecurity, utility assistance and interpersonal violence services.

Partnerships: Aurora Mental Health Center, Brothers Redevelopment, Centura Health, Denver Health, Energy

Outreach Colorado, Jefferson Center for Mental Health, Jewish Family Service, STRIDE Community Health Center, Project Angel Heart, Seniors' Resource Center, The Town of Littleton Cares Meals on Wheels, Volunteers of America Colorado Branch, Violence Free Colorado.

Significance: As part of a national demonstration project, DRCOG is one of the only non-health care entities convening a consortium to identify and address health-related social needs. By facilitating a continuum of care involving both health care providers and community-based organizations, the consortium improves health outcomes and reduces health care costs.



Communities and Residents

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

legislative affairs

A **foundational initiative** to work with legislators and policy stakeholders to advocate for solutions in DRCOG's core areas of growth and development, transportation, and aging and disability resources.

leveraging community assets

A **partnership** among public, private and nonprofit organizations to identify and catalog high-opportunity real estate assets essential to meeting critical community needs.

Mile High Compact 2.0

An **opportunity** for the Board, local governments and staff to strategically evaluate opportunities to align local and regional initiatives with the Metro Vision plan for greater collective impact.

mobility data management

A regional **work group**, convened by DRCOG, to improve access to transportation data by identifying the needs, issues and opportunities for a regional transportation data set and data platform.

performance management

A **regular report** on progress toward outcomes identified in Metro Vision and regional performance measures related to regional transportation planning processes.

population and employment forecast coordination

A **pilot program** with the Colorado Department of Local Affairs and local governments to improve the process related to producing accurate, timely and transparent forecasts.



public engagement

An **ongoing initiative** to deliver people-centered planning, projects and services by proactively providing stakeholders opportunities to learn about and engage with DRCOG.



Metro Vision Regional Transportation Plan

A **foundational product**, the 2050 Metro Vision Regional Transportation Plan will identify investment strategies based on population and employment projections to provide the framework for improving how we get around.

Milestones: Board shapes and evaluates investment priorities and scenario options in early 2020. Plan development in fall 2020.

Partnerships: Local governments, Federal Highway Administration, Federal Transit Administration, Colorado Department of Transportation, Regional Transportation District, transportation management associations, transportation advocates.

Significance: The 2050 Metro Vision Regional Transportation Plan represents the region's envisioned and cost-feasible multimodal transportation system through 2050. It identifies major roadway and rapid transit projects, as well as the cost to maintain and operate the transportation system. It documents compliance with federal fiscal and air quality requirements.

Communities and Residents

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



Citizens' Academy

A **foundational program**, Citizens' Academy builds the civic capacity of the Denver region's residents. Participants engage regional issues such as transportation, economic vitality, housing and civic engagement.

Milestones: Spring and fall seven-week sessions. Applications open approximately March 1 and Aug. 1.

Partnerships: Curriculum includes presentations from partner organizations throughout the region, including the Regional Transportation District, Colorado Department of Transportation, local governments and Mile High Connects.

Significance: Citizens' Academy fosters a sense of civic pride and responsibility among participants, often equipping them for volunteer, elected or professional roles that enhance the region's communities.



regional conservation assessment and vision

A **partnership** with the Metro Denver Nature Alliance and numerous stakeholders to identify high-quality, connected and climate-resilient habitat across the metro area.

regional data acquisition projects

Cost-effective **partnerships** facilitated by DRCOG to acquire foundational data sets including imagery, lidar, planimetric and land cover in support of local and regional planning.

regional housing strategies

A **partnership** with housing developers and service providers to share data and identify ways to expand affordable, accessible housing development opportunities in local communities.



Small Communities, Hot Topics

An **annual workshop** convening staff and elected officials to discuss issues important to their communities, timely topics and relevant resources.

Smart Region Initiative

A **foundational initiative** to capture and share innovations and technological advances across all communities in the DRCOG region.

