

# Instructions and Application Type

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## Instructions

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### **IMPORTANT – PLEASE READ BEFORE STARTING THE APPLICATION.**

This application is only intended for applicants in the [Denver-Aurora Large Urbanized Area](#) (areas having a population greater than 200,000) that provide specialized transit service (for seniors and persons with disabilities) ([FTA 5310 Fact Sheet](#)) wishing to receive FTA 5310 Mobility Management for Specialized Transportation funding, for the following types of service:

Purchased transit services, operating a transportation brokerage, providing travel training and trip planning activities, staffing for the development and implementation of coordination plans, supporting local partnerships that coordinate transportation services (R/LCCs), operating one call-one click systems and/or call centers, and providing information and referral services and/or resources.

For funding requests for transit operations, please use the 2020 CDTO/DRCOG Admin/Operating Application.

If you need additional Mobility Management applications, or have any questions about this application, please contact **Kim Phi** at (303) 512-4055 or [kim.phi@state.co.us](mailto:kim.phi@state.co.us).

## Agency and Application Name

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Agency: [Seniors' Resource Center, Inc. \(SRC\)](#)

Application 2.0 Name: A2.0-0002169

## Agency Information Requirement

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**Before applying, applicants are required to update their COTRAMS Agency Information module. In particular, FTA Title VI requires agencies to provide passenger information, including demographic information for their service area. You will not be allowed to submit an application without this information being current. Many questions in the application will contain answers pulled directly from the Agency Information module. It is important to verify that all of your Agency Information details are correct so that the application is as accurate as possible.**

My COTRAMS Agency Information is correct and up-to-date: :

Yes

## Application Type

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Application Type:

5310 - large urban for specialized transportation

## Type of Service

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Please select the type(s) of 5310 Mobility Management services you will provide with this grant.:

Purchased Transit Service; Operating a transportation brokerage to coordinate service providers; Providing travel training and trip planning activities; Staffing for the development and implementation of coordination plans; Supporting local partnerships that coordinate transportation services (R/LCC's); Operating one call-one click systems and/or call centers; Providing information and referral services and/or resources

## Applicant Information

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**The fields in the Agency Information subsection are auto-populated from your COTRAMS Agency Information module. Please verify the information below is correct. If any of the information is incorrect, please exit the application and go to your COTRAMS Agency Information module to update or add information.**

Agency Name: [Seniors' Resource Center, Inc. \(SRC\)](#)

DBA:

Agency Description:

Seniors' Resource Center (SRC) is dedicated to enhancing the independence, dignity, and quality of life for older adults in the Denver metro area and adjacent mountain communities. SRC believes older adults are a vital part of the community and provides an array of services that enable older adults to remain in their homes and thrive. Services such as transportation, in home care, and adult day programs provide life-enriching activities and support both older adults and their caregivers.

SRC has been providing direct services to older adults since 1978. Transportation is SRC's most requested service, with more than 146,000 no cost rides provided in 2018. SRC Transportation employs a unique brokerage service approach in both urban and mountain rural service areas that exceeds 2,600 square miles of coverage. With a blend of agency-owned, contractor-supplied (Adams county A-LIFT and RTD), and subcontract vendors, and three volunteer driver program models to deliver services, SRC provides approximately 70% of all rides using fleet vehicles and SRC drivers and brokers the remaining 30% of trips. SRC has three volunteer driver options: drivers using their own vehicles in both urban and rural areas, drivers using an agency owned vehicle, and a new contract with Cultivate/VetsGo, a Boulder-based nonprofit running a volunteer program of veterans using their own vehicles

Tax ID (FEIN):: 84-0877538

providing transportation for veterans. SRC has a network of five subcontract vendors serving metro county residents, and coordinates with Broomfield County for a pilot volunteer driver project. SRC provides services in Clear Creek County including administration, operations, and support for the deviated fixed route Clear Creek "Prospector." For the past several years, SRC has collaborated with Clear Creek County to develop an LCC while expanding transit in Clear Creek and Gilpin counties. SRC is also under contract to run an RTD two-zone FlexRide in the nearby Evergreen area.

DUNS Number: 130865322

SAM Expiration Date: 12/11/2019

Fiscal Year End Date: 12/31

Cognizant Agency: : N/A

Did you spend more than \$750,000 in Federal funds in the last fiscal year?: Yes

## Contact Information

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Please enter information below for the **Local Agency Project Manager** for this request--someone who could be called for additional information, if needed.

