



Board of Directors Handbook 2026

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Letter from the executive director

Welcome to the Denver Regional Council of Governments Board of Directors!

I am delighted to have your participation on the Board. Whether you are a director or an alternate, your service is essential to the spirit of collaboration and regional partnership that DRCOG exemplifies.

DRCOG has a long history of bringing communities together to make life better for the residents of the Denver region, and your perspective is vital to our work together. We look forward to your participation at monthly work sessions and Board meetings. Your tenure on the Board may even offer opportunities for committee service within, or on behalf of, DRCOG.

DRCOG's Communications and Marketing team has assembled this handbook to acquaint you with the organization, its history, your role as a director or alternate, major program areas and current policy statements. The information on the following pages will help you prepare for Board meetings and work sessions. For a quick reference, please refer to [the Board director resources page on the DRCOG website](#).

If you have any questions about your service on the Board, please don't hesitate to contact me (drex@drcog.org) or Melinda Stevens (mstevens@drcog.org), executive assistant, at 303-480-6701.

I look forward to working with you to make life better for your community and the region. I know we'll accomplish great things together.

In appreciation,

Douglas W. Rex, Executive Director

Key documents

- [Articles of Association](#)
- [Committee Policy, Guidelines and Descriptions](#)
- [Budget and Work Program](#)
- [Public Engagement Plan](#)
- [Framework for Transportation Planning in the Denver Region](#)
- [Federal Policy Statement](#)
- [State Policy Statement](#)
- [Metro Vision](#)

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Photo courtesy of Regional Transportation District

Chapter 1: What is DRCOG?

Mission statement

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 statement

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.

Quick facts

What is the Denver Regional Council of Governments?

Local communities are the Denver Regional Council of Governments. DRCOG is an association of 59 cities, towns and counties, which work together to realize a better future for the region.

When and why was the Denver Regional Council of Governments created?

DRCOG was created in 1955 by local governments to bring together cities, towns and counties to address issues that cross jurisdictional boundaries and to explore how the region's communities can work together to accomplish more than they could independently. With a projected population increase in the region of around 800,000 new residents by 2050, regional cooperation fostered by DRCOG is more vital than ever.

Geographically speaking, what does the Denver Regional Council of Governments cover?

The DRCOG area comprises Adams, Arapahoe, Boulder, Clear Creek, Douglas, Gilpin and Jefferson counties, plus the City and County of Broomfield, the City and County of Denver, and southwest Weld County.

Is DRCOG federal, state or local?

DRCOG is a public agency, but it isn't a government unit. DRCOG is an association of local governments, which cooperate to create a better future for the region. DRCOG does not have statutory authority to require local governments to be members or adhere to its plans.

What issues does DRCOG address?

DRCOG actively engages the issues that affect the future of the region, providing a forum for local governments to cooperatively:

- Promote regional cooperation.
- Coordinate the efforts of cities, towns and counties within the region.
- Resolve shared challenges.
- Provide services for cities, towns and counties within the region.
- Advocate and provide services for the region's older adults and individuals with disabilities.
- Keep the region's air clean.
- Preserve open space.
- Plan for the region's physical growth and its mobility needs.
- Promote commuting choice.
- Collect and analyze demographic information.

How do jurisdictions participate?

The DRCOG Board of Directors comprises local elected officials. Staff from local jurisdictions serve on multijurisdictional advisory committees and task forces. DRCOG also provides workshops, consortia and partnerships for the benefit of its member communities.



