

**AGENDA**  
**FINANCE AND BUDGET COMMITTEE**  
**WEDNESDAY, OCTOBER 18, 2017**  
**MONARCH PASS CONFERENCE ROOM**  
**1290 Broadway**  
**➔ 5:30 P.M. ➔**

1. Call to Order

**CONSENT AGENDA**

2. \*Move to Adopt the Consent Agenda
  - September 20, 2017 minutes  
(Attachment A)

**ACTION ITEM**

3. Recommend to the DRCOG Board of Directors approval of the 2018 Budget  
(Attachment B) Jenny Dock, Accounting Services Manager

**INFORMATIONAL ITEM**

4. Building lease negotiation update  
Douglas W. Rex, Acting Executive Director

**ADMINISTRATIVE ITEMS**

5. Executed Contracts Report – no contracts to report for September 2017
6. Report of the Chair
7. Report of the Executive Director
8. Other Matters by Members
9. **Next Meeting – November 15, 2017**
10. Adjourn

\*motion requested

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.



MINUTES  
FINANCE AND BUDGET COMMITTEE  
Wednesday, September 20, 2017

Present:

John Diak, Chair	Parker
Jeff Baker	Arapahoe County
Elise Jones	Boulder County
Bob Roth	Aurora
Doris Truhlar	Centennial
Roger Partridge	Douglas County
Libby Szabo	Jefferson County
Wynne Shaw	Lone Tree
Joan Peck	Longmont
Ashley Stolzmann	Louisville
Connie Sullivan	Lyons
Rita Dozal	Superior

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

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

Move to Adopt the Consent Agenda

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

Items on the consent agenda included:

- Minutes of the August 16, 2017 Meeting
- Resolution No. 18, 2017, authorizing the Executive Director to extend the agreement with Colorado Refugee Services Program for one year through September 30, 2018 and receive funds in the amount of \$97,200
- Resolution No. 19, 2017, authorizing the Executive Director to accept funding for the Area Agency on Aging from Health Care Policy and Finance in the amount of \$145,439 for the period July 1, 2017 to June 30, 2018

Draft 2018 DRCOG Budget

Jenny Dock, Accounting Services Manager, provided an overview of the draft budget. Ms. Dock noted health care costs are expected to rise significantly for 2018. She reported that DRCOG's broker is still negotiating rates. No changes to the budget were requested. the Finance and Budget Committee will make a recommendation to the Board of Directors regarding the 2018 Budget at the October meeting.

Discussion of Colorado Department of Public Health and Environment grant

Brad Calvert, Director, Regional Planning & Development, provided information on a CDPHE grant DRCOG is applying for. This is a partnership effort between DRCOG and public health agencies in the metro area. The grant will assist in building a shared

technology platform that can support the flow of data and learnings among the partners and support project-level efforts.

Executed Contracts Report – August 2017 There were no contracts to report for August 2017.

Report of the 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 18, 2017

The meeting adjourned at 6:11 p.m.

# ATTACH B

To: Chair and Members of the Finance and Budget Committee

From: Douglas W. Rex, Acting Executive Director  
303-480-6747 or [drex@drco.org](mailto:drex@drco.org)

Meeting Date	Agenda Category	Agenda Item #
October 18, 2017	Action	3

#### SUBJECT

The budget is a fiscal guide for the operation of DRCOG from January 1, 2018 – December 31, 2018. The budget highlights work activities in DRCOG's Strategic Initiatives Plan for the Denver metropolitan region.

#### PROPOSED ACTION/RECOMMENDATIONS

DRCOG staff requests the Finance and Budget Committee recommend approval of the 2018 Budget to 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 2018 Budget.

In August 2017, the 2018 Strategic Initiatives Plan was presented to the Board of Directors at the annual Board Workshop. Board members were given the opportunity to review and recommend changes to the proposed Strategic Initiatives Plan. The requested revisions were incorporated into the proposed version of the 2018 Budget package.

In September 2017 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 Board of Directors approval of the proposed 2018 Budget.

#### ATTACHMENT

Draft 2018 Budget

#### ADDITIONAL INFORMATION

If you need additional information, please contact Douglas W. Rex, Acting Executive Director, at 303-480-6747 or [drex@drco.org](mailto:drex@drco.org); or Jenny Dock, Accounting Services Manager at 303-480-6707 or [jdock@drco.org](mailto:jdock@drco.org).

# 2018 | Budget

**2018 BUDGET**  
**DENVER REGIONAL COUNCIL OF GOVERNMENTS**

October 18, 2017

SUBMITTED BY  
DOUGLAS W. REX, ACTING EXECUTIVE DIRECTOR

DENVER REGIONAL COUNCIL OF GOVERNMENTS  
1290 Broadway, Suite 100, Denver, Colorado 80203-5606



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October 18, 2017

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 (DRCOG) for the year 2018. 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 January 1, 2018 through December 31, 2018. It supports work activities in the DRCOG Metropolitan Planning Organization's Unified Planning Work Program (UPWP), the Area Agency on Aging (AAA), Communications and Marketing, Executive Office, and Administration and Finance.

Variations of note between the 2017 and 2018 budgets include:

Revenues

- **Federal funding**, being mindful of match requirements, the use of UPWP funding will remain relatively flat from 2017 with a slight decrease of \$91,700. Overall federal funding will increase by \$4,200,000. Significant federal grant variances include:
  - Growth in the Veteran's Directed program over the last year is expected to increase reimbursement from the Veterans Administration by nearly \$3,000,000 in 2018.
  - The Accountable Health Communities grant funded by Medicaid will be fully operational throughout 2018 with a budget of \$681,809.
  - Although federal funding received by way of the Older American's Act is expected to remain flat, a carryover balance of approximately \$432,000 is reflected in the overall federal funding number for the Area Agency on Aging.
- **State funds** will decrease just slightly in 2018 mainly due to the completion of a Boomer Bond related project for the Department of Local Affairs.
- **Local/other funds** reflects an increase of \$550,800 which is due to the Denver Regional Aerial Photography Project (DRAPP) entering the first year of its two-year cycle.
- **In-kind services**, where in-kind contributions from volunteers and partnering organizations are reflected, will remain flat.
- **Service income** will also remain flat in 2018.