Name: Hank Braaksma Title: Director of Transportation Services

Email: [hbraaksma@srcaing.org](mailto:hbraaksma@srcaing.org) Work Phone Number: (303) 235-6970

Cell Phone Number: (303) 917-6692

Please enter information below for the **Alternative Local Agency Project Manager**.

Name: Denise Stadiotto Title: Operations Coordinator II

Email: [dstradiotto@srcaing.org](mailto:dstradiotto@srcaing.org) Work Phone Number: (303) 991-5810

Cell Phone Number: (303) 565-9294

## Population/Discrimination/Complaints

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Has your agency had any transit-related discrimination complaints, investigations, or lawsuits in the last three years?:

No

Your agency must not discriminate against its employees because of race, religion, color, sex, disability, national origin or ancestry, or age in the admission or access to, or treatment or employment in, its programs or activities. Has your agency had any discrimination complaints based on these EEO (Equal Employment Opportunity) requirements within the last year?:

No

Does the applicant have a process for handling discrimination complaints?: Yes

Contact Person for Non-discrimination Issues: Joey Sanvido, HR Director, SRC

Does your organization serve minority or low-income populations?: Yes

Are you a minority-owned organization?: No

To what extent does this project impact minority and low-income persons?:

The majority of SRC clients are considered disadvantaged. SRC serves primarily older adults age 60 and over (the median age of an SRC client is 79 years old). The older adult population SRC serves can often experience limited mobility due to hearing, vision, or physical impairments. Of SRC's client base: 73% are Caucasian, 17% Latino/Hispanic, 7% African American, 1% Asian, 1% are Native American, and 1% identify as Other. The majority (83%) of SRC clients live on low- or fixed-incomes and cannot afford to pay for services. SRC serves all older people seeking assistance, regardless of their ability to pay. SRC values cultural diversity and strives to be culturally relevant and responsive through its programs. Bilingual staff are available to serve Spanish-speaking clients. Additionally, SRC has access to additional language translators through long-standing relationships with community partners, ensuring that language is not a barrier to service. SRC materials are printed in Spanish, as well as English. SRC has developed written affirmative action plans for women, minorities, individuals with disabilities, and veterans. Additionally, SRC will impact refugee and minority groups and non-elder individuals by offering a new travel training service in collaborative partnership with DRMAC.

For more information on CDOT's Civil Rights Program, please visit <https://www.codot.gov/business/civilrights/DTR>.

## Project Information

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### Project Details

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Please answer the following questions about the project for which you are seeking funding.

#### Project Description:

Project Title: Mobility Management to Enhance Trip Services

Funding is requested for SRC's Mobility Management function. SRC's Mobility Management is a direct service approach with coordinated services under a call center which provides a single point of entry. SRC Transportation Services conducts a variety of activities, including brokering duties; establishing collaborative relationships with transportation providers and vendors to negotiate service rates and safety compliance measures; coordinating contracts and assuring compliance; arranging emergency rides; and providing service in the most cost-effective manner possible. If awarded, funding will also support expanded mobility management services by providing travel training for older adults. This new project would include a partnership with DRMAC and bring local LCC and RCC participant connections into play with an anticipated increase in the total number of people served through monthly group trainings with group sizes of up to 30.

3227 Chase Street,

Adams; Arapahoe;

## Local/Regional Coordinating Council

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Does your agency's primary service area have a regional/local coordinating council (R/LCC) in place? :

Yes

### R/LCC Description:

SRC's Director of Transportation is actively involved with and helped establish the Jefferson County Local Coordinating Council (LCC), the Arapahoe County LCC, the Broomfield LCC, the Adco Policy Council/LCC, as well as Denver Regional Mobility & Access Council (DRMAC). He has held a leadership role with the Jeffco LCC and DRMAC coordinating councils as chair and past chair. Though each council is slightly different, all are engaged with stakeholders, providers, and funders to discuss solutions created by funding shortfalls. LCCs tend to focus on older people but recognize all individuals who are underserved. Other areas of discussion involve the "off hours" need, evenings and weekends, but without funding, these areas remain difficult. All councils discuss issues involving service cutbacks, driver wages, service quality, and work to encourage appropriate riders to work with RTD to solve basic transportation problems. However, for many clients at low-income levels, even RTD fares present a challenge, making these individuals reliant on no-cost human services providers. Meetings have resulted in positive coordinated efforts between SRC and Lakewood Rides, RTD, A-Lift, and Broomfield County in an effort to prevent duplicative service and create efficient vehicle use.