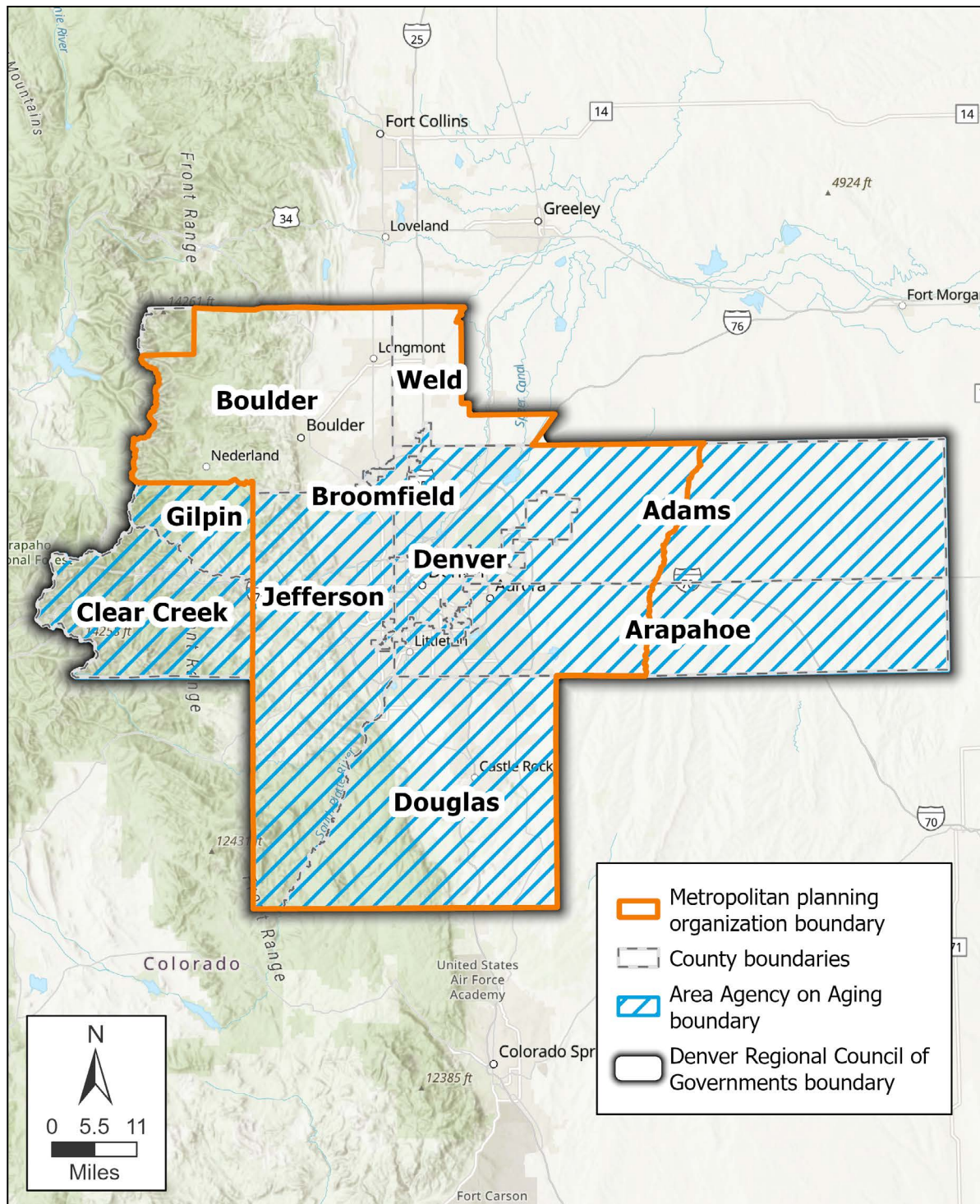
[“Some advice”: Watch a video from a former DRCOG Board member.](#)

Member governments

Adams County	City of Castle Pines	Town of Frederick	Town of Mountain View
Arapahoe County	Town of Castle Rock	Town of Georgetown	Town of Nederland
Boulder County	City of Centennial	City of Glendale	City of Northglenn
City and County of Broomfield	City of Central City	City of Golden	Town of Parker
Clear Creek County	City of Cherry Hills Village	City of Greenwood Village	City of Sheridan
City and County of Denver	Town of Columbine Valley	City of Idaho Springs	Town of Silver Plume
Douglas County	City of Commerce City	City of Lafayette	Town of Superior
Gilpin County	City of Dacono	City of Lakewood	City of Thornton
Jefferson County	Town of Deer Trail	Town of Larkspur	City of Westminster
City of Arvada	City of Edgewater	City of Littleton	City of Wheat Ridge
City of Aurora	Town of Empire	Town of Lochbuie	Non-voting members:
Town of Bennett	City of Englewood	City of Lone Tree	Colorado Governor's Office
City of Black Hawk	Town of Erie	City of Longmont	Colorado Department of Transportation
City of Boulder	City of Federal Heights	City of Louisville	Regional Transportation District
Town of Bow Mar	Town of Firestone	Town of Lyons	
City of Brighton	Town of Foxfield	Town of Mead	
		Town of Morrison	