**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 and hosting the annual Small Communities Hot Topics Forum.

### Expenditures

- **Personnel expenditures** are budgeted with an estimated 30 percent increase for medical insurance and nine percent increase for dental insurance effective January 2018, as well as a performance-based merit increase pool for staff estimated at an average of five percent. Due to expanded activities across the organization, there are 11 additional personnel budgeted. These expanded activities include AAA initiatives for care transitions, ombudsman and the Accountable Health Communities grant. Additionally, two positions to support communication, marketing and outreach efforts have been budgeted and one position to administer Transportation Demand Management contracting which is expected to commence the first quarter of 2018.
- **Contractual** obligations are significantly higher from 2017. This is due to the expansion of the Veteran's Directed program where a \$3,250,000 contract was recently amended to provide fiscal management services for the program.
- **Non-personnel expenditures** include additional funds for technology updates and license renewals as well as an increase in business insurance premiums.
- **Capital outlay** has increased this year to \$350,000 due to network storage infrastructure improvements and potential costs that may be incurred with the pending office relocation.

### Fund Balance

The 2018 ending fund balance for DRCOG is projected to be \$7,364,000. Approximately \$3,084,000 of this fund balance reflects pre-paid funds set aside for some specific programs such as DRAPP, 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.

Pass-through funds are excluded from the general operating fund budget; however, the 2018 pass-through is estimated to total \$13,012,802.

Finally, the 2018 Strategic Initiatives Plan is also included as a part of this budget to provide a comprehensive overview of DRCOG's planned activities and their related costs.

Respectfully submitted,



Douglas W. Rex  
Acting Executive Director

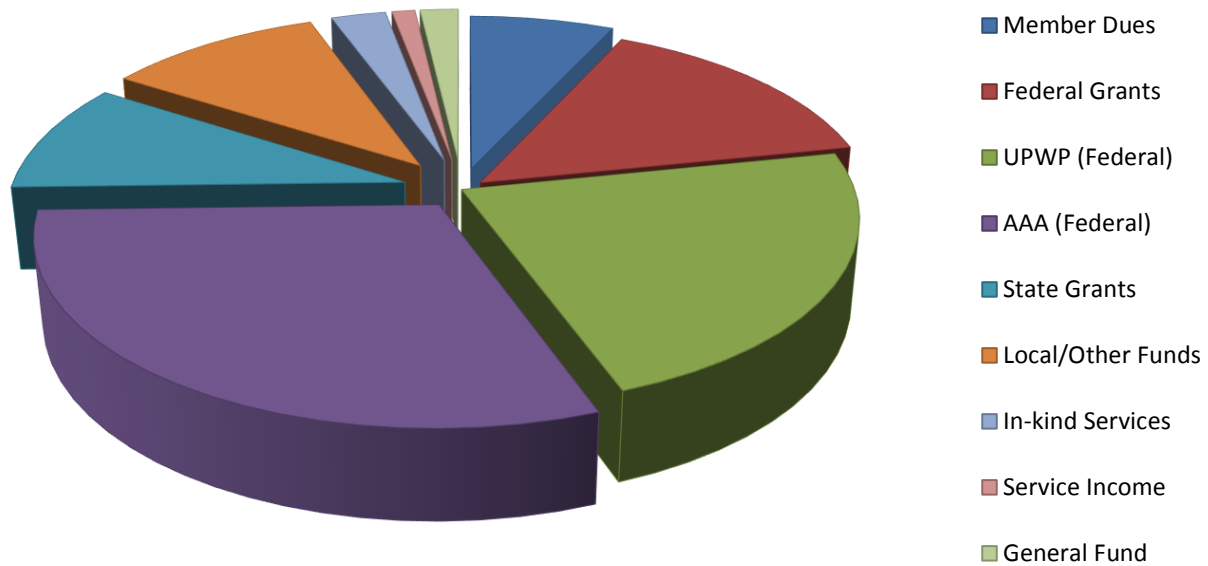
## 2018 BUDGET SUMMARY AND COMPARISON GENERAL OPERATING FUND

	2016 Actuals	2017 Budget	2018 Budget
<b>BEGINNING BALANCE</b>	<b>\$ 7,679,606</b>	<b>\$ 8,064,278</b>	<b>\$ 7,750,598</b>
<b>General Funds</b>	<b>3,812,113</b>	<b>4,630,112</b>	<b>4,666,432</b>
Program Obligations	3,867,493	3,434,166	3,084,166
 <b>REVENUES</b>			
Member Dues	\$ 1,354,400	\$ 1,516,300	\$ 1,561,000
Federal Grants	9,637,786	11,125,410	15,327,457
State Grants	2,287,419	2,239,281	2,147,177
Local/Other Funds	1,981,405	1,798,352	2,349,149
In-kind Services	582,694	605,521	594,323
Service Income	432,071	350,000	250,000
Interest/Investment Income	24,735	30,000	30,000
<b>TOTAL REVENUES</b>	<b>\$ 16,300,510</b>	<b>\$ 17,664,864</b>	<b>\$ 22,259,106</b>
<b>TOTAL FUNDS AVAILABLE</b>	<b>\$ 23,980,116</b>	<b>\$ 25,729,142</b>	<b>\$ 30,009,704</b>
 <b>EXPENDITURES</b>			
Personnel	\$ 8,927,400	\$ 10,404,273	\$ 11,520,703
Contractual Services	3,364,181	3,110,548	6,984,078
In-kind Services	673,714	605,521	999,916
Non-personnel	2,910,905	3,460,802	2,790,016
Capital Outlay	39,638	397,400	350,000
<b>TOTAL EXPENDITURES</b>	<b>\$ 15,915,838</b>	<b>\$ 17,978,544</b>	<b>\$ 22,644,713</b>
<b>ENDING BALANCE</b>	<b>\$ 8,064,278</b>	<b>\$ 7,750,598</b>	<b>\$ 7,364,991</b>
<b>General Funds</b>	<b>4,630,112</b>	<b>4,666,432</b>	<b>4,280,825</b>
Program Obligations <sup>2</sup>	3,434,166	3,084,166	3,084,166
 <b>PASS-THROUGH FUNDS</b>			
Area Agency on Aging	\$ 13,453,222	\$ 13,770,893	\$ 13,012,802
<b>TOTAL PASS-THROUGH FUNDS</b>	<b>\$ 13,453,222</b>	<b>\$ 13,770,893</b>	<b>\$ 13,012,802</b>

<sup>1</sup> The beginning balance for the 2017 budget is based on 2016 actuals. All other 2017 line items are estimates.