### Please indicate if you have the following items:

#### Inventory of Current Transportation Services:

Yes

#### Description of Inventory of Current Transportation Services:

SRC relies on the Getting There Guide produced and distributed by DRMAC as an inventory of current transportation services provided throughout the Denver metro area.

#### Gap Analysis:

Yes

#### Description of Gap Analysis:

SRC uses the Community Assessment Survey for Older Adults produced by DRCOG to identify gaps in services for older adults, including transportation.

#### A written coordination plan:

Yes

#### Description of Written Coordination Plan:

Will you subcontract with a third-party for any of the services described in this application?:

No

## Performance Measures & Roles

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Activity types previously selected:

Purchased Transit Service; Operating a transportation brokerage to coordinate service providers; Providing travel training and trip planning activities; Staffing for the development and implementation of coordination plans; Supporting local partnerships that coordinate transportation services (R/LCC's); Operating one call-one click systems and/or call centers; Providing information and referral services and/or resources

How will your organization measure whether the "purchased transit service" is successful and improves the efficiency and effectiveness of transportation for seniors and individuals with disabilities? For continuing projects, please include information regarding the project's performance to date. (Please note: these performance measures and goals/targets should reappear in any future quarterly Program Measure Reports to CDOT.):

For purchased transit services, SRC tracks and analyzes the number of trips and the associated costs to determine success and efficiency. Subcontracting services can create efficiencies due to trip grouping and therefore generate cost savings. Furthermore, group trips purchased through subcontractors do not include the nominal administration costs carried by SRC staff support. SRC uses an average cost per trip when contracting for funds. The disparity between the costs of larger vehicle doing ad hoc medical trips compared to groups trips and use of smaller vehicles is decisive: using large capacity vehicles to transport a single client to a medical appointment is an inefficient use of resources. SRC has been using this model successfully and has the lowest average cost per trip in the area for this type of service. The success and efficiency of this approach has been recognized by other organizations who are now exploring the use of volunteers or subcontractors to reduce average per trip costs. The increasing travel distances for medical appointments, along with general area wide congestion using a fleet generally based on the west side of the metro leads to a higher cost than using a subcontractor with a profile further east or north, revealing the benefits of purchasing transit service in certain instances.

Please identify the staff members' names and titles who will be receiving reimbursement for

"purchased transit service". Briefly describe their role within the project.:

- Hank Braaksma, Director of Transportation Services, ensures program success for SRC Transportation in multiple counties involving urban/rural services.
- Mark Patterson, Operations Manager, assigns trips to appropriate providers with maximum use/minimal cost strategies.

- Denise Stradiotto, Transportation Operations Coordinator, works with subcontractors, provides reports and invoices and is tasked with ensuring data integrity and contract compliance.
- SRC Call Center staff field requests for transportation and collaborate with the scheduling team to identify a suitable transit provider to subcontract, including volunteer drivers, in the event that SRC cannot accommodate a specific request. These positions will not receive reimbursement through this request.

How will your organization measure whether "operating a transportation brokerage to coordinate service providers" is successful and improves the efficiency and effectiveness of transportation for seniors and individuals with disabilities? For continuing projects, please include information regarding the project's performance to date. (Please note: these performance measures and goals/targets should reappear in any future quarterly Program Measure Reports to CDOT.):

Please identify the staff members' names and titles who will be receiving reimbursement for "operating a transportation brokerage to coordinate service providers". Briefly describe their role within the project.:

SRC serves as a single point of entry for metro area trip requests for older adults throughout the Denver metro area. SRC brokers with six subcontractors, ensuring service duplication is avoided when possible. SRC also provides low- and no-cost RTD vouchers for some rides when applicable. All subcontractor costs are negotiated annually to maintain the lowest possible costs for the service delivery model (demand response rides offered at a consistently lower trip cost than either RTD or Via Boulder). Although costs are rising, SRC continues to keep unit costs down by using innovative models such as partnering with LYFT for rides and growing an already substantial volunteer driver pool, which is a testament to the efficiencies of SRC's brokerage function. Trips are tracked by funding, providers, and volunteers, and broken out by county for contract fulfillment. SRC has a steady annual increase in total trips, indicating service need. For instance, in 2013, SRC delivered 123,904 trips; by 2018, the number of trips had grown to 145,102. SRC will use trip volume as a key measure of success and effectiveness. With increased funding to support operations and the addition of funded personal trips, SRC will provide more than 159,000 trips in 2020.