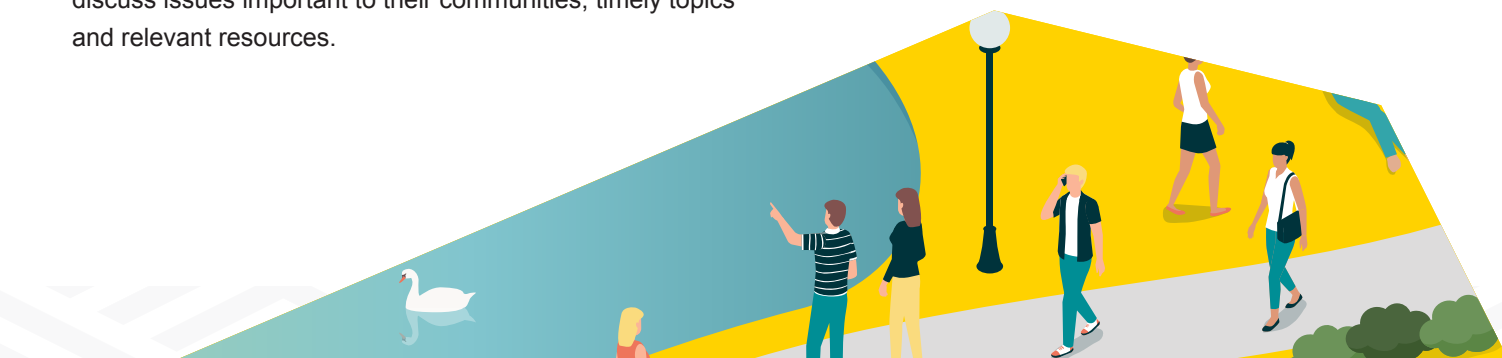


Way to Go

A **foundational regional partnership** that reduces traffic congestion and improves air quality through education, marketing and outreach encouraging non-single-occupant-vehicle travel.

website refresh

A **project** to deliver a refreshed DRCOG website and consolidate other web properties. The web refresh will raise DRCOG's public visibility and improve access to its services and programs.



Financial Stewardship

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

Area Agency on Aging financial flexibility

An **advocacy effort** at the state and federal levels to increase funding for AAA services, provide additional funding flexibility and codify the role of area agencies on aging in efforts to reduce health care costs.

audit

An **analysis and report** resulting in findings related to DRCOG's financial health and compliance with grant management guidelines. The singular audit takes place each year beginning in January.

preparation of the 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.

professional services

DRCOG offers **specialized services** to members and partners at a reduced cost, maximizing the value of member governments' participation and providing DRCOG with additional, unencumbered funding and resources.





accounting software implementation

Operational investment to improve reporting, automate workflows and strengthen internal controls.

Milestones: Contract for software and consulting services through June 2022. Testing and implementation in 2019.

Partnerships: Contract with IntuitiveTek.

Significance: The operational investment will result in a more robust accounting package that will increase accounting visibility and allow for closer tracking of revenues and expenses.

Business Operations

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

Accountable Health Communities partnership

A **partnership** under the auspices of the Denver Regional Accountable Health Community that includes three hospitals, Tri-County Health Department and AllHealth Network.

Administration and Finance process improvements

An **improvement activity** involving the implementation of technology solutions related to inventorying, budgeting, purchasing, expense reimbursement and timesheet processes.



Quarterly City and County Managers Forum

A **series** for city and county managers to learn and shape how DRCOG's programs and services benefit their communities and to connect with each other about issues of regional importance.

Milestones: Quarterly lunch meetings at DRCOG's offices.

Partnerships: City, county and town managers from all member governments are invited to participate in each session.

Significance: Through the forum, city, county and town managers build stronger working relationships with DRCOG staff, explore upcoming Board discussions and actions and learn about the products and services DRCOG offers its member governments. Attendees discuss regionwide approaches to shared opportunities and concerns from the distinct perspective of their city, county or town.