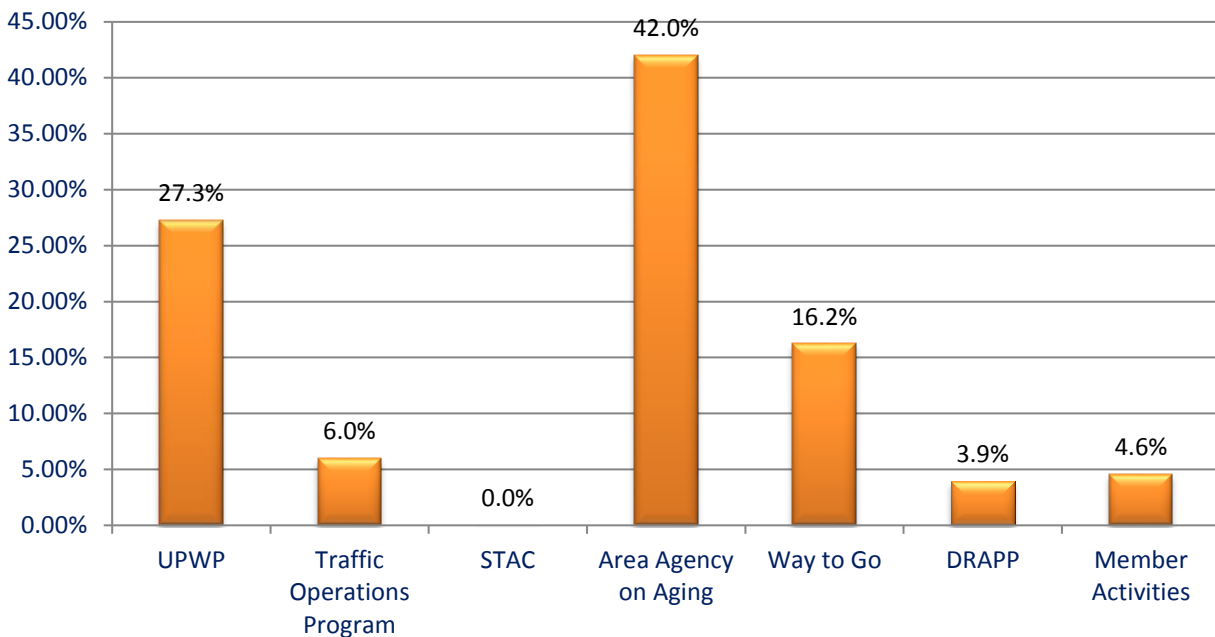
<sup>2</sup> Program obligations are pre-paid funds set aside for specific programs: Guaranteed Ride Home, DRAPP, and Regional Vanpool.

# DRCOG 2018 FUNDING



Source	% of Total	Amount
Member Dues	6.89%	\$ 1,561,000
Federal Grants	14.85%	\$ 3,363,854
UPWP (Federal)	22.60%	\$ 5,117,718
AAA (Federal)	30.23%	\$ 6,845,885
State Grants	9.48%	\$ 2,147,177
Local/Other Funds	10.37%	\$ 2,349,149
In-kind Services	2.62%	\$ 594,323
Service Income	1.10%	\$ 250,000
General Fund	1.84%	\$ 415,607
<hr/>		
Projected Total Funding	100.00%	\$22,644,713

# 2018 Expenditures by Strategic Initiative



Strategic Initiative	% of Total	Amount
UPWP	27.26%	\$ 6,172,464
Traffic Operations Program	5.99%	\$ 1,357,477
STAC	0.04%	\$ 9,500
Area Agency on Aging	42.00%	\$ 9,511,314
Way to Go	16.22%	\$ 3,673,693
DRAPP	3.90%	\$ 884,024
Member Activities	4.58%	\$ 1,036,241
<hr/>		
Strategic Initiatives Total	100.00%	\$22,644,713

## 2018 Strategic Initiatives Funding Summary

PROJECT	FEDERAL	STATE	LOCAL/OTHER FUNDS	IN-KIND SERVICES	SERVICE INCOME	MEMBER DUES MATCH/DRCOG FUNDED	TOTAL
UPWP	\$ 5,117,718			\$ 527,373		\$ 527,373	\$ 6,172,464
Traffic Operations Program	\$ 1,357,477						\$ 1,357,477
STAC/State Rural Planning Assistance	\$ 9,500						\$ 9,500
Area Agency on Aging*	\$ 6,845,885	\$ 2,147,177	\$ 24,402	\$ 35,000		\$ 458,850	\$ 9,511,314
Way to Go	\$ 1,996,877		\$ 1,381,173	\$ 31,950	\$ 250,000	\$ 13,693	\$ 3,673,693
Denver Regional Aerial Photography Project (DRAPP)			\$ 884,024				\$ 884,024
Member Activities			\$ 59,550			\$ 976,691	\$ 1,036,241
<b>TOTAL FUNDING SUMMARY</b>	<b>\$ 15,327,457</b>	<b>\$ 2,147,177</b>	<b>\$ 2,349,149</b>	<b>\$ 594,323</b>	<b>\$ 250,000</b>	<b>\$ 1,976,607</b>	<b>\$ 22,644,713</b>

\*Funding Summary does not reflect \$13,012,802 in Area Agency on Aging Pass-Through funding.  
Funding Summary does not reflect \$30,000 in projected interest income.