DRCOG boundaries



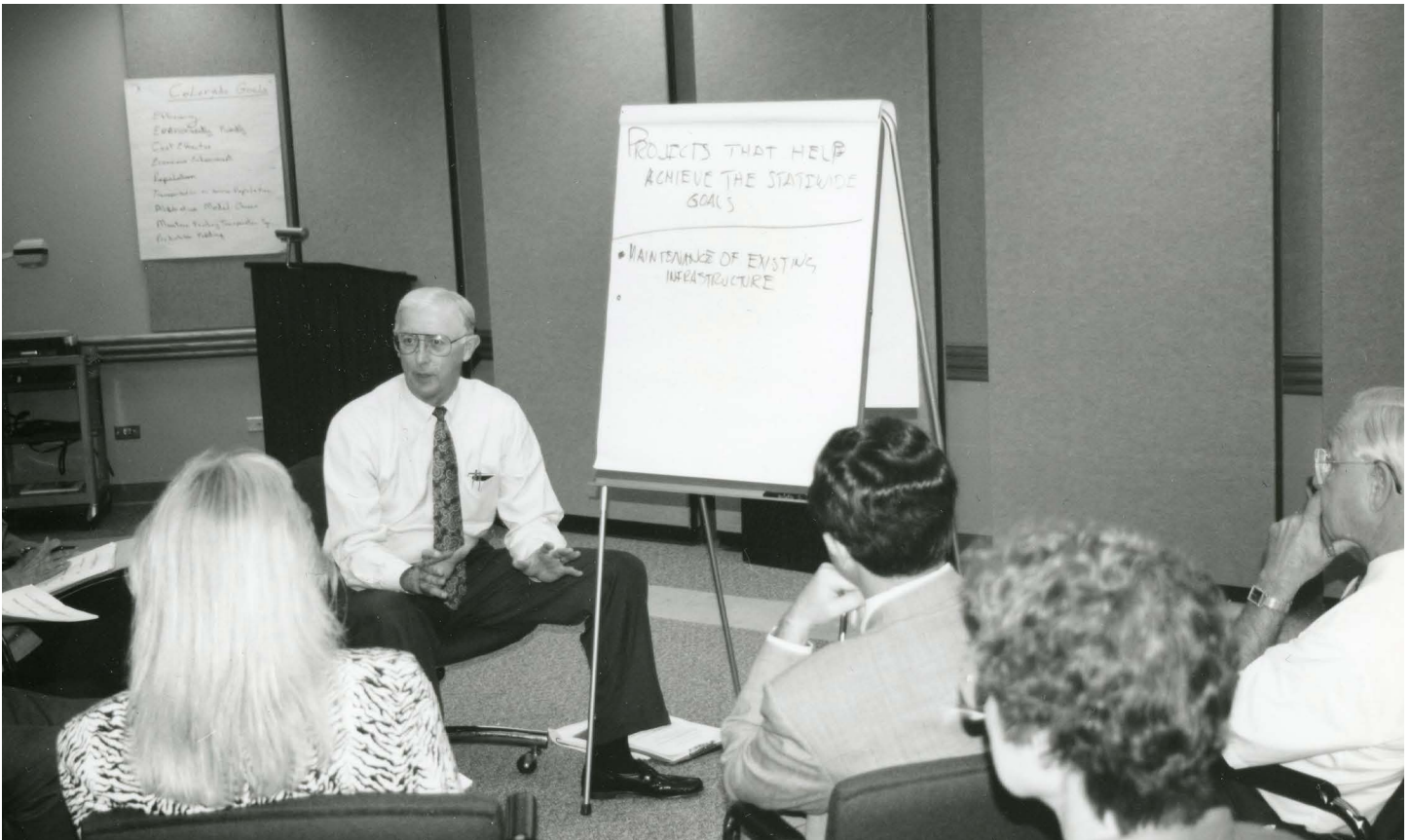
Author: MM, 12/04/25

Location: GIS\Requests\Board_Handbook_Map

Data: DRCOG, Esri Basemap; EPSG 6428

Map disclaimer found at data.drcog.org/about.

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History

Early years

In **February 1955**, officials of Denver, Adams, Arapahoe and Jefferson counties convened to discuss shared concerns about growth in the region, which was booming after World War II. They formed one of the nation's first regional planning commissions, the **Inter-County Regional Planning Association**, now known as the Denver Regional Council of Governments.

Among the first actions of the association was a resolution of support for an interstate route through the metro area. Two years later, the Bureau of Public Roads (a precursor to today's Federal Highway Administration) approved **Interstate 70** west of Denver.

In **1957**, the organization called for a freeway around the metropolitan area's circumference. The Valley Highway, named for its proximity to the Platte River Valley and known today as **Interstate 25**, opened in **1958**, the same year the newly renamed **Inter-County Regional Planning Commission** approved the region's first transportation plan. Six years later, I-70 east of the Valley Highway opened.

In **1963**, the organization signed the first memorandum of agreement with the Colorado Department of Highways (the forerunner of the Colorado Department of Transportation) after the Federal-Aid Highway Act established a **"continuing, cooperative and comprehensive" transportation planning process**. The organization released its first regional plan, "Toward Greater Livability," in 1963 as well, establishing the foundation for today's

Metro Vision plan. Although it has evolved significantly in the past six decades, its focus on regional cooperation remains unchanged.



[“The commitment”: Watch a video from a former DRCOG Board member.](#)

Growing pains and maturation

In the early 1960s, the organization weathered changes among its membership. Its continued existence was uncertain due to fiscal problems, structure and policy disputes. But the organization survived and adopted a new name, **the Denver Regional Council of Governments**, in **1968**. The prominence of “Denver” in its name signified the responsibility of the core city to its neighbors.

DRCOG was a **leader in environmental planning** in the late 1960s and 1970s, coincident with national adoption of the Clean Air Act in 1970. In **1978**, DRCOG adopted a Clean Water Plan as part of local implementation of Section 208 of the federal Clean Water Act, as well as the regional element of the carbon monoxide and ozone State Implementation Plan. Local governments continue to have a vital role in air quality planning through the **Regional Air Quality Council**.



In **1969**, DRCOG supported legislation creating the **Regional Transportation District** and hosted its organizational meeting. In **1971**, DRCOG and the Colorado Department of Highways signed the first agreement with the Regional Transportation District to cooperatively plan for transportation within the region.

To this day, DRCOG develops the region’s comprehensive, multimodal, 20-year transportation plan.

DRCOG has served as the **metropolitan planning organization** for the Denver region since **1977**, acting as a forum for a collaborative transportation planning process. As a federally mandated and funded transportation policy-making organization, DRCOG ensures existing and future expenditures for transportation projects are based on a collaborative planning process involving local governments and major planning partners, such as CDOT and RTD.