- Hank Braaksma, Director of Transportation Services, ensures program

success for SRC Transportation in multiple counties involving urban/rural services.

- Mark Patterson, Operations Manager, assigns trips to appropriate providers with maximum use/minimal cost strategies.

- Denise Stradiotto, Transportation Operations Coordinator, works with subcontractors, provides reports and invoices and is tasked with ensuring data integrity and contract compliance.

How will your organization measure whether "providing information and referral services and/or resources" is successful and improves the efficiency and effectiveness of transportation for seniors and individuals with disabilities? For continuing projects, please include information regarding the project's performance to date. (Please note: these performance measures and goals/targets should reappear in any future quarterly Program Measure Reports to CDOT.) :

SRC responds to more than 100 Information and Referral (I&R) calls per month, and distributes information relating to transportation at events (fairs, group presentations, etc.). Within the transportation department, SRC staff provide referrals to other transportation providers if SRC cannot handle a caller's specific request. Transportation requests are often the first need identified when a potential client calls seeking assistance. To measure efficiency and effectiveness, SRC surveys its client base annually. In addition to the client survey, SRC tracks the number of unduplicated riders each month and the number of trips completed. SRC continues to experience increased trip requests. SRC will use the number of I&R calls it responds to as a key measure of effectiveness: in 2020, SRC will handle 120 I&R calls each month, for a total of 1450 in one year.

Recent survey results from 2018 include the following metrics and performance goals:

- 88% of participants stated that they were able to improve or maintain their independence as a result of using SRC transportation services.
- 91% stated that SRC transportation improved their quality of life.
- 97% stated that the SRC staff is courteous and professional.
- 92% found that it was very or at least somewhat accessible to obtain necessary rides through SRC transportation services.

Please identify the staff members' names and titles who will be receiving reimbursement for "providing information and referral services and/or resources". Briefly describe their role within the project. :



- Hank Braaksma, Director of Transportation Services, ensures program success for SRC Transportation in multiple counties involving urban/rural services.
- Mark Patterson, Operations Manager, assigns trips to appropriate providers with maximum use/minimal cost strategies.
- Denise Stradiotto, Transportation Operations Coordinator, works with subcontractors, provides reports and invoices and is tasked with ensuring data integrity and contract compliance.
- Six SRC Call Center staff field requests for transportation. For transportation requests that do not fit into SRC provided services, staff will refer the caller to DRMAC or other service providers.

How will your organization measure whether "operating one call-one click systems and/or call centers" is successful and improves the efficiency and effectiveness of transportation for seniors and individuals with disabilities? For continuing projects, please include information regarding the project's performance to date. (Please note: these performance measures and goals/targets should reappear in any future quarterly Program Measure Reports to CDOT.):

SRC has become the premier one call/one click ride provider in the Denver metro area involving OAA transportation. Other sources, including local hospitals, veterans and adult day participants in the metro area, rely on SRC for either direct services or assistance connecting to area providers under SRC brokerage. As a one call/one click provider, SRC takes warm transfers from partnering agencies who recognize SRC as the "go to" source. The growth of SRC volunteer driver program has enabled SRC to increase operating hours. Key performance measures include:

- The percentage of riders who have positive experiences with SRC Transportation.
- The percentage of riders who find SRC's transportation services very or at least somewhat accessible.

SRC uses an annual survey to measure client satisfaction with transportation services. In 2018, 91% of respondents had a positive experience with SRC's Transportation program, and 92% of respondents found the service accessible.

Please identify the staff members' names and titles who will be receiving reimbursement for "operating one call-one click systems and/or call centers". Briefly describe their role within the project.:

- Hank Braaksma, Director of Transportation Services, ensures program success for SRC Transportation in multiple counties involving urban/rural services.
- Mark Patterson, Operations Manager, assigns trips to appropriate providers with maximum use/minimal cost strategies.
- Denise Stradiotto, Transportation Operations Coordinator, works with subcontractors, provides reports and invoices and is tasked with ensuring data integrity and contract compliance.
- SRC Call Center staff field requests for transportation.

