

At a Glance



Mission

The Denver Regional Council of Governments is a planning organization where local governments collaborate to establish guidelines, set policy and allocate funding in the areas of:

- Transportation and personal mobility
- Growth and development
- Aging and disability resources

Vision

Our region is a diverse network of vibrant, connected, lifelong communities with a broad spectrum of housing, transportation and employment, complemented by world-class natural and built environments.

Boundary

A map of the DRCOG boundary is available through the [Regional Data Catalog](#).

If you have difficulty using this document's content, please email access@drcog.org or call 303-455-1000. Please expect a response within 72 hours (three business days).

Roles and responsibilities

DRCOG functions as a **regional planning commission** and prepares [Metro Vision](#), the plan for the physical development of the region. Each DRCOG member government implements Metro Vision in ways that complement its local vision and plans.

DRCOG serves as the **metropolitan planning organization** for the region, ensuring that existing and future expenditures of transportation project funds are based on a collaborative planning process involving local governments and major planning partners, such as the Colorado Department of Transportation and the Regional Transportation District.

DRCOG is the region's federally designated **area agency on aging**. The Area Agency on Aging carries out programs pursuant to the Older Americans Act and Older Coloradans Act, advocating for the rights of older adults in long-term care facilities and distributing funding for programs serving older adults, from transportation to meals.

Cancellation policy for Board and committee meetings

The DRCOG Board of Directors and its committees are scheduled to meet monthly. Notice of meetings is made public, in accordance with Colorado's open meeting laws. There may be times when DRCOG's executive director must cancel an advertised meeting, including but not limited to:

- When there is no business to conduct.
- It is known in advance there will not be a quorum present.
- A meeting falls on a holiday.
- When inclement weather or another emergency occurs.

A cancellation will be communicated as soon as it is known, but no later than two hours before the meeting start time.

To check for meeting cancellations.

1. Check the calendar page on [the DRCOG website](#).
2. Check your email inbox; we make every effort to send a notice of cancellation as soon as possible.
3. Check on X (formerly Twitter) [@DRCOGorg](#).

Member governments

Board of Directors

Jeff Baker, Chair | **Colleen Whitlow**, Vice Chair | **Steve Conklin**, Secretary and Immediate Past Chair
Richard Kondo, Treasurer

Jurisdiction	Director	Alternate	Population (2020)
Adams County	Steve O’Dorisio, Commissioner	Lynn Baca, Commissioner	520,070
Arapahoe County	Jeff Baker, Commissioner	Bill Holen, Commissioner	655,044
Boulder County	Claire Levy, Commissioner	Ashley Stolzmann, Commissioner	330,860
City and County of Broomfield	Austin Ward, Council Member	James Marsh-Holschen, Council Member	74,470
Clear Creek County	Randy Wheelock, Commissioner	George Marlin, Commissioner	9,387
City and County of Denver	Adam Paul, Director of Regional Affairs	Nicholas Williams, Deputy Chief of Staff, Transportation and Infrastructure	717,632
City and County of Denver	Kevin Flynn, Council Member	Shontel Lewis, Council Member	717,632
Douglas County	George Teal, Commissioner	Abe Laydon, Commissioner	360,037
Gilpin County	Marie Mornis, Commissioner	Vacant	5,799
Jefferson County	Andy Kerr, Commissioner	Lesley Dahlkemper, Commissioner	582,782
City of Arvada	Lisa Feret, Commissioner	Sharon Davis, Council Member	124,367
City of Aurora	Angela Lawson, Commissioner	Alison Coombs, Council Member	386,913
Town of Bennett	Larry Vittum, Trustee	Royce Pindell, Mayor	2,902
City of Black Hawk	David Spellman, Mayor	Vacant	127
City of Boulder	Nicole Speer, Mayor Pro Tem	Ryan Schuchard, Council Member	108,154
Town of Bow Mar	Margo Ramsden, Trustee	Vacant	851
City of Brighton	Greg Mills, Mayor	Chris Fiedler, Council Member	40,303
City of Castle Pines	Deborah Mulvey, Council Member	Roger Hudson, Council Member	11,206
Town of Castle Rock	Tim Dietz, Council Member	Jason Gray, Mayor	73,746
City of Centennial	Tammy Maurer, Council Member	Christine Sweetland, Council Member	108,152
City of Central	Todd Williams, Alderman	Vacant	776

Member governments (continued)