In **1973**, DRCOG was designated the **Area Agency on Aging** under the federal Older Americans Act. Since then, the agency has expanded to include the Long-Term Care Ombudsman program (created in **1987**) to safeguard the well-being of residents of nursing homes and assisted living facilities and designation as an Aging and Disability Resource Center for Colorado.

Today, Area Agency on Aging staff represent the largest contingent of DRCOG employees. They regularly visit all long-term care facilities in the region; provide case management services; help disabled veterans stay independent at home; field hundreds of calls a month and provide resources and assistance to older adults, people with disabilities and their caregivers; provide Medicare navigation services through the State Health Insurance Assistance Program; and are pioneering continuum of care partnerships with health care organizations.

In response to gas shortages caused by the 1973-1974 oil embargo, DRCOG began a carpool matching program in **1975**. Since then, under the umbrella of transportation demand management, DRCOG has coordinated vanpools and carpools for commuters and students.

Today, the Way to Go team works with employers and commuters to encourage transit, walking, biking and telework: anything other than driving alone.

Following the example of Boulder County, one of its member governments, DRCOG established regionwide Bike to Work Day in **1990**.

Today, the event is one of the largest in the nation and is celebrated by tens of thousands of cyclists in the Denver region.

In **2024**, DRCOG was awarded a \$199.7 million grant from the Environmental Protection Agency that enabled the creation of a new program, Power Ahead Colorado, which will reduce



climate pollution by electrifying buildings. The program offers free upgrades to help low-income households replace fossil fuel-burning appliances and provides training support to expand the electrification workforce. It also offers free energy advice to help residential, multifamily and commercial building owners plan and implement upgrades, along with rebates and incentives for electrification equipment and services. The program's Building Policy Collaborative supports coordinated regional policy implementation and local government capacity-building.

By 2050, Power Ahead Colorado will cut an estimated 148.2 million metric tons of carbon dioxide emissions — the equivalent of taking 35 million gas-powered cars off the road for a whole year.

Regionwide contributions

Throughout its history, the organization has studied important projects to provide technical information to decision-makers. The following represent DRCOG's legacy of behind-the-scenes accomplishments:

- **A metropolitan sewage treatment study** in 1956 that eventually led to the formation of the Metropolitan Denver Sewage Disposal District in the 1960s.
- A 1959 study of **demand and capacity for air travel** north of Westminster and in Arapahoe County in response to private aviation congestion at Stapleton Airfield.
- The **Metro Airport Study** (1979-1983), which determined the site of Denver International Airport.

- A task-force-commissioned site study for the Denver Reception and Diagnostic Center, which opened in 1991.
- A task force, convened by DRCOG, which resulted in the 1990 opening of the **Colorado Convention Center** with state financial support.

State statute requires DRCOG to assess rapid transit proposals for financial feasibility and technology, a role it first discharged in 1991 related to the Central Corridor light rail line from Auraria to Five Points.

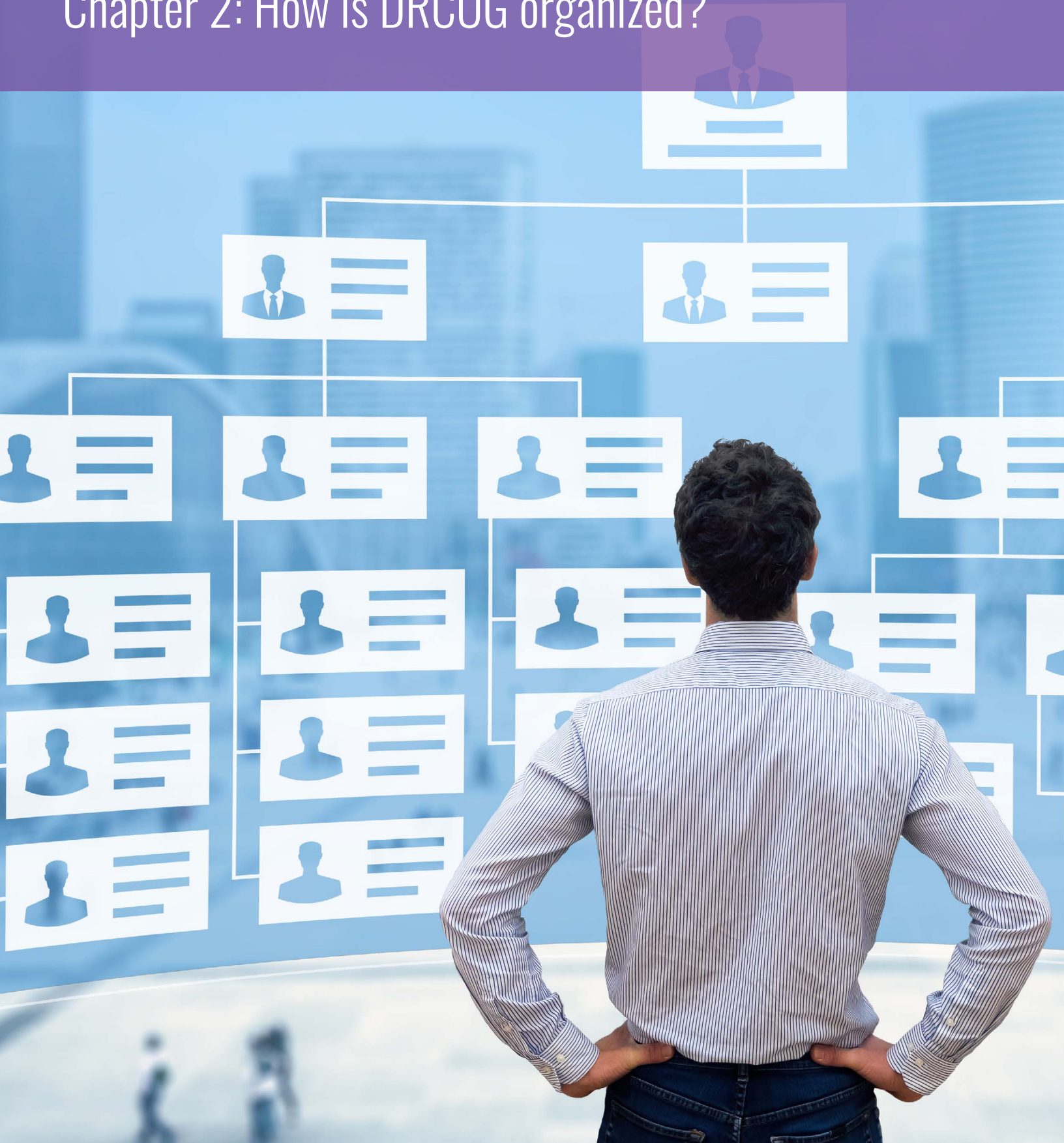
Consistent with state statute, DRCOG's Board of Directors continues to assess rapid transit proposals for all corridors, including an annual review of the FasTracks project.