Area Agency on Aging voucher program

Through the voucher **program**, the Area Agency on Aging expands regional transportation options for older adults by giving consumers ride-hailing options beyond grant-funded shuttle services. In 2020, the program will be expanded to include other services.

Milestone: Release a request for qualifications in August 2019 to expand voucher services to include in-home care, chore and caregiver respite services.

Partnerships: Existing transportation contracts with HopSkipDrive, Senior Support Services and Southwest Improvement Council. Pending contract with Lyft. New non-transportation partners will be identified based on request for qualifications.

Significance: The voucher program reduces waiting lists for transportation and other services, allowing the Area Agency on Aging to serve more people and allocate funds more efficiently.

Area Agency on Aging program innovation

In response to needs identified in the Area Plan on Aging, the Area Agency on Aging has expanded contracted **partnerships** and **services** for older adults.

Board collaboration assessment

An annual **improvement activity** through which the Board provides feedback on collaboration with directors, committee structure, leadership and other critical success factors.

cloud storage

An **enhancement activity** to expand cloud storage to improve network security, reduce infrastructure complexity and align with DRCOG's disaster recovery strategy.

DocuWare upgrade

A **software investment** to upgrade DRCOG's electronic file storage system to allow greater flexibility for teleworkers, facilitate administration and improve alignment with DRCOG's disaster recovery strategy.

geographic information systems data development

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

Latinx outreach

Outreach and **services** to Spanish speakers, particularly those seeking benefits counseling from the Area Agency on Aging.

monthly scorecard report to Board

Regular **report** to the Board of Directors on progress related to specific balanced scorecard objectives and initiatives.

open house

A periodic **event** offering Board directors the opportunity for a behind-the-scenes look into the work of DRCOG and the ability to interact with staff in a relaxed setting.

partner satisfaction survey

New in 2020, an **improvement activity** to invite the perspectives of DRCOG's partner organizations, help the organization better understand their needs and build strong and enduring partnerships.

web map refresh

A **project** to standardize the underlying code of DRCOG's web maps to improve the speed of development and maintenance activities and to improve consistency and reliability for users.

Skilled Workforce

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



COG Cares

A service-based employee **volunteer program** equipping DRCOG staff to give back to the region's communities and build essential teamwork skills across teams and divisions.

Doug'n Donuts

Open forum for employees to ask questions, offer suggestions and receive updates from the executive director.

employee engagement and satisfaction survey

Annual improvement opportunity facilitating staff feedback on DRCOG, their work group, satisfaction, supervisor, division director and the executive director.

serving our most vulnerable populations

Training for Area Agency on Aging staff to attain and maintain the professional certifications required to provide high-quality service to older adults, veterans and people living with disabilities.

training and development

Annual **development opportunities** for staff including technical, interpersonal, management, leadership and team development skills.



Third Thursday Lunch-and-Learn

An informal **learning series**, monthly lunch and learns offer employees the opportunity to engage the region's history, be inspired by its culture and intellectually stimulated by discussions of its economy and issues of regional significance.

Milestones: Every third Thursday.

Partnerships: Past presenters have included local business owners, DRCOG employees, university

professors, nonprofit representatives, museum staff, veterans, statewide directors, musicians, researchers and DRCOG Board directors.

Significance: Monthly lunch and learns provide employees with personal and professional development opportunities and encourage them to celebrate living in the Denver region and the state. Recent topics have included jazz, geology, recycling, dementia, military history, Ute culture, photography, the restaurant industry and telecommunications.



Denver Regional Council of Governments
1001 17th St., Denver, CO 80202
303-455-1000 | drcog.org

ATTACH C

To: Chair and Members of the Finance & Budget Committee

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

Meeting Date	Agenda Category	Agenda Item #
October 16, 2019	Action	4

SUBJECT

This action is related to compensation limits for contracted services under the DRCOG Area Agency on Aging (AAA) voucher program.

PROPOSED ACTION/RECOMMENDATIONS

DRCOG staff recommends authorizing the Executive Director to approve compensating AAA voucher providers without adhering to individual contract limits so long as the cumulative total of voucher redemptions from all providers does not exceed \$125,000 in the state fiscal year of July 1, 2019 through June 30, 2020.