How will your organization measure whether "supporting local partnerships that coordinate transportation services (R/LCC's)" is successful and improves the efficiency and effectiveness of transportation for seniors and individuals with disabilities? For continuing projects, please include information regarding the project's performance to date. (Please note: these performance measures and goals/targets should reappear in any future quarterly Program Measure Reports to CDOT.):

SRC staff, particularly the Director of Transportation, attend several metro county LCCs, DRMAC, and CMAC meetings. After over 30 years in transportation, he has been called on for assistance and involved with the formation of DRMAC (RCC and former Board Chair), the Jeffco LCC (Former Chair), Arapahoe TCS (member), Adams (past LCC and formation of a replacement), and CMAC (Founding member and current member). R/LCCs understand the need to bring like-minded parties together to create partnerships and collaboration in a fiscally constrained environment. This helps create synergy within all the groups involved in transportation in the Denver metro area. Key performance measures include the following metrics:

- Attendance at R/LCC meetings, up to 6 per month
- Ongoing, active participation in R/LCC Leadership

Please identify the staff members' names and titles who will be receiving reimbursement for "supporting local partnerships that coordinate transportation services (R/LCC's)". Briefly describe

their role within the project. :

- Hank Braaksma, Director of Transportation Services, ensures program success for SRC Transportation in multiple counties involving urban/rural services.
- Mark Patterson, Operations Manager, assigns trips to appropriate providers with maximum use/minimal cost strategies.
- Denise Stradiotto, Transportation Operations Coordinator, works with subcontractors, provides reports and invoices and is tasked with ensuring data integrity and contract compliance.

How will your organization measure whether "staffing for the development and implementation of coordination plans" is successful and improves the efficiency and effectiveness of transportation for seniors and individuals with disabilities? For continuing projects, please include information regarding the project's performance to date. (Please note: these performance measures and goals/targets should reappear in any future quarterly Program Measure Reports to CDOT.) :

SRC's Director of Transportation, Operations Manager and the Operations Coordinator develop and implement SRC's transportation plans in a holistic fashion, meeting internally to discuss ways to minimize service costs and expand services for older adults and individuals with disabilities while avoiding duplication of services. The Director educates others to understand why coordination is a key component of utilizing limited resources. Staff attends meetings both in and outside of the Denver metro area when a transportation presentation is requested. Transportation costs and increasing efficiency and effectiveness are common topics of discussion, which always leads to coordination planning.

Please identify the staff members' names and titles who will be receiving reimbursement for "staffing for the development and implementation of coordination plans". Briefly describe their role within the project. :

- Hank Braaksma, Director of Transportation Services, ensures program success for SRC Transportation in multiple counties involving urban/rural services.
- Mark Patterson, Operations Manager, assigns trips to appropriate providers with maximum use/minimal cost strategies.
- Denise Stradiotto, Transportation Operations Coordinator, works with subcontractors, provides reports and invoices and is tasked with ensuring data integrity and contract compliance.

How will your organization measure whether "providing travel training and trip planning activities" is successful and improves the efficiency and effectiveness of transportation for seniors and individuals with disabilities? For continuing projects, please include information regarding the project's performance to date. (Please note: these performance measures and goals/targets should reappear in any future quarterly Program Measure Reports to CDOT.) :

In collaboration with DRMAC, SRC will provide travel training for older adults living in the Denver metro area on a monthly basis. Training will help older adults, their caregivers, and the general public to gain confidence using traditional public transit services, i.e. bus and rail services, for critical and personal trips. Though travel training is currently offered, SRC and DRMAC have capability to provide these services to Denver area residents at the lowest possible cost. Each session will accommodate up to 30 individuals. Participants will include the general public as well as individuals who call DRMAC or SRC looking for information about traveling throughout the region. By offering travel training through a local partnership, SRC can maximize the number of trainings provided annually.

Key performance measures include:

- Sponsor, at minimum on group training per month
- The number of older adults or their caregivers attending training sessions.
- The number of individuals reporting increased use of bus and rail services.

Please identify the staff members' names and titles who will be receiving reimbursement for "providing travel training and trip planning activities". Briefly describe their role within the project. :

- Hank Braaksma, Director of Transportation Services, ensures program success for SRC Transportation in multiple counties involving urban/rural services.

- Mark Patterson, Operations Manager, assigns trips to appropriate providers with maximum use/minimal cost strategies.
- Denise Stradiotto, Transportation Operations Coordinator, works with subcontractors, provides reports and invoices and is tasked with ensuring data integrity and contract compliance.