Jurisdiction	Director	Alternate	Population (2020)
City of Cherry Hills Village	Randy Weil, Mayor Pro Tem	Earl Hoellen, Council Member	6,429
Town of Columbine Valley	Vacant	Vacant	1,502
City of Commerce City	Steve Douglas, Mayor	Susan Noble, Council Member	62,699
City of Dacono	Michelle Rogers, Council Member	Adam Morehead, Mayor	6,340
Town of Deer Trail	Vacant	Vacant	1,104
City of Edgewater	Steve Conklin, Mayor	Vacant	4,996
Town of Empire	Vacant	Vacant	343
City of Englewood	Othoniel Sierra, Mayor	Kim Wright, Council Member	33,657
Town of Erie	Emily Baer, Trustee	Vacant	30,405
City of Federal Heights	Linda Montoya, Mayor	Sarah Dawn Pearlstein, Council Member	14,334
Town of Firestone	Don Conyac, Trustee	David Whelan, Trustee	16,660
Town of Foxfield	Josie Cockrell, Trustee	Lisa Jones, Mayor	752
Town of Frederick	Windi Padia, Trustee	Vacant	14,695
Town of Georgetown	Lynette Kelsey, Police Judge	Rich Barrows, Selectman	1,113
City of Glendale	Rachel Binkley, Council Member	Ryan Tuchscherer, Council Member	4,599
City of Golden	Paul Haseman, Council Member	Lisa Vitry, Council Member	20,226
City of Greenwood Village	George Lantz, Mayor	Dave Kerber, Mayor Pro Tem	15,652
City of Idaho Springs	Chuck Harmon, Mayor	Vacant	1,811
City of Lafayette	Brian Wong, Mayor Pro Tem	David Fridland, Council Member	30,377
City of Lakewood	Jeslin Shahrezaei, Council Member	Roger Low, Council Member	156,195
Town of Larkspur	Vacant	Isaac Levy, Mayor	206

Member governments (continued)

Jurisdiction	Director	Alternate	Population (2020)
City of Littleton	Stephen Barr, Council Member	Kyle Schlachter, Mayor	45,533
Town of Lochbuie	Kat Bristow, Trustee	Jacklyn White, Trustee	8,189
City of Lone Tree	Marissa Harmon, Mayor	Alecia Brown, Council Member	14,256
City of Longmont	Joan Peck, Mayor	Aren Rodriguez, Council Member	99,129
City of Louisville	Judi Kern, Council Member	Dietrich Hoefner, Council Member	21,171
Town of Lyons	Hollie Rogin, Mayor	Greg Oetting, Trustee	2,202
Town of Mead	Colleen Whitlow, Mayor	David Adams, Trustee	4,776
Town of Morrison	Paul Sutton, Trustee	Adam Way, Trustee	396
Town of Nederland	Nichole Sterling, Mayor Pro Tem	Vacant	1,481
City of Northglenn	Richard Kondo, Council Member	Shannon Lukeman-Hiromasa, Council Member	38,007
Town of Parker	John Diak, Council Member	Jeff Toborg, Mayor	58,804
City of Sheridan	Terrance Kelly, Council Member	Tara Beiter-Fluhr, Mayor	6,089
Town of Silver Plume	Vacant	Vacant	206
Town of Superior	Neal Shah, Mayor Pro Tem	Sandie Hammerly, Trustee	13,099
City of Thornton	Justin Martinez, Council Member	Roberta Ayala, Council Member	142,118
City of Westminster	Sarah Nurmela, Mayor Pro Tem	Claire Carmelia, Council Member	116,072
City of Wheat Ridge	Bud Starker, Mayor	Rachel Hultin, Council Member	32,365

Population source: State of Colorado Demography Office

Governor's non-voting appointees to the Board of Directors

Darius Pakbaz, Colorado Department of Transportation

Sally Chafee, Colorado Department of Transportation

Regional Transportation District non-voting appointee to the Board of Directors

Brian Welch, Regional Transportation District

Key staff



Douglas W. Rex
Executive Director
drex@drcog.org
303-480-6701

Responsibilities:
DRCOG Board
and committees;

state and federal legislative matters; policy analysis; Board member outreach; directing staff work in transportation planning, growth and development, older adult services, and related activities.