# Strategic Initiatives Plan Summary

2018

UPWP - Funded by Federal Grant through State & Match	Classification	Explanation	Amount
Program Administration & Coordination	Mandatory	Administration of the regional transportation planning process required by FAST Act.	\$740,696
Planning, Outreach, Education & Training	Mandatory	Public Participation Plan/Hearing required by MAP-21.	\$308,623
Regional Transportation Planning	Mandatory	Fiscally Constrained RTP and Congestion Management Process required by FAST Act.	\$1,543,116
Transportation Improvement Program	Mandatory	TIP and performance measures required by FAST Act.	\$432,072
Metro Vision	Mandatory	Regional Plan (e.g. Metro Vision) required by State statute.	\$740,696
Geographical Information Systems (GIS)	Mandatory	Supports the DRCOG regional transportation planning process (e.g. visualization technology).	\$864,145
Modeling	Mandatory	Transportation modeling and forecasting required by FAST Act.	\$1,419,667
Boomer Bond	Discretionary	Assists local governments with aging preparedness. Funding also provided through the Area Agency on Aging.	\$123,449
TOTAL:			\$6,172,464

Regional Traffic Operations Program - Funded By Federal Grants through State	Classification	Explanation	Amount
Traffic Signal Operations	Discretionary	Assists local governments; funded through the TIP with no local match required.	\$1,357,477
TOTAL:			\$1,357,477

State Transportation Advisory Committee(STAC)/State Rural Planning Assistance- Funded by Federal Grant through State	Classification	Explanation	Amount
STAC	Mandatory	Funding provided through CDOT to staff the STAC.	\$6,000
State Rural Planning Assistance	Mandatory	Funding provided through CDOT to conduct regional transportation planning efforts outside the TMA (per State statute).	\$3,500
TOTAL:			\$9,500

Area Agency on Aging - Funded by Federal Grants, State Grants, Private Grants & Match	Classification	Explanation	Amount
Management & Administration	Mandatory	Fulfills the requirements of the State contract with DRCOG to serve as the Area Agency on Aging for the eight county metro Denver region.	\$2,002,247
Senior Community Programs	Mandatory	Fulfills the requirements of the State contract with DRCOG to provide Ombudsman and Case Management services. Services to Refugees are necessary to meet contract requirements.	\$2,342,742
Transition Services	Discretionary	Provides services to veterans and transitions services from skilled nursing long term facilities back to the community.	\$3,674,835
Resource Center	Mandatory	ADRC services are mandated by the State of Colorado Unit on Aging.	\$551,681
VTCLI	Discretionary	A capital project to improve transportation for veterans in the community.	\$258,000
Capacity Building	Discretionary	Although urged by State officials to explore alternative funding sources for aging programs, the initiative is not mandatory as it is not required by any other existing grant, regulation, law or statute.	\$681,809
TOTAL:			\$9,511,314

Way to Go - Funded by Federal Grant, Match, Service Income & Sponsorships	Classification	Explanation	Amount
Regional TDM Program	Discretionary	Required in the scope of matched & unmatched CMAQ grants. These programs are established to meet air quality regulations.	\$2,042,520
Bike to Work Day and Way to Go Sponsorships	Discretionary	Privately funded. Not required by any grant, regulation, law or statute.	\$40,000
Regional Vanpool	Discretionary	Part of the Way to Go Program. Funded through RTD fare subsidies.	\$1,308,600
Guaranteed Ride Home	Discretionary	Privately funded entirely through the sale of RTD passes. GRH encourages transit adoption. Not required by law, regulation, grant, or statute.	\$282,573
TOTAL:			\$3,673,693



# Strategic Initiatives Plan Summary *Continued*

2018

Denver Regional Area Photography Project (DRAPP) - Funded by Partners	Classification	Explanation	Amount
DRAPP	Discretionary	Offered as a value added service to members.	\$884,024
TOTAL:			\$884,024

Member Activities - Funded by Member Dues	Classification	Explanation	Amount
Board Workshop & Activities	Mandatory/Discretionary	Board meetings are required in the DRCOG Articles. Other activities included here such as dues & sponsorships and organizational activities are discretionary. Approximately \$100,000 can be directly attributed to Board meetings.	\$216,897
Sister Cities Partnership	Discretionary	Not required by any other existing grant, regulation, law or statute.	\$8,190
Legislative Activities	Discretionary	Not required by any other existing grant, regulation, law or statute.	\$309,803
Annual Awards Dinner	Discretionary	Not required by any other existing grant, regulation, law or statute.	\$105,459
Small Communities Hot Topics Forum & Outreach	Discretionary	Not required by any other existing grant, regulation, law or statute.	\$45,892
Office Expansion & Improvements	Discretionary	Not required by any other existing grant, regulation, law or statute. Necessary to accommodate new programs.	\$350,000
TOTAL:			\$1,036,241

GRAND TOTAL: **\$22,644,713**

<b>Strategic Initiative - UPWP</b>	<b>Program Administration &amp; Coordination Budget:</b>	<b>\$740,696</b>
	<b>Planning, Outreach, Education &amp; Training Budget:</b>	<b>\$308,623</b>
	<b>Regional Transportation Planning Budget:</b>	<b>\$1,543,116</b>
	<b>Transportation Improvement Program Budget:</b>	<b>\$432,072</b>
	<b>MetroVision Budget:</b>	<b>\$740,696</b>
	<b>Geographical Information System Budget:</b>	<b>\$864,145</b>
	<b>Modeling Budget:</b>	<b>\$1,419,667</b>
<b>Project #s - 503016</b>	<b>Boomer Bond Budget:</b>	<b>\$123,449</b>
	<b>Total UPWP Budget 2018:</b>	<b>\$6,172,464</b>