## Project Criteria

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**Note: Responses to questions in this Project Criteria section are limited to 3,000 characters.**

### Service and Financial Needs

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#### Service Need:

Mobility Management funding will provide needed financial assistance to allow SRC to meet the current, unprecedented growth in the demand for its transportation services, which is expected to increase in the near future. According to the state demography office, Colorado's population of individuals age 60 and older is projected to double to nearly 1.1 million individuals by 2040. As more residents choose to remain in their own homes and age in place, expanded transportation services will be needed to serve the ever-increasing population of older adults. SRC has directly experienced this trend. In 2018, SRC Transportation provided more than 146,800 unduplicated rides. SRC receives more than 400 requests for rides per day and, regrettably, must turn away as many as 150 ride requests each month due to capacity limitations. The number of requests for service will continue to rise as more older adults rely on SRC for safe and no-fare transportation, requiring increased capacity to provide an increased number of rides.

SRC anticipates increased driver compensation and other staff salaries in order to remain competitive and to retain the staff necessary to maintain current levels of service, as well as expand capacity to meet growing demand. Vacancies in driver positions due to turnover has a negative impact on the budget and on service delivery. Additionally, in the past two years SRC increased the number of vehicles in its fleet through the acquisition of four privately-funded vehicles to address growing demand and will request five additional expansion vehicles as part of this DCOT/DRCOG joint 5310 funding call in order to meet the ongoing increased needs for transportation in the region.

SRC conducts an annual survey of clients' experience with each program. The majority of respondents to the survey are riders. In 2018, SRC sent surveys to 2,799 individuals with a response rate of 32%. Results from the survey include:

- 97% of respondents indicated that SRC staff are courteous and professional;
- 91% stated that SRC has improved the quality of their life;
- 88% responded that SRC has helped them to remain living independently; and
- 73% responded that rides through SRC Transportation are very accessible.

The final section of the survey receives many responses concerning SRC's transportation services. While the majority of comments are positive in nature, passenger comments also indicate the need for increased capacity and expansion of transportation services, including the addition of supplementary rides and call-center staff.

- "It's hard to get in contact with you to set-up rides. The phone lines are so busy for long periods of time."
- "Sometimes it's hard to get a ride when the doctor wants a follow-up in a day or two."
- "I find the week ahead booking to be very challenging."

#### Financial Need:

SRC Transportation will use Mobility Management support to maintain adequate staffing levels, purchase vouchers for riders, and promote best practice methods of service. Competitive compensation levels are critical to building the staffing infrastructure to be able to increase capacity and add additional routes. Increased demand for trips, combined with rising fuel and insurance costs, an increase in fleet size, and the expansion of SRC transportation services, demonstrates SRC's need for federal assistance. The cost of health insurance and worker's compensation insurance continue to rise, vehicle insurance cost rates have increased by 50% due to a greater number of vehicles in the fleet, and fuel costs have increased by 25% due

to an increase in the number of trips delivered, and an increased level of traffic congestion.

Funding from CDOT will allow SRC to expand its capacity and more effectively and efficiently coordinate efforts to deliver the maximum number of rides with agency-owned (paid and volunteer drivers), subcontractors, voucher programs, and volunteers using personal vehicles. Jefferson County has informed SRC that it will reduce the amount of funds it awards SRC for services during the next award year by as much as 7%. SRC needs additional funds to support its current services while expanding to provide additional transportation services. The impact of reduced funding would be fewer rides available for older adults to medical appointments, grocery stores, and other critical trips, as well as to personal destinations such as the hair salon and shopping centers or to visit family and friends.

#### Funding Dependency:

SRC Transportation uses a variety of funding sources, including contracts, grants, individual donations, and rider contributions. In addition to continually implementing new and innovative methods to improve efficiencies and contain costs, SRC is adept at building partnerships and collaborations to increase capacity and quality of service. SRC is actively involved in the LCCs for its service area, as well as DRMAC and DRCOG, which is a primary funder of SRC. To leverage existing resources, SRC uses subcontractors, trip vouchers, and a strong volunteer program.

#### Other Funding Sources:

Mobility Management is integral to SRC's transportation services and is not dependent upon any other project or organization for its viability. SRC maintains diverse funding streams for its programs to ensure financial stability. With more than four decades' experience in delivering rides for older adults, SRC has a strong infrastructure in place to expand mobility management services to meet the needs of its older adult riders. Grant funds, local government funds, service contracts, individual donations, and foundation funds all blend together to support the mobility management function. Additionally, SRC maintains an endowment fund to further ensure its ability to sustain the services vital to older adults in the community.