A vision for the region's future

Throughout the region's history, periods of major population growth and job creation have aligned member governments in their efforts to responsibly guide growth. One of the Inter-County Regional Planning Commission's first major efforts, and reason for its creation, was the Metro Growth Plan of 1961. In addition to guiding growth, the plan suggested ways to implement and finance the public structures needed to accommodate such growth. The result of five years of work, the comprehensive plan laid the foundation for other regional plans the organization would produce through the years.

Metro Vision, first adopted in 1997, represents the region's shared aspiration for its future.

Chapter 2: How is DRCOG organized?



Introduction

The Denver Regional Council of Governments establishes guidelines, sets policy and allocates funding in three key areas:

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

Through our long history of working together, we've discovered that planning for housing, employment and recreation in our neighborhoods involves considering how we'll all get around and accounting for all the region's residents and communities.

A long view and a comprehensive approach to planning make DRCOG's achievements the envy of our peers.

The Board's participation in setting policy is most visible through development of regional plans under the umbrella of [Metro Vision](#). Other documents included with this packet provide insight into DRCOG's major program areas. Related to the Board's policy-setting role, all board directors and alternates are encouraged to attend board orientation, short courses and the annual Board Retreat.



Key staff



Douglas W. Rex
Executive Director

drex@drcog.org
303-480-6701

Responsibilities: Board and committees, state and federal legislative matters, policy analysis, Board member outreach.

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, onboarding, benefits, performance and development; 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 Hunnings
**Administration
and Finance Director**
jhunnings@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, local government capacity building, partnership development, regional data, land-use modeling and forecasting, internal and external technology solutions.

To her role as director of Regional Planning and Development, Sheila 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 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, Way to Go.

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 leadership experience in marketing, advertising and public relations.



Jacob Riger
Transportation
Planning and
Operations Director

jriger@drcog.org
303-480-6751

Responsibilities: Metropolitan planning organization activities and programs; Transportation Advisory and Regional Transportation committees.

Jacob has almost 30 years of expertise in transportation planning in the public and private sectors. He joined DRCOG in 2012 and most recently served as manager of multimodal transportation planning, leading teams that develop and maintain the 2050 Metro Vision Regional Transportation Plan; corridor and community plans; and safety, transit and freight planning. He directly led DRCOG's bus rapid transit planning efforts and managed several of the agency's committees and work groups. He has also represented DRCOG on the boards of the Southwest Chief and Front Range Passenger Rail Commission and the Denver Regional Mobility and Access Council, as well as on the Association of Metropolitan Planning Organizations' Technical Committee. Prior to DRCOG, he worked for consulting firms specializing in multimodal and transit planning for various metropolitan planning organizations, transit agencies and local governments across the country.



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 services; Network of Care; Long-Term Care Ombudsman Program; Aging and Disability Resource Center; Advisory Committee 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 and participated in several national demonstration programs. 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 Telligen and the Coalition to Transform Advanced Care.