ACTION BY OTHERS

N/A

SUMMARY

Vouchers are intended to enhance consumer choice when it comes to services. As a benefit to DRCOG, vouchers expand the AAA contractor network to include quality service providers who are less suited for grant funding such as for-profit agencies. The DRCOG AAA launched a service voucher program in April 2019, beginning with transportation services for older adults. The program currently has one transportation provider, HopSkipDrive, and has a contract pending with Lyft. The program will soon include vouchers for local bus passes. By the beginning of calendar year 2020, a separate voucher program for in-home homemaker and personal care services is expected to commence.

The voucher budget is \$125,000 and is funded with state dollars. Vouchers are administered by DRCOG staff using a customized system that is designed to ensure that there is sufficient available budget prior to issuing a voucher. The value of any expired or unredeemed vouchers are automatically added back to the budget. It is proposed that contract limits for voucher providers are eliminated since DRCOG manages the vouchers. Moreover, some providers like Lyft may not be equipped to track the amounts available to them since they simply invoice DRCOG for their services. Without a contract limit, it is possible that any one provider's compensation may exceed \$75,000, the minimum threshold typically requiring F&B committee approval. However, the total paid to redeem vouchers from all providers combined shall not exceed \$125,000 in the current state fiscal year ending June 30, 2020.

PREVIOUS DISCUSSIONS/ACTIONS

N/A

PROPOSED MOTION

Move to authorize the Executive Director to approve compensating AAA voucher providers without adhering to individual contract limits so long as the cumulative total of

voucher redemptions from all providers does not exceed \$125,000 in the state fiscal year of July 1, 2019 through June 30, 2020.

ATTACHMENT

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 Jayla Sanchez-Warren, Director, Area Agency on Aging, at 303-480-6735 or jswarren@drcog.org.

DENVER REGIONAL COUNCIL OF GOVERNMENTS
STATE OF COLORADO

FINANCE & BUDGET COMMITTEE

RESOLUTION NO. _____, 2019

A RESOLUTION AUTHORIZING THE EXECUTIVE DIRECTOR TO APPROVE
COMPENSATING DRCOG AREA AGENCY ON AGING (AAA) VOUCHER
PROVIDERS WITHOUT ADHERING TO INDIVIDUAL CONTRACT LIMITS SO LONG
AS THE CUMULATIVE TOTAL OF VOUCHER REDEMPTIONS FROM ALL
PROVIDERS DOES NOT EXCEED \$125,000 IN THE STATE FISCAL YEAR OF JULY
1, 2019 THROUGH JUNE 30, 2020.

WHEREAS, DRCOG is a designated Area Agency on Aging serving older adults in the eight-county Denver metro region and is a funded by federal Older Americans Act and state Older Coloradans Act monies, and

WHEREAS, DRCOG established a AAA voucher program for the purpose of expanding consumer choice in community-based services to help area older adults better live independently, and

WHEREAS, AAA voucher providers shall be compensated under a total voucher budget but otherwise shall have no individual contractual limit, and

WHEREAS, DRCOG staff has the mechanism to ensure that cumulative compensation to voucher providers does not exceed the prescribed budget,

NOW, THEREFORE, BE IT RESOLVED, that the Finance and Budget Committee authorizes the Executive Director to approve compensating AAA voucher providers without adhering to individual contract limits so long as the cumulative total of voucher redemptions from all providers does not exceed \$125,000 in the state fiscal year of July 1, 2019 through June 30, 2020.

RESOLVED, PASSED AND ADOPTED this _____ day of _____, 2019
at Denver, Colorado.

Kevin Flynn, 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) 480-6747 or drex@drcog.org

Meeting Date	Agenda Category	Agenda Item #
October 16, 2019	Action	5

SUBJECT

Authorization to enter into grant agreements with Human Service Transportation (HST) set-aside awardees approved by the DRCOG Board of directors and reimburse them for costs incurred for eligible expenses from approved projects.