## Technical Capacity

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#### Technical Capacity:

For more than 40 years, SRC has provided transportation services for Colorado residents throughout the Denver metro area. SRC helps older adults reach important destinations such as medical appointments, work, shopping, and community services. The addition of Route Match software and various modules has increased the technical capacity of SRC's transportation program by improving organizational ability to track and analyze all facets of service. Most recently, a rider notification module was added to provide riders with needed information and the ability to cancel rides so as not to be marked as a no-show. SRC drivers are equipped with tablets to manage their rider needs with real time solutions, including filling gaps in service created by cancellations with supplemental trips SRC prepares monthly internal reporting, PeerPlace data monthly reports for DRCOG funding, and has a Systems Manager/Broker Coordinator staff member who prepares detailed on-going reporting.

Hank Braaksma, SRC's Director of Transportation, has more than 30 years' experience in this field. SRC's Transportation Department works with the agency's Finance Department to track all performance indicators such as trip costs, rider numbers, revenue and non-revenue miles, and additional technical facets of this program.

#### Financial Capacity:

Over the last year, SRC has implemented a more sustainable business model that increases the agency's financial, management, and programmatic capacity to best serve the needs of its clients. SRC engaged in an assessment opportunity that has implemented more sustainable system solutions to better manage activities and programs, and to ensure accurate and timely program and financial reporting. The most recent system that SRC has prioritized for implementation includes solutions for payroll and finance. The prior systems were obsolete and were not pacing with the agency's growth, assessment, and reporting.

As a priority, SRC has implemented strong accounting systems, processes and procedures to ensure the accuracy of its recordkeeping, including mapping services to funders, cost centers and other relevant controls to accurately track and report results. The SRC Finance team maintains excellent records through its four staff members that make up the Finance Department. Each staff member is adept and experienced in both grant tracking and accounting.

Hank Braaksma, Director of Transportation, supervises all aspects of adhering to an efficient and

cost-effective system. In collaboration with the finance department, the transportation department maintains ongoing communication to ensure all relevant details are accurately tracked and reported. SRC's general operating funding and foundation grants fortify its capacity and stability.

## Planning

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### Planning Efforts:

SRC's Transportation program's goals and strategies are in alignment with those of the Colorado Department of Transportation's strategies as expressed in the Statewide Transit Plan, March 2015.

#### Page Number and Strategy:

Page 9, Development of Transit Asset Management Plan

Page 33, Need for dual language transportation staff

Pages 70-71, Coordination and Collaboration

Page 77, Gap Analysis

Page 79, Identifying transportation needs of older adults and adults with disabilities

Page 80, Coordination and collaboration with partners

Pages 81-100, Addressing funding gaps and maintaining diverse funding stream

Page 110, Survey to determine transportation needs of older adults and adults with disabilities

Page 125, Coordination strategies

Page 126, CDOT grant process

Page 127, Maintain involvement on coordinating councils

## Budget

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### Expenses and Budget

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Previous Year's Mobility Management Expenses :

\$2,995,361.00

**Please upload your previous year's end-of-year Mobility Management expenses in the Attachments section.**

Award Year Mobility Management Budget:

\$548,200.00

**Please upload your award year draft Mobility Management budget in the Attachments section.**

### Detailed Project Budget

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**Please enter the detailed draft award year budget into the table below. The amounts you list and the categories entered will later be added to your Scope of Work and Contract. Please be as specific and accurate**

**as possible. Only enter the costs for which you know you will be seeking reimbursement. You will be responsible for a 20% local match.**

Description	Type of Service	Total Cost	Grant Amount	Local Match
Salaries and Wages	Operating a transportation brokerage to coordinate service providers	\$361,500.00	\$289,200.00	\$72,300.00
Employee Benefits	Operating a transportation brokerage to coordinate service providers	\$68,500.00	\$54,800.00	\$13,700.00
Contracted Services	Operating a transportation brokerage to coordinate service providers	\$3,000.00	\$2,400.00	\$600.00
Insurance	Operating a transportation brokerage to coordinate service providers	\$68,500.00	\$54,800.00	\$13,700.00
Purchased Transit Services	Purchased Transit Service	\$16,500.00	\$13,200.00	\$3,300.00
Utilities	Operating a transportation brokerage to coordinate service providers	\$22,000.00	\$17,600.00	\$4,400.00
In State Travel	Staffing for the development and implementation of coordination plans	\$8,200.00	\$6,560.00	\$1,640.00

Update Totals:

Total Cost: \$548,200.00

Total Grant Amount: \$438,560.00

Total Local Match: \$109,640.00

## Local Funding

**Please enter the secured local matching funds you plan to use for this project into the table below. Your total local funding amount needs to equal or exceed the local match amount listed above in the budget. Do not include any other DOT or FTA grants or project income (e.g., fares).**

**Please upload documentation or letters of commitment for funds coming from a third-party in the Attachments section.**

Source of Funds	Local Match Amount	Status
DRCOG	\$44,730	Approved
HST-FASTER Funds	\$50,000	Pending
Local Municipalities	\$14,910	Budgeted

Update Totals:

Total Local Match: \$109,640

## In-Kind & Indirect Costs

## In-Kind Match

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### Note on in-kind match:

Third-party in-kind contributions represent eligible project costs provided by an eligible third-party to your project to satisfy your local match requirements. Examples of third-party in-kind contributions include donated services, materials or goods, and equipment. Federal aid guidance regarding non-federal matching requirements can be found at [2 CFR 200.306 - Cost sharing or matching](#).

CDOT DTR defines third-party in-kind contributions as goods or services which are necessary, allowable, eligible, and reasonable to carry out the scope of the federally-assisted project or program. These goods or services are rendered without charge to the grantee, and must be preapproved and supported through documentation.

You should spend time reviewing the guidance concerning in-kind contributions and should allow ample time in your schedule if you anticipate that your project will have this source of funds. If in doubt about whether or not a contribution qualifies as in-kind, ask your CDOT Project Manager.

Will you be using any in-kind match for this project?:

No

## Indirect Cost Rate

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Do you plan to charge an indirect cost rate or use cost allocation plan for this project?:

Yes

Have you previously received CDOT approval for the use of indirect funds?:

Yes

What is your approved indirect cost rate?:

22.51%

When does your indirect cost rate agreement expire?:

12/31/2019

Amount charged to this application:

\$98,720.00

Please provide the current approved indirect rate or cost allocation plan. Indicate proof of this approval by uploading a letter from the cognizant agency or CDOT Audit Department designating the indirect rate in the Attachments section. CDOT may request additional information concerning your indirect rate during the review process.

## Attachments

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## Attachments

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Document Name	Update Date/Time
2018 Mobility Management Expenses.pdf	6/10/2019 3:54 PM
Phase II - Transportation Gaps Analysis Findings and Recommendations (PDF).pdf	6/10/2019 3:01 PM
SRC_Contract with Jefferson County2019.pdf	6/10/2019 2:54 PM
SRC_HST-Faster Funds Request Justification.pdf	6/10/2019 2:53 PM
SRC CDOT-DRCOG 5310 - Mobility Management Budget 2020.pdf	6/10/2019 2:45 PM
Seniors' Resource Center _Indirect Rate 2019.pdf	6/10/2019 1:06 PM
Jefferson CASOA Report 2018.PDF	6/10/2019 1:05 PM
Jefferson CASOA Report 2018.PDF	6/10/2019 1:05 PM
Denver CASOA Report 2018.PDF	6/10/2019 1:05 PM
Broomfield CASOA Report 2018.PDF	6/10/2019 1:04 PM
Arapahoe CASOA Report 2018.PDF	6/10/2019 1:04 PM
Adams CASOA Report 2018.PDF	6/10/2019 1:04 PM
Inventory of Transit Services--DRMAC - Getting There Guide.pdf	6/10/2019 11:38 AM
Seniors' Resource Center _Indirect Rate 2019.pdf	6/10/2019 11:38 AM

## Submit Application

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### Certifications

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**I certify that my COTRAMS Agency Information is correct and up-to-date.**

**I certify that the information I provided on and in connection with this application is true, accurate, and complete.**

**I understand if the requested grant is awarded, my agency will adhere to all reporting requirements.**

Certifying Official: Karen Stran

### Signature

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Submit

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**Before submitting the application, please make sure you have completed all of the required fields and have entered all of the information as accurately as possible. If you need to submit an additional application, please contact DTR to have another application released in COTRAMS.**

**If you do not see a "Submit" button, it is because you did not answer "Yes" to the question in Instructions & Application Type section confirming your Agency Information module is correct and up-to-date. Please ensure your Agency Information is updated in COTRAMS, and then select "Yes" to the question "My COTRAMS Agency Information is correct and up-to-date".**

**You will receive an email once your application has been submitted. If you do not receive an email, please contact Kim Phi at (303) 512-4055 or [kim.phi@state.co.us](mailto:kim.phi@state.co.us).**