Rich Mauro
**Director of
Legislative Affairs**
rmauro@drcog.org
303-480-6778

**Responsibilities: Legislative analysis,
advocacy and policy development.**

Rich directs DRCOG’s legislative program, assisting the Board and executive director in identifying, analyzing and advocating for state and federal legislation related to all of DRCOG’s programs and responsibilities, including regional planning, transportation, older adults and the environment. He also coordinates policy development for the agency. Rich has been with DRCOG for nearly 40 years and has played a key role in many state legislative initiatives, including increasing state funding for the Older Coloradans Act from \$500,000 two decades ago to more than \$20 million today. He serves on the board of the Colorado Center for Aging, co-chairs the Colorado Center for Aging’s Advocacy Committee and was awarded the Colorado Gerontological Society’s Distinguished Pioneer in Aging Award in 2025. Rich holds a master’s in political science and public administration from the University of Colorado Boulder. Prior to joining DRCOG, he spent six years at the Colorado Legislative Council.



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.

Meeting schedule

The meeting schedule has been developed to:

- Limit how frequently Board directors and alternates must travel to DRCOG's offices.
- Encourage Board directors to conduct and participate in effective meetings.
- Ensure Board directors and alternates are prepared to make thoughtful and well-informed decisions by providing meeting agendas and materials ahead of time.

Unless otherwise noted, all meetings are at 1001 17th Street, Denver, CO 80202.

Meetings are occasionally canceled, rescheduled or conducted virtually due to holidays or inclement weather. Check [the calendar](#) on the DRCOG website for changes.

For meeting agendas, presentations and other materials, navigate to the relevant meeting on the calendar page.

Board work session

- 4:30 p.m., first Wednesday of the month (virtual only).

Board of Directors

- 6:30 p.m., first Wednesday of the month (virtual only).
- In person, but [virtual participation may be allowed](#) in certain circumstances with prior approval from the chair and executive director.

Executive Committee

- 3 p.m., first Wednesday of the month (virtual only).
- 4 p.m., third Wednesday of the month.

Performance and Engagement Committee

- 5 p.m., third Wednesday of the month.

Finance and Budget Committee

- 5:30 p.m., first Wednesday of the month (virtual only).



"The learning curve": Watch a video from a former DRCOG Board member.

Revenue sources and budget

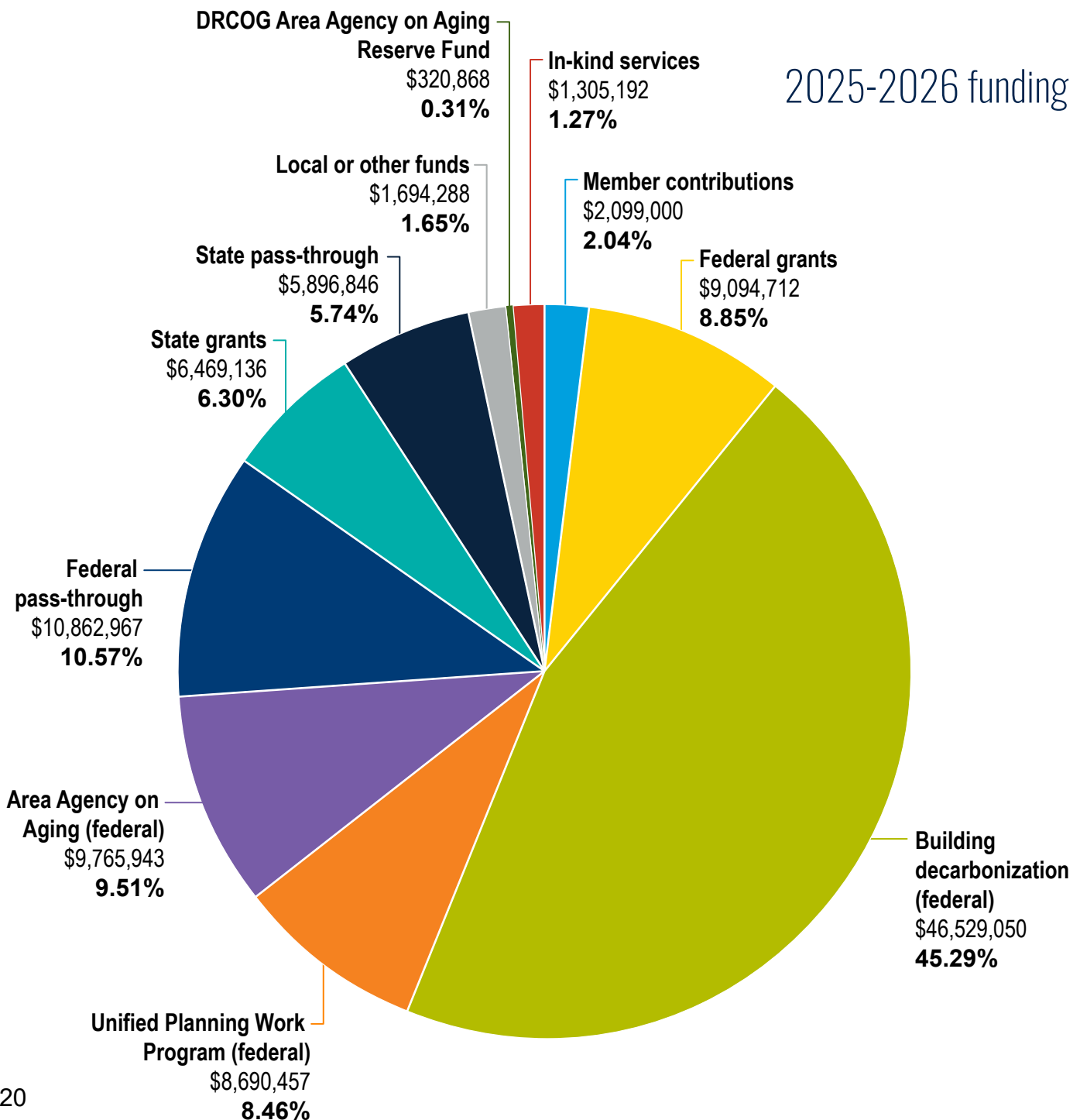
Because DRCOG is an organization that fulfills several roles in the Denver region, its funding sources are diverse. Central to DRCOG's identity is its status as a voluntary membership organization of 59 county and municipal governments. Member contributions constitute less than 4% of the organization's funding. As