<b>Program Administration &amp; Coordination</b>	<u>Task - Direct Program Management:</u> Internal management including administration of Strategic Initiatives, budgets, and contracts; facilitate communication/coordination with intraregional and interregional partners.	<b>\$740,696</b>
<b>Planning, Outreach, Education &amp; Training</b>	<u>Task - Public Outreach:</u> Implement DRCOG's new public participation process. Work with regional partners to increase public engagement in transportation planning.	<b>\$308,623</b>
	<u>Task - Local Government and Stakeholder Outreach:</u> Meet with local governments and interested parties about the DRCOG transportation planning process; provide support to communities as they prepare transportation plans and studies; conduct stakeholder outreach to better inform and involve communities in planning and decision making; facilitate/host transportation-related webinars and other educational events.	
	<u>Task - Staff Training &amp; Development:</u> Provide DRCOG staff with the necessary training and development to perform their jobs effectively.	
<b>Regional Transportation Planning</b>	<u>Task - Maintenance of 2040 Metro Vision Regional Transportation Plan (MVRTP) and Initial Tasks to Prepare 2045 MVRTP:</u> In compliance with federal law, DRCOG Board approved an update to the region's MVRTP on April 19, 2017. Staff will also undertake initial tasks associated with preparing the next major MVRTP update - the 2045 MVRTP.	<b>\$1,543,116</b>
	<u>Task - Performance Measure Reporting:</u> Compile data and prepares reports for FAST Act-required performance measures; prepare Metro Vision performance measures report.	
	<u>Task - Other Planning Activities:</u> Implement activities to carry out the regional transportation planning and congestion management processes. Deliverables will be created in the following areas: Bicycle/Pedestrian (Active Transportation Plan); Safety (Regional Vision Zero Initiative; Freight (Regional Freight Movement Study); Congestion (Annual Congestion Report and Mobility Choice Blueprint).	
	<u>Task - Public Transportation Planning:</u> Review and assess the status of FasTracks with respect to SB-208; coordinate with DRMAC; work with CDOT, RTD and Local Coordinating Councils (LCC) on the selection of FTA grant-funded projects; work with partners and stakeholders to develop first/final mile strategies.	

<b>Transportation Improvement Program (TIP)</b>	<p><u>Task - Maintenance of the 2016-2021 TIP:</u> Allocation of approximately \$267 million for FY 2016-2019. Adopted by the DRCOG Board of Directors on April 15, 2015 and incorporated into the State Transportation Improvement Program (STIP) approved by the Transportation Commission on May 21, 2015. Maintenance tasks include: processing TIP amendments, and tracking process of programmed projects.</p> <p><u>Task - TIP Funding Allocation Review:</u> The TIP Review Workgroup has been tasked by the DRCOG Board to explore funding allocation models for consideration for future TIP Call for Projects.</p> <p><u>Task -Development of the 2018-2021 TIP:</u> DRCOG will be developing a new TIP biennially in order to meet the needs resulting from CDOT going to an annual STIP. The 2018-2021 TIP was adopted in the first quarter of 2017. The next DRCOG Call for Projects is anticipated to be in the second quarter of 2018 for inclusion into the 2020-2023 TIP.</p>	<p><b>\$432,072</b></p>
<b>Metro Vision</b>	<p><u>Task - Metro Vision Implementation &amp; Support:</u> Develop and provide decision-support tools to local jurisdictions, regional partners, and the public. Provide individualized technical assistance to communities for the purposes of implementing Metro Vision. Use new tools and technology to support regional and local scenario analysis, including impacts of alternative land use and development patterns. Establish and convene topical working groups and forums, as needed (e.g., urban centers, first- and final-mile, small or rural communities, etc.). Develop and apply Metro Vision plan consistency as framework for communities that voluntarily refer local plans and regulations for regional review. Coordinate with local governments on member-sponsored plan amendments (e.g., new urban centers, other policy amendments). Work with local governments to develop programs or update current initiatives that improve the coordinated efforts to identify and designate areas for new urban development.</p> <p><u>Task - Research &amp; Information Dissemination:</u> Routinely analyze progress on Metro Vision outcomes, including documentation of successes and ongoing challenges. Provide data, tools, case studies, and information that support and document local and region initiatives that contribute to Metro Vision outcomes and objectives. Survey local governments, the public, and other stakeholders to understand local and regional planning challenges, opportunities, and needs. Develop and provide information on key economic trends influencing the region's forecasted growth.</p>	<p><b>\$740,696</b></p>
<b>Geographical Information System (GIS)</b>	<p><u>Task - Develop and Maintain Information Systems:</u> Develop, maintain, and update tools, applications, and visualizations that allow internal and external users to explore and consume information (e.g. Data Portal, Regional Data Catalog). Develop and distribute informational products at the local and regional level. Facilitate forums for data professionals in the region to collaborate on GIS data and information (e.g., Denver Regional Data Consortium). Collect, compile, and purchase data in support of transportation and land use modeling, performance measurement, and Metro Vision implementation. Partner with the US Census to prepare our local governments for Census 2020.</p>	<p><b>\$864,145</b></p>

<b>Modeling</b>	<u>Task - System Performance:</u> Maintain, refine and keep calibration of DRCOG's transportation and land use models current and accurate. Implement visualization into the forecasting process and in support of the implementation of Metro Vision plan. Develop and maintain economic forecasting tools in support of UrbanSim and regional planning.	<b>\$1,419,667</b>
	<u>Task - Analysis, Planning &amp; Support:</u> Use modeling tools to develop timely, accurate and useful information for local jurisdictions, partner agencies and internal DRCOG divisions. Develop and distribute informational products at the local and regional level (e.g. Regional Economic Reports). Support work groups associated with forecasting, modeling, and planning efforts.	
<b>Boomer Bond</b>	<u>Task - Boomer Bond and Small Communities:</u> The Boomer Bond initiative (a partnership between DRCOG's Regional Planning and Development Division and the Area Agency on Aging) helps to prepare the region and local communities for the unprecedented increase in the older adult population. This successful program helps jurisdictions identify both challenges and gaps, and then equips the region's local governments with strategies and tools to support healthy, independent aging, allowing older adults to remain in their homes and communities. In addition to supporting the current initiative, DRCOG's Boomer Bond team will also investigate new and innovative ways to engage the public, private and civic sectors in our efforts to make the Denver region one of the best places to age in the country.	<b>\$123,449</b>

**UPWP Grand Total: \$6,172,464**

**Strategic Initiative - Regional  
Traffic Operations (RTO)**

**Program**

Project #'s - 541017

**Traffic Signal Ops Budget 2018:**

**\$1,357,477**

Traffic Signal Operations	<u>Task - System Design &amp; Studies:</u> Provide engineering design and study services for regional partners, supporting the deployments identified in the RTO Improvement Program. [Consultant services utilized]	\$285,070
	<u>Task - Traffic Signal Coordination &amp; Retiming:</u> Provide timing and coordination plan development services for regional partners, supporting the deployments identified in the RTO Improvement Program and responding to other regional partner requests. [Consultant services utilized]	\$760,187
	<u>Task - Regional Transportation Operations Program Support &amp; Coordination:</u> Provide technical traffic signal assistance and support to regional partners to help them operate their traffic signals more efficiently.	\$108,598
	<u>Task - ITS Integration and Support:</u> Provide coordination between regional partners and their collective initiatives, integrating regional transportation operations project development and implementation. In addition, provide assistance with the use of the systems engineering analysis process and the regional ITS Architecture. [Consultant services utilized as required]	\$81,449
	<u>Task - Regional Transportation Operations Improvement Program Documentation:</u> Complete documentation of the 2017 RTO Improvement Program call for projects.	\$122,173