PROPOSED ACTION/RECOMMENDATIONS

Staff recommends authorizing the Executive Director to enter into grant agreements with Human Service Transportation set-aside (HST) awardees approved by the DRCOG Board of Directors and reimburse them for costs incurred for eligible expenses from approved project funding.

ACTION BY OTHERS

[September 18, 2019 DRCOG Board of Directors](#) – Approved HST project awards

SUMMARY

The DRCOG Board of Directors adopted the Human Service Transportation (HST) set-aside as part of the 2020-2023 TIP to fund underfunded/underserved trips and rolling stock to improve service and mobility options for vulnerable populations in the Denver region including individuals with disabilities, older adults, people with low-income, and veterans. The total HST set-aside is currently funded at \$4 million.

In April 2019 the Finance and Budget Committee authorized the Executive Director to enter into a Memorandum of Understanding (MOU) with RTD and CDOT to facilitate a \$1 million funding swap among the three agencies and to enter into a contract with CDOT to manage state Funding Advancements for Surface Transportation and Economic Recovery Act (FASTER) funds. These funds are granted by CDOT specifically to support a selection of projects desired in the HST set-aside. In September 2019 the DRCOG Board of Directors approved the calendar year 2020 HST projects as proposed by the CDOT Joint Call for Projects Peer Review Panel (list attached). Projects are expected to commence in January 2020.

PREVIOUS DISCUSSIONS/ACTIONS

[April 17, 2019 F&B](#) – Approved MOU with CDOT and RTD

PROPOSED MOTION

Move to authorize the Executive Director to enter into grant agreements with Human Service Transportation set-aside (HST) awardees approved by the DRCOG Board of Directors and reimburse them for costs incurred for eligible expenses from approved project funding.

ATTACHMENT

1. Draft resolution
2. HST Project List

ADDITIONAL INFORMATION

If you need additional information, please contact Douglas W. Rex, Executive Director, at 303-480-6747, or drex@drcog.org; or Matthew Helfant, Senior Transportation Planner, Transportation Planning and Operations, at 303-480-6731 or mhelfant@drcog.org.

DENVER REGIONAL COUNCIL OF GOVERNMENTS
STATE OF COLORADO

FINANCE AND BUDGET COMMITTEE

RESOLUTION NO. _____, 2019

A RESOLUTION AUTHORIZING THE EXECUTIVE DIRECTOR TO ENTER INTO GRANT AGREEMENTS WITH HUMAN SERVICE TRANSPORTATION SET-ASIDE (HST) AWARDEES APPROVED BY THE DRCOG BOARD OF DIRECTORS AND REIMBURSE THEM FOR COSTS INCURRED FOR ELIGIBLE EXPENSES FROM APPROVED PROJECT FUNDING

WHEREAS, DRCOG, is a planning organization where local governments collaborate to establish guidelines, set policy, and allocate funding in the areas of transportation and personal mobility; growth and development; and aging and disability resources; and

WHEREAS, The DRCOG Board of Directors adopted the Human Service Transportation set-aside (HST) to provide \$4 million over four years (FFY 2020-2023) through the Transportation Improvement Program (TIP) to fund underfunded/ underserved trips and rolling stock to improve service and mobility options for vulnerable populations in the Denver region including individuals with disabilities, older adults, people with low-income, and veterans; and

WHEREAS, DRCOG, CDOT and RTD have signed a Memorandum of Understanding (MOU) to facilitate a \$1 million funding swap that enables Funding Advancements for Surface Transportation and Economic Recovery Act of 2009 (FASTER) funds to be used for a selection of projects desired for the HST; and

WHEREAS the Board of Directors approved the calendar year 2020 HST projects as proposed by the CDOT Joint Call for Projects Peer Review Panel.

NOW, THEREFORE BE IT RESOLVED, that the Executive Director is authorized to enter into grant agreements with HST awardees approved by the DRCOG Board of Directors and reimburse them for costs incurred for eligible expenses from approved project funding.