the federally designated metropolitan planning organization and area agency on aging, it receives federal funds in support of the services it provides under those auspices.

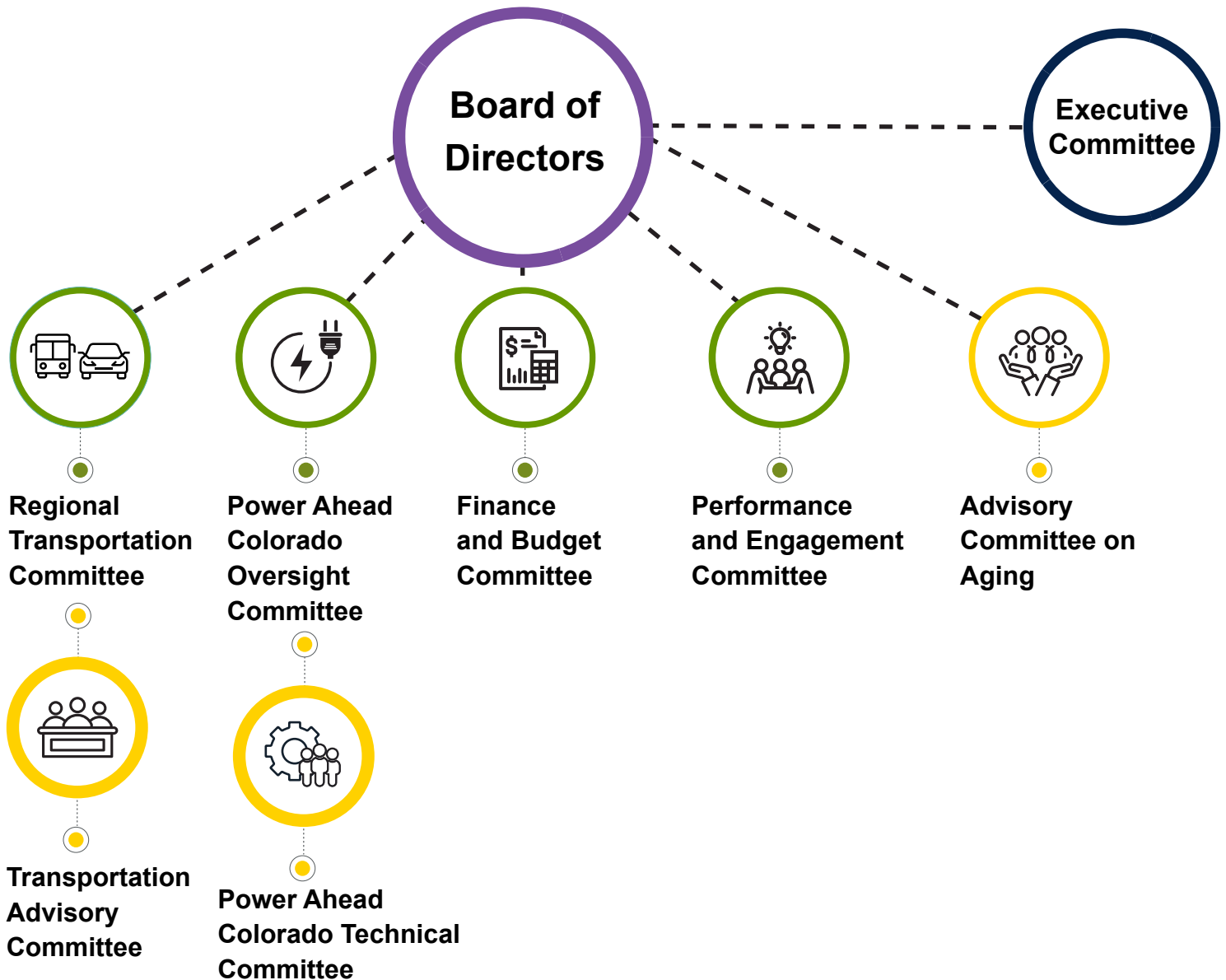
Although federal and state funding are important to DRCOG's operations, its staff is exploring ways to diversify incoming funds.