**Traffic Signal Operations Grand Total:**

**\$1,357,477**

**Strategic Initiative - State  
Transportation Advisory  
Committee (STAC)/State Rural  
Planning Assistance**

Project #'s - 525017

**STAC/Rural Planning Budget 2018:**

**\$9,500**

<b>STAC</b>	<u>Task - Committee Meetings:</u> Attend monthly meetings; Assist DRCOG Board members serving on STAC; Provide information to CDOT and other STAC members.		\$6,000
<b>State Rural Planning Assistance</b>	<u>Task - Transportation Planning Outside of MPO:</u> For Gilpin and Clear Creek Counties, and the eastern portion of Adams and Arapahoe Counties; Administer RTP amendments, monitor and report on STIP amendments, maintain communication on projects, issues, etc.		\$3,500

**STAC/State Rural Planning Grand Total:**

**\$9,500**

<b>Strategic Initiative - Area Agency on Aging (AAA)</b>	<b>Management &amp; Administration Budget:</b>	<b>\$2,002,247</b>
	<b>Senior Community Programs Budget:</b>	<b>\$2,342,742</b>
	<b>Transition Services Budget:</b>	<b>\$3,674,835</b>
	<b>Resource Center Budget:</b>	<b>\$551,681</b>
	<b>VTCLI Budget:</b>	<b>\$258,000</b>
	<b>Capacity Building:</b>	<b>\$681,809</b>
<b>Project #'s - 280016, 550018, 625018, 552018, 558018, 559018, 626018, 632018, 633018, 638018, 639018</b>	<b>AAA Budget 2018:</b>	<b>\$9,511,314</b>

<b>Management &amp; Administration</b>	<u>Task - AAA Management &amp; Administration:</u> DRCOG implements and administers the requirements of the federal Older Americans Act including: information and assistance, contract management for \$13,012,802 pass through dollars, regional planning and coordination, program development, volunteer support and recognition, community education and training, and all activities associated with administering and managing the AAA. This includes salaries and benefits, travel, training, legal, advocacy, furniture/equipment and sponsorships. This is also inclusive of special initiatives such as Boomer Bond and Faith Based Partnerships. Also included is implementation of the next Four Year Plan on Aging 2020-2024, for which a needs assessment will be conducted at an estimated cost of \$50K.	\$1,813,472
	<u>Task - Contractual Services:</u> Contractual services are critical towards the operation of the AAA. Such services include auditing services, translation services and support of AAA computerized systems: the Reimbursement System and the Network of Care Website. The AAA anticipates creating an additional position dedicated to managing Network of Care. Also, the contract reimbursement system is being upgraded, which will assist finance staff and contractors in effectively managing the grant budgets.	\$188,775
	<b>Management &amp; Administration Budget Total:</b>	<b>\$2,002,247</b>
<b>Senior Community Programs</b>	<u>Task - Ombudsman:</u> The Ombudsman Program serves more than 17,000 residents living in more than 500 facilities across the region. Services include visiting facilities, providing education and training, investigating complaints, advocating for residents and their families, and working on regulatory and legislative issues that affect residents living in long-term care facilities across the region. The program requires hiring additional staff to handle rapid growth in the number of facilities, and to comply with new requirements for ombudsmen at Resident Treatment Facilities (RTFs). RTFs largely serve the mentally disabled and currently number around 20.	\$1,473,053
	<u>Task - Elder Refugee Program:</u> The Elder Refugee Program is coordinated through partnerships with the Colorado African Organization, the Aurora Center for Active Adults (ACAA) and the Colorado State Refugee Program. The goal of the program is to build a supportive community around the older adult refugees, enabling them to understand and access services.	\$111,400
	<u>Task - Case Management:</u> AAA case managers provide intensive, short-term case management services to people 60 and older who need assistance identifying and making life transitions. The Case Management Program is designed to help older adults remain active and independent in the community for as long as possible.	\$758,289
	<b>Senior Community Programs Budget:</b>	<b>\$2,342,742</b>

<b>Transition Services</b>	<p><u>Task - Community-based Care Transition Programs:</u> DRCOG Aging and Disability Resource Center Transitions Program provides transition services to people living in nursing homes who want to move back to the community. The Veterans Directed Home and Community Based Services Program helps veterans transition from the hospital, rehabilitation care, and nursing homes back into the community and works to keep those living in the community. This program commenced in 2016 and has seen steady growth. A new Medicare funded program to help seniors transition from hospitals to a long-term residence is currently being developed. Additionally, DRCOG has a pending grant application for Veterans Transportation and Community Living Initiative (VTCLI) to use technology for the Veterans Network of Care module and improve service coordination.</p>		<b>\$3,674,835</b>
<b>Resource Center</b>	<p><u>Task - ADRC Program:</u> The Aging &amp; Disability Resource Center (ADRC) provides information and assistance and options counseling to those in the eight county region, helping clients understand and navigate long-term care resources. The AAA has recently been designated as the State Health Insurance Program (SHIP) office for the region. In this role, the AAA will be a valuable resource in helping seniors navigate the complexities of Medicare with education and enrollment assistance. Staff and volunteers are needed to help provide coverage particularly during the fall Medicare enrollment period. The AAA will also explore additional resources to expand transportation services to seniors such as voucher and volunteer programs.</p>		<b>\$551,681</b>
<b>VTCLI (Veterans Transportation and Community Living Initiative)</b>	<p><u>Task - Technological Improvements:</u> Procure technology that helps connect veterans to transportation and other resources. Work with transportation providers to better coordinate and share trips. The steps to accomplish this task include: 1) Establish and coordinate meetings with an advisory stakeholder committee; 2) Create specific project goals, performance measures, and action items with Veteran and stakeholder committee feedback; finalize specific project goals after securing stakeholder and veteran feedback; and develop sustainability plan for implementing technology after project concludes; 3) Procure technology; Manage implementation of procured technology.</p> <p><u>Task - Education and Outreach:</u> Inform the appropriate audiences about the new technology through marketing and outreach. The steps are as follows: 1) Develop an outreach and marketing plan with goals and objectives; 2) Implement the outreach and marketing plan; 3) Collaborate with the VA and Veterans groups to provide targeted outreach and/or training to Veterans; 4) Create training materials, brochures, and other literature to market the use of our one-click one-call center.</p>		<b>\$258,000</b>
<b>Capacity Building</b>	<p><u>Task - Accountable Health Communities (AHC) Grant:</u> DRCOG was recently awarded a 5-year, \$4.5 million Accountable Health Communities grant. Under the grant, the AAA coordinates with clinical care providers and community based service providers to track referrals and analyze service outcomes associated with Medicaid and Medicare eligible seniors.</p>		<b>\$681,809</b>