RESOLVED, PASSED AND ADOPTED this _____ day of _____, 2019 at Denver, Colorado.

Kevin Flynn, Chair
Finance and Budget Committee
Denver Regional Council of Governments

ATTEST:

Douglas W. Rex, Executive Director

Recommendations for FTA 5310 and TIP Human Service Transportation Set Aside from Joint CDOT & DRCOG Call for Projects for CY 2020							
Agency	Project Type	Scores	5310 Award	5310 Local Share	HST Award	Local Share	Total
Goodwill Industries of Denver	Replacement Vehicle	240.34	\$ 48,086.00	\$ 12,021.00	\$ -	\$ -	\$ 60,107.00
Laradon Hall Society for Exceptional Children and Adults	Replacement - Van	165.17	\$ 40,466.00	\$ 10,117.00	\$ -	\$ -	\$ 50,583.00
Laradon Hall Society for Exceptional Children and Adults	Replacement - Van	164.75	\$ 40,466.00	\$ 10,117.00	\$ -	\$ -	\$ 50,583.00
Via Mobility Services - Van	Replacement - Van	135.53	\$ -	\$ -	\$ 58,190.00	\$ 14,548.00	\$ 72,738.00
Via Mobility Services - BOC	Replacement - BOC	113.49	\$ -	\$ -	\$ 87,467.00	\$ 21,867.00	\$ 109,334.00
Via Mobility Services	Mobility Management	88.10	\$ 191,760.00	\$ 47,940.00	\$ -	\$ -	\$ 239,700.00
SRC	Mobility Management	87.86	\$ 438,560.00	\$ 109,640.00	\$ 50,000.00	\$ 12,500.00	\$ 610,700.00
Colorado Nonprofit Development Center (DRMAC)	Mobility Management	86.79	\$ 287,807.20	\$ 71,951.80	\$ 60,000.00	\$ 15,000.00	\$ 434,759.00
Via Mobility Services	Operating	85.12	\$ -	\$ -	\$ 42,613.50	\$ 42,613.50	\$ 85,227.00
Douglas County	Mobility Management	84.17	\$ 395,350.40	\$ 98,837.60			
City of Boulder	Operating	84.05	\$ -	\$ -	\$ 17,250.00	\$ 17,250.00	\$ 34,500.00
City of Broomfield	Equipment	83.20	\$ 25,272.00	\$ 6,318.00	\$ 5,054.40	\$ 1,264.00	\$ 37,908.40
Boulder County	Operating	81.90	\$ -	\$ -	\$ 177,088.00	\$ 177,088.00	\$ 354,176.00
Douglas County	Operating	80.39	\$ -	\$ -	\$ 137,868.00	\$ 137,868.00	\$ 275,736.00
Adams County	Mobility Management	80.24	\$ 108,000.00	\$ 27,000.00	\$ -	\$ -	\$ 135,000.00
SRC	Van Expansion	80.00	\$ 52,372.00	\$ 13,093.00	\$ 9,353.88	\$ 1,870.78	\$ 76,689.66
SRC	Van Expansion	80.00	\$ 52,372.00	\$ 13,093.00	\$ 9,353.88	\$ 1,870.78	\$ 76,689.66
SRC	BOC Expansion	80.00	\$ 70,461.00	\$ 17,615.00	\$ 12,584.48	\$ 2,516.90	\$ 103,177.38
SRC	Van Expansion	80.00	\$ -	\$ -	\$ 61,725.88	\$ 12,345.18	\$ 74,071.06
SRC	Van Expansion	80.00	\$ -	\$ -	\$ 61,725.88	\$ 12,345.18	\$ 74,071.06
SRC	Operating	79.88	\$ 385,406.40	\$ 385,406.40	\$ 100,000.00	\$ 100,000.00	\$ 970,812.80
City of Broomfield	1 Vehicle Expansion	79.40	\$ 61,162.00	\$ 15,291.00	\$ 12,232.80	\$ 3,058.00	\$ 91,743.80
Easter Seals	1 BOC Expansion	78.80	\$ 49,093.00	\$ 12,273.00	\$ -	\$ -	\$ 61,366.00
Douglas County	1 Van Expansion	76.80	\$ 48,000.00	\$ 12,000.00	\$ -	\$ -	\$ 60,000.00
A Little Help	Mobility Management	70.83	\$ -	\$ -		\$ -	\$ -
Total			\$ 2,294,634.00	\$ 862,713.80	\$ 902,507.70	\$ 574,005.30	\$ 4,139,672.80