Doug leads a team of professionals dedicated to enhancing and protecting the quality of life in the region. He works with the Board of Directors to establish guidelines, set policy and allocate funding. Doug joined DRCOG in 2013 as director of Transportation Planning and Operations and moved into the executive director role in 2017. Under his leadership, the organization has redefined the process for allocating federal transportation funds, launched innovative programs and services in the aging division, and adopted Metro Vision, the region's plan for growth and development through 2040. Doug works closely with planning partners and community leaders in the Denver metro area to help the region achieve its best possible future, emphasizing healthy, inclusive and livable communities; connected multimodal transportation; a vibrant regional economy; and a safe and resilient natural and built environment. He has a master's in urban planning from the University of Kansas and more than 30 years' experience in transportation planning, policy and operations.



Randy Arnold
Human Resources
Director
rarnold@drcog.org
303-480-6709

Responsibilities:
Human resources
compliance, staff

recruitment and onboarding, benefits, staff development, employee relations, performance planning and evaluation, facilities management, workplace safety.

Randy leads a team of professionals in DRCOG's daily human resources operations. Randy joined DRCOG as the organization's first director of Human Resources in 2019. Since joining, Randy has added a full-time staff member to lead DRCOG's recruitment and onboarding functions and modernized staff development activities by securing a learning management system and a digital library of courses. Randy brings more than 30 years of human resources experience to DRCOG. He has served in leadership roles in long-term health care, higher education, consulting and environmental services. Randy holds a Master of Business Administration with an emphasis in human resource management and certifications from both the Society of Human Resource Management and the Human Resources Certification Institute.



Jenny Dock
**Administration
and Finance Director**
jdock@drcog.org
303-480-6707

**Responsibilities:
Business**

operations, finance and accounting, budgets, contracts, compliance, risk, information technologies.

Jenny leads division staff in the daily business operations of DRCOG. She started at DRCOG in 2014 as contracts and budget manager, was promoted to accounting services manager in 2015, and has served as director since 2019. She is responsible for maintaining fiscal integrity and leads the annual federal singular audit, payroll, risk management, grant and Health Insurance Portability and Accountability Act compliance oversight, grant application submittals, and new business development opportunities. She also leads DRCOG's information technology team. Jenny brings more than 25 years of financial and business operations experience to DRCOG. Her prior roles include regional accounting manager and regional director for two large corporations.



Sheila Lynch
**Regional Planning
and Development
Director**
slynch@drcog.org
303-480-6839

**Responsibilities:
Metro Vision**

plan implementation, evaluation and measurement; local government capacity building; partnership development to achieve shared outcomes; regional data development, analysis, distribution and visualization; land-use modeling and forecasting; internal and external technology solutions, including web property development and interactive data tools.

Sheila is the director of Regional Planning and Development for DRCOG. She brings more than 20 years of experience in promoting and applying planning innovations, securing funding to grow and sustain projects, pursuing continuous improvement of existing services, and developing inspired and effective teams. After obtaining a master's in city planning from the University of Pennsylvania, Sheila started her career as a case manager for a homeless youth program before leading community development initiatives at community-based nonprofits. After moving to Colorado, she worked in planning for the City of Lakewood, project-managing local land use entitlement processes and land development regulation updates. Prior to joining DRCOG, Sheila was the land use and built environment manager for the Tri-County Health Department, leading a team of diverse professionals who worked closely with local communities to incorporate health and environmental considerations in planning decisions and development projects.



Steve Erickson
Communications and Marketing Director
serickson@drcog.org
303-480-6716

Responsibilities:
Communications,

marketing, public relations, research, creative design and production, web and social media, the Way to Go partnership, Bike to Work Day, Go-Tober.

Steve leads all communications and marketing initiatives at DRCOG, as well as the regional transportation demand management program, Way to Go. Steve is responsible for media relations, graphic design and production, DRCOG's websites and social media, events, and public engagement. During his tenure, DRCOG has rebranded, creating a new visual identity to better represent its innovative mission and vision, and has redesigned and launched new user-friendly websites. He also oversaw the creation of a new brand for the Way to Go partnership, which is well known for organizing Bike to Work Day, the second-largest event of its kind nationwide. Steve came to DRCOG in 2012 with 15 years of diverse leadership experience in marketing, advertising and public relations.



Ron Papsdorf
Transportation Planning and Operations Director
rpapsdorf@drcog.org
303-480-6747

Responsibilities:
Metropolitan

planning organization activities and programs, congestion mitigation (intelligent transportation systems, traffic operations, transportation demand management), Regional Transportation Plan, Transportation Improvement Program, and Transportation Advisory and Regional Transportation committees.