**AAA Grand Total: \$9,511,314**



<b>Strategic Initiative - Way To Go</b>  <b>Project #s - 320016, 321016, 877017, 873017, 847017</b>	<b>Regional TDM Program Budget:</b>	<b>\$2,042,520</b>
	<b>Bike to Work Day &amp; Way to Go Sponsorships Budget:</b>	<b>\$40,000</b>
	<b>Regional Vanpool Budget:</b>	<b>\$1,308,600</b>
	<b>Guaranteed Ride Home Budget:</b>	<b>\$282,573</b>
	<b>Total Way to Go Budget 2018:</b>	<b>\$3,673,693</b>

<b>Regional TDM Program</b>	<u>Task - Ridematching Services:</u> Assist the public to plan bike commute routes, transit routes, form or join carpools for work or school, and form or join vanpools. Includes operation of the MyWayToGo.org commute trip planning website, operation of the Schoolpool Program, and contract management.	\$326,803
	<u>Task - Advertising &amp; Promotions:</u> Encourage commuters to use non-SOV travel modes. It includes sub-initiatives such as specific advertising campaigns, promotions and incentives. Managing the Guaranteed Ride Home Program, managing the vanpool subsidy agreement with RTD, and managing the advertising agency are part of this task. Most Bike to Work Day activities and costs are included here.	\$898,709
	<u>Task - Employer Outreach:</u> Encourage employers to take actions that will motivate and enable their employees to use non-SOV travel modes. It includes all outreach activities targeting employers, and costs related to travel, salaries, CRM software, printing and postage.	\$408,504
	<u>Task - Partnerships &amp; Training:</u> Support DRCOG's partnership with the seven transportation management associations (TMAs), collaboration with other public agencies, and staff training. It includes any activities that support the TMAs and Way to Go's work with other agencies and the costs related to those activities. Training includes conferences and outside professional training.	\$245,102
	<u>Task - Management &amp; Administration:</u> Administer and evaluate the Way to Go Program, and related activities. Includes conducting surveys and other data collection efforts, preparing performance reports, managing vendor contracts, and managing budgets.	\$163,402
	<b>Regional TDM Program Total:</b>	<b>\$2,042,520</b>
<b>Bike to Work Day and Way to Go Sponsorships</b>	<u>Task - Participation Incentives:</u> Provide incentives for commuters to register for Bike to Work Day or participate in other campaigns. Private sponsors provide all the funding for this initiative. No public funds are used.	<b>\$40,000</b>
<b>Regional Vanpool</b>	<u>Task - Vanpool Fare Subsidies:</u> Undertaken in cooperation with RTD, this program is designed to expand the number of active vanpools and vanpool riders by subsidizing rider fares, and advertising the program. DRCOG subsidizes the cost of vanpooling for riders within RTD boundaries. RTD funds the cost of the subsidies. No other funds are used.	<b>\$1,308,600</b>
<b>Guaranteed Ride Home</b>	<u>Task - Emergency Transportation:</u> Designed to remove a major barrier to using non-SOV commute modes: the fear of being stranded at work in an emergency or due to unexpected overtime. The GRH is offered through RTD's EcoPass program, to participants in DRCOG's vanpool program, and through non-EcoPass companies that purchase GRH coverage for their employees. The program is entirely funded through fees charged to employers who purchase the EcoPass for their employees. No public funds are used for this program. This task includes customer service as well as auditing/monitoring usage.	<b>\$282,573</b>

**Way to Go Grand Total: \$3,673,693**

**Strategic Initiative - Denver  
Regional Aerial Photography  
Project (DRAPP)**

Project #s - 820017

**Total DRAPP Budget 2018:**

**\$884,024**

DRAPP	<u>Task - Vendor Management:</u> DRCOG facilitates the selection and management of vendors for data acquisition and purchase by releasing RFPs, convening the selection committee, evaluating vendors, monitoring performance and contract management.	\$84,024
	<u>Task - Project Facilitation:</u> DRCOG manages the data acquisition and purchase of detailed datasets as requested by members/partners including orthoimagery, LIDAR, derivatives (e.g. planimetrics), and web map services for 7,000 square miles of the greater Denver metro area. Staff ensures that the correct products are purchased on behalf of members and partners. DRCOG also manages all transactions. Sanborn and Harris Corp are under contract for 2018.	\$800,000

**DRAPP Grand Total:**

**\$884,024**

<b>Strategic Initiative - Member Activities</b> DRCOG Funded (Member Dues)  Project #s - 111017, 140017, 150017, 160017, 933017	<b>Board Workshop &amp; Activities Budget:</b>	<b>\$216,897</b>
	<b>Sister Cities Partnership Budget:</b>	<b>\$8,190</b>
	<b>Legislative Activities Budget:</b>	<b>\$309,803</b>
	<b>Annual Awards Banquet Budget:</b>	<b>\$105,459</b>
	<b>Small Communities Hot Topics &amp; Outreach:</b>	<b>\$45,892</b>
	<b>Office Expansion &amp; Improvements:</b>	<b>\$350,000</b>
	<b>Total General Fund Program Budget 2018:</b>	<b>\$1,036,241</b>