DRCOG TIP Human Service Transportation Set Aside recommendations highlighted in yellow

DRCOG retains the balance of TIP Human Service Transportation Set Aside (\$97,492.30) to cover administrative costs associated with administering projects.

HST application not recommended to be funded highlighted in orange

ATTACHE

To: Chair and Members of the Finance & Budget Committee

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

Meeting Date	Agenda Category	Agenda Item #
10/16/2019	Informational	6

SUBJECT

This item provides an overview of upcoming regional data acquisition projects. A request to enter into contracts to procure products on behalf of member governments and local partners will be considered at a subsequent meeting.

PROPOSED ACTION/RECOMMENDATIONS

N/A

ACTION BY OTHERS

N/A

SUMMARY

DRCOG has been facilitating regional data acquisition projects on behalf of member governments and local partners since we began our Denver Regional Aerial Photography Project in 2002. At the request of our partners, product offerings have expanded to include lidar (since 2013), planimetric data (since 2014), and land cover (since 2018).

These foundational data sets support such activities as mapping, change detection, site planning, drainage assessments, asset management and emergency response. Each product is designed to meet the business needs of a unique set of partners - typically 30-50 partners for each product. DRCOG facilitates product design and development to ensure a consistent, high-quality product across the region, pass on cost-savings due to economies of scale, and to negotiate on behalf of diverse partners.

In 2020, DRCOG and our partners will be embarking on projects that will deliver aerial imagery and lidar (elevation data). The imagery project is expected to cost ~\$930,000 and will require two vendors to provide the suite of imagery products and services requested by partners. The lidar project is expected to cost ~\$980,000. On behalf of our partners, DRCOG will pursue funding from the United States Geologic Survey (USGS) to supplement regional partner contributions to this project.

At today's meeting, staff will provide an overview of these data projects. In November, staff will provide a more detailed description of project financials, including financial contributions from partners. A request to enter into contracts to procure products will be presented to the committee in November.

PREVIOUS DISCUSSIONS/ACTIONS

N/A

PROPOSED MOTION

N/A

ATTACHMENT

Staff presentation – *Regional Data Acquisition Projects*

ADDITIONAL INFORMATION

If you need additional information, please contact Douglas W. Rex, Executive Director, at (303) 480-6701 or drex@drcog.org; or Ashley Summers, Information Systems Manager, at 303-480-6746 or asummers@drcog.org.




What are DRCOG's goals with the projects?

To create the nation's most **data-rich region**, DRCOG is **collaborating with partners** to:

- develop regional-extent data detailed enough for **local use**
- create a **goldilocks scope** foundational data package that's **just right** for the most users and use cases
- provide value for the **public, private** and **academic** sectors
- offer high-quality, current data at a **reasonable cost**
- **drive innovation** through no-cost and low-cost data offerings





Why does DRCOG facilitate these projects?

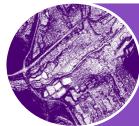
DRCOG facilitates **data purchasing partnerships** because some data sets:



are foundational data sets that we all need



are easier to buy than build or update



increase in value when they cover larger geographic extents



How is the data used?