Ron brings more than 30 years of transportation planning and government relations experience to his role at DRCOG. He has supervised, developed and implemented innovative multimodal transportation plans, projects and policies. He also has extensive experience with community and economic development and intergovernmental relations. Before joining DRCOG, Ron served as deputy director of the Colorado Department of Transportation Office of Policy and Government Relations, managing CDOT's federal affairs and local government relations for the Denver metro area and the Western Slope. He also represented CDOT's High Performance Transportation Enterprise at the state legislature. Ron served for nearly a decade as government relations director for the City of Gresham, Oregon. He spent seven years as Gresham's transportation planning manager and an additional seven years as senior transportation planner for the City of Scottsdale, Arizona.



Florine (Flo) Raitano
Director of Partnership Development and Innovation
 fraitano@drcog.org
 303-480-6789

Responsibilities: Operational and service excellence for partners and stakeholders.

Flo has been with DRCOG since 2013 and is actively involved in all agency programs and services, helping make recommendations on long-range activities; identifying opportunities to leverage cross-program strengths; developing stronger teams through feedback, coaching and mentoring; developing and maintaining collaborative external relationships; conducting targeted outreach to DRCOG’s smaller, more rural communities; and most recently developing the region’s first Comprehensive Economic Development Strategy to ensure DRCOG’s involvement in creating a robust economy and resilient region. Twice elected mayor of Dillon, Flo has a background in water, community development, transportation and economic development. She served for 10 years as the first executive director of the Colorado Rural Development Council, was executive director of the I-70 Coalition from 2006 to 2010 and was appointed by Governor Bill Ritter in 2007 to the Technical Advisory Committee for the Blue Ribbon Panel on Transportation Finance and Implementation.



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

Responsibilities: Older adult

information, issues and community services; Network of Care; Long-Term Care Ombudsman Program; Aging and Disability Resource Centers; Advisory Committee on Aging.

As director of the region’s Area Agency on Aging, Jayla oversees grants via the federal Older Americans Act and state Older Coloradans Act to local providers for transportation, nutrition, home care and legal services for the region’s 60-and-older population. Jayla has more than 37 years’ experience in the field of aging, including as a long-term care ombudsman advocating for the rights of residents in nursing homes and assisted living facilities. She co-founded DRCOG’s Boomer Bond program, which helps local governments prepare for and respond to the needs of an aging population. She has worked to diversify funding for the Area Agency on Aging, and under her leadership, the agency has received \$6.5 million in additional funding, participated in several national demonstration programs and is positioned to partner with health systems and payors to address health-related social needs and access new and sustainable funding for services. Jayla has successfully advocated to double state funding for area agencies on aging, significantly increasing services for the state’s most vulnerable people. She serves on the Colorado Aging Policy Advisory Committee and the Community Advisory Committees for Telligent and the Coalition to Transform Advanced Care.



Melinda Stevens
Executive Assistant
mstevens@drcog.org
303-480-6701

Responsibilities:
Board and committee

communication and administration.

Melinda started working for DRCOG in August 2019 as the division assistant for Transportation Planning and Operations, where she gained an understanding of the organization's essential work to improve transportation for all Denver region residents. A year later, in August 2020, she was appointed to the role of executive assistant. Melinda considers it an honor and a privilege to be part of DRCOG and its member governments' efforts to improve the quality of life in the Denver metro area. Melinda studied communications and criminal justice at the University of Northern Colorado.



Ashley Summers
Director of Strategic Implementation
asummers@drcog.org
303-480-6746

Responsibilities:
Project, program,

and portfolio management; coordination among divisions and teams; support and resources for project managers.

Ashley serves in the Executive Office and is responsible for providing leadership in organizational efforts. This includes facilitating the development of a portfolio of work that aligns with DRCOG strategic objectives, enabling coordination among divisions and teams, and providing support and resources for project managers. Ashley came to DRCOG in 2011 and has 17 years of experience using project management and geospatial technologies to deliver value. During her tenure at DRCOG, she has focused on partnership development, internal process improvement, and expanding and enhancing products and services for member governments. Prior to serving as strategic implementation director, Ashley was DRCOG's information systems manager and responsible for the success of the Denver Regional Aerial Photography Program and its derivative products, such as planimetric, lidar and land use land cover data.