<b>Board Workshop &amp; Activities</b>	<u>Task - Board Activities &amp; Administration:</u> This task covers the Board, Finance and Budget Committee, Executive Committee, Performance and Engagement Committee, and Board Work Session monthly meetings, and organizational development activities. Included are the costs of producing and distributing agendas, security costs, providing food to Finance and Budget and Performance and Engagement Committee members, the purchase of publications and training, and Executive Office staff time.	\$141,409
	<u>Task - Board Workshop:</u> Every year DRCOG holds a Board workshop where Board members and alternates get together, usually offsite, to discuss topics of priority and interest to the Board. Costs include the rental of the conference facility, food, printing, supplies and staff time. At the Board's discretion, a facilitator or speaker may be hired.	\$47,988
	<u>Task - Dues &amp; Sponsorships:</u> DRCOG is approached, from time to time, by various agencies to serve as a monetary sponsor. These sponsorships dovetail with DRCOG's mission, vision and core business activities.	\$27,500
	<b>Board Workshop &amp; Activities Total:</b>	<b>\$216,897</b>
<b>Sister Cities Partnership</b>	<u>Task - Sister Cities Partnership:</u> Fulfills the Board's desire of continued participation for the Baghdad-Denver Region Partnership. The partnership was established in 2004 and is a regional program where DRCOG is paired with the Province of Baghdad (which is composed of more than 100 local governments) to promote the exchange of ideas and understanding between government officials, citizens, college faculty and students, businesses and nonprofit organizations of the two regions.	<b>\$8,190</b>
<b>Legislative Activities</b>	<u>Task - Strategic Action Planning Group on Aging:</u> Working with Planning Group, contract staff and Department of Local Affairs to participate in the group's activities, host meetings and assist with a variety of other related activities.	<b>\$309,803</b>
	<u>Task - Committee Monitoring:</u> Monitor Transportation Legislation Review Committee and inform DRCOG staff and Board of relevant issues and proposals. Participate in stakeholder group created to recommend legislation establishing a statewide ombudsman program for PACE programs.	
	<u>Task - State Legislative Activities:</u> Identify legislative issues and possible legislation for the 2018 session, including meetings with legislators and state administration and advocacy partners.	
	<u>Task - Federal Legislative Activities:</u> Work with DRCOG Executive Director, federal lobbyist, AAA staff, and TPO staff to promote DRCOG and Colorado interests in Older Americans Act, federal transportation (FAST) reauthorization implementation and other aging/transportation legislation.	
	<u>Task - Member Outreach:</u> Work with DRCOG Executive Director and Division Directors to promote DRCOG and member interests in regional and statewide discussions about transportation and aging funding proposals and affordable housing issues.	

**Member Activities - DRCOG Funded**  
**Continued**

Annual Awards Dinner	<p><u>Task - Local Government &amp; Individual Awards Event:</u> This annual event celebrates our region's successes. The local government awards recognize communities for work and accomplishments that move Metro Vision forward. The individual awards recognize people that have given their time, talent and skills to the metro area, and to DRCOG and its activities. This event raises awareness of and commitment to the Metro Vision Plan and related programs and activities. Sponsorship dollars are used to offset the costs of catering, venue rental, management and administration.</p>	\$84,367
	<p><u>Task - Way to Go Awards:</u> The Way to Go awards recognize organizations and individuals for taking action to reduce single occupant vehicle travel. The awards raise awareness of Way to Go and encourage others to make choices that reduce single occupant vehicle travel. Part of the Annual Awards Dinner catering, venue rental, management and administrative costs are included in this task.</p>	\$21,092
<b>Annual Awards Dinner Total:</b>		<b>\$105,459</b>
Small Communities Hot Topics Forum and Outreach	<p><u>Task -Small Communities Hot Topics Forum:</u> This annual event focuses on issues and topics identified by the smaller member jurisdictions of DRCOG. This subset of DRCOG members are periodically surveyed to identify priority topics and issues they would like to see DRCOG staff and external subject matter experts address. The format of the Hot Topics Forum adapts to meet the needs of members and the issues being explored. It is typically a day-long event.</p>	\$45,892
	<p><u>Task - Small Community Outreach:</u> DRCOG staff recognize that our smaller communities share similar needs and face some of the same issues as our largest members, but the internal capacity of our smaller members may not provide the same level of ability to address the issues. Meeting with DRCOG's smaller communities on at least a yearly basis provides an opportunity for DRCOG staff to identify potential resources and strategies to address those specific needs.</p>	
Office Improvements	<p><u>Task - Office relocation and expansion:</u> Due to ongoing growth in the Area Agency on Aging, DRCOG has outgrown its current space at 1290 Broadway. It is anticipated that staff will relocate to a new space mid 2018. Doing so will ensure adequate space needed for program expansion and is likely to result in rental savings long term. Additional improvements such as increased network storage has also been budgeted for.</p>	\$350,000

**Member Activities Grand Total: \$1,036,241**

<b>New Initiatives and Programs in 2018</b>	<b>Grants Contracting:</b>	<b>\$0</b>
	<b>Portfolio Diversification:</b>	<b>\$0</b>
		<b>\$0</b>
	<b>Total for FY18:</b>	<b>\$0</b>

<b>Grants Contracting</b>	<u>Task - Explore Contract Administration Opportunities:</u> Staff is exploring with CDOT and federal partners (FHWA and FTA) potential opportunities for DRCOG to contract directly with project sponsors for several programs, including the TIP Transportation Demand Management and Station Area Master Plan/Urban Center set-asides. Such an approach would be self-funded through the grant revenue streams and would allow DRCOG to provide additional service to communities, provide more stability and efficiency to the grant programs, and potentially create other opportunities.	<b>\$0</b>
<b>Portfolio Diversification</b>	<u>Task - Fee for Service Opportunities:</u> Staff will continue to evaluate fee for service opportunities in areas such as AAA case management, transportation planning, modeling, and economic forecasting; and engage in such opportunities when both economically feasible and in alignment with DRCOG's operational mission.	<b>\$0</b>
	<u>Task - Enhance Strategic Partnerships:</u> Staff will continue to evaluate existing and new partnerships that align with DRCOG's mission and result in beneficial outcomes for DRCOG's strategic initiatives, as well as our region's communities and residents.	<b>\$0</b>

**Grand Total:** **\$0**