Imagery

- Base map for web and print
- Change detection

Lidar

- Construction site plans
- Drainage assessments

Planimetric data

- Emergency response plans
- Asset management

Landcover

- Tree canopy assessment
- Tracking urban growth



Custom flight imagery

- February through April and June through July flight windows (urban area and mountains, respectively)
- snow-free and leaf-off
- meets positional accuracy standards for mapping and geographic information systems work
- 3-inch, 6-inch and 12-inch resolution
- independent quality control provided by partners



Description

The Denver Regional Council of Governments has facilitated the Denver Regional Aerial Photography Project (DRAPP) since 2002 to capture orthorectified imagery in the Denver region on behalf of local and regional organizations. The project partners contract with a vendor to capture high-resolution custom imagery that adheres to requirements determined by the partners' business needs.



At a glance

Project requirements can vary slightly based on the needs of the funding partners. Although each project is unique, the guidelines shown here are typically followed.

Projects may also include extra imagery products and services such as streaming services for:

- up-to-date imagery from other sources
- oblique imagery
- historical DRAPP imagery

Spectral band: Four-band multispectral (RGB and NIR)

Resolution: 3-inch, 6-inch, 12-inch

Extent: Nine-county area (approximately 6,000 square miles)

Flight windows: Spring for Front Range; summer for mountains

Accuracy: Adheres to industry standards for positional accuracy

3-inch resolution = 6-inch RMSE

6-inch resolution = 12-inch RMSE

12-inch resolution = 24-inch RMSE

Quality: Independently reviewed for positional accuracy and aesthetics

Aesthetics: Reduced shadows, reduced building lean, snow-free, leaf-off

Delivery dates: Delivered approximately nine months after the spring flights

Deliverables: Tiles delivered on hard drive

Streaming services for internet and final imagery

Tiles: available as a perpetual license

Service available as a 5-year subscription

Licensing: *Current tiles are for internal use only until superseded by a newer data set. Historical tiles are in the public domain.



Lidar




DRCOG applied for a **United States Geological Survey Broad Area Announcement Award** on behalf of 31 partners in the region.

If awarded, we will collect **4,890** square miles of lidar in the region.

USGS Goal: systematically collect **nationwide lidar coverage**

USGS Outcome: **collaboration between all levels of government** to provide nearly \$700 million annually in new data benefits







Who partners with DRCOG for data?

- | | | |
|---------------------------|---------------------------|-----------------------------------|
| 1. Adams County L | 21. Federal Heights | 41. CWCB L |
| 2. Broomfield | 22. Firestone | 42. UDFCD L |
| 3. Clear Creek County L | 23. Frederick L | 43. CDOT |
| 4. Denver L | 24. Glendale | 44. RTD |
| 5. Douglas County L | 25. Golden L | 45. Denver Water L |
| 6. Gilpin County L | 26. Greenwood Village L | 46. ACWWA |
| 7. Jefferson County L | 27. Lafayette L | 47. United Power |
| 8. Arvada L | 28. Lakewood | 48. Metro Wastewater |
| 9. Aurora L | 29. Littleton | 49. Jeffcom 911 |
| 10. Bennett L | 30. Lone Tree L | 50. SSPRD |
| 11. Boulder L | 31. Longmont L | 51. South Metro Fire Rescue |
| 12. Brighton L | 32. Louisville L | 52. E470 Public Highway Authority |
| 13. Castle Pines L | 33. Morrison L | |
| 14. Castle Rock L | 34. Nederland | |
| 15. Centennial L | 35. Northglenn | |
| 16. Cherry Hills Village | 36. Parker L | |
| 17. Commerce City L | 37. Superior L | |
| 18. Dacono | 38. Thornton L | |
| 19. Englewood L | 39. Westminster L | |
| 20. Erie | 40. Wheat Ridge L | |

I = imagery project participant

L = lidar project participant



Next steps for F&B

In November, DRCOG staff will request approval to enter into contracts needed to move forward with projects that have been shaped and funded by our partners:

- **Aerial imagery acquisition via Sanborn (~\$710,000)***
- **Lidar acquisition via USGS (~\$980,000)**

** DRCOG partners have also requested an "off-the-shelf" imagery product that will be acquired via purchase order (vs. contract)*