The full [2025-2026 budget](#) is available on the DRCOG website.

2025-2026 funding



Committee structure



Ad hoc committees can be appointed by the Board of Directors to deal with specific topics on a short-term basis.

Board directors may be asked to serve on various DRCOG committees or represent DRCOG on regional committees or with partner agencies. Refer to the [Committee Policies, Guidelines and Descriptions](#) on the DRCOG website for more information.



"It's what you do while you're here": Watch a video from a former DRCOG Board member.

Chapter 3: How does the Board of Directors function?



Guiding principles

1. Trust in trusteeship.

Board directors act as trustees on behalf of their jurisdictions and the citizens of the region (which is called the “moral and legal ownership”). Because the Board is a subset of that group, the Board must do the following things:

- a) Clearly identify the constituents served by the Board directors and the whole of the organization.
- b) Make certain that strategic priorities are identified, relevant policies are set and that DRCOG staff achieve the organization’s mission and vision. This requires the Board to connect and communicate with its owners.

2. The Board speaks with one voice or not at all.

Although unanimity is not required, the Board’s group decision must be unambiguous, recorded in policy and upheld by all members of the Board as if it had been a decision that each made individually. All Board directors have the latitude to communicate Board-approved information to the public. However, no director has the authority to make decisions or statements on the behalf of the whole Board unless specifically authorized to do so by the whole Board. The Board’s policies are the Board’s voice.

3. Board decisions are policy decisions.

The Board’s voice is expressed in its policies. Board decision-making consists of amendments or additions to existing policy. The Board establishes policies and approves projects for staff to administer or implement.



4. The Board formulates policy by determining the broadest values before progressing to narrower ones.

By “nesting” policies, the Board can delegate details and concentrate on why those details matter. For example, instead of deciding that a new committee should have a certain number of representatives from specific jurisdictions, the Board could decide that geographic diversity is a Board value. Board directors can then leave it to the executive director to interpret their words, or they can go to the next level of specificity.

5. The Board defines and delegates rather than reacts and ratifies.

The Board’s purpose is to define the results the organization is to produce and to define the “acceptable boundaries” (executive policies) within which it can delegate the achievement of those results to the executive director. The Board must create a vision and directives for staff that outline the desired benefits, the constituents served and the cost of delivering the desired outcomes. Advice and delegation are the Board’s principal tools for governance. The staff’s mandate is to execute what has been delegated by the Board.

6. The Board determines its own definition of governance.

The Board’s governance function is distinct from the staff’s management function. The Board’s purpose is not to oversee staff, but rather to define the future on behalf of the moral ownership and to ensure that this future is achieved in a legal, ethical and prudent manner (executive policies).

7. The Board and executive director relationship.

The executive director leads the organization to achieve the results established by the Board and by creating an environment of openness and candor to ensure the effective functioning of the organization. All activities and functions of the executive director shall be pursuant to and consistent with the executive director’s contract of employment.

The executive director exemplifies the highest ethical standards and fosters a strong culture of ethical conduct, prudence and the professional development of staff.

8. Executive director annual evaluation.

The executive director serves at the pleasure of the Board. As stated in the Articles of Association, the executive director’s performance is monitored and results reported annually to the full Board. The Board actively supports the continued development of the executive director.





Norms and code of conduct

Accepted by the DRCOG Board of Directors in 1999.

Respect

- All people are respected, and all perspectives are valid.
- Be open to new ideas.
- Articulate local interests to the Board based on facts.
- Express all concerns and opinions on every issue during the Board meeting.
- Exemplify honesty and trust among members of Board and staff.
- Listen and contribute rather than react.
- Come to meetings prepared.

Unity

- Advocate with individual voices and for local interests, but work to govern DRCOG with one voice.
- Cultivate a sense of group responsibility toward guiding DRCOG and resolving regional issues.
- Recognize that regional issues are as important as local issues and commit to working them out together.
- Strive for and support the overall consensus actions adopted by the Board.
- Enforce the discipline necessary to enable the effective governing of DRCOG.

Leadership

- Focus energy and resources where DRCOG can be most effective.
- Focus on solutions that provide long-term benefit to the region.
- Focus on strategic and policy issues and not on administrative or programmatic items.
- Govern with excellence, and direct and inspire the organization to achieve excellence.
- Mentor new members.
- Seek opportunities to serve as a positive voice with the public by proudly representing ourselves as members of the DRCOG Board.
- Model effective governing for the rest of the metro area through the actions of the DRCOG Board.
- Communicate publicly all decisions and policies.

- Keep their jurisdiction's policymaking board apprised of DRCOG activities through regular briefings. (Some jurisdictions have a regularly scheduled agenda item for DRCOG briefings during city council, town board or county commission meetings.)
- Become familiar with DRCOG's services, programs and activities, and be available to represent the organization upon request.
- Maintain regular contact with jurisdiction staff and other elected officials on DRCOG's advisory and ad hoc committees to be prepared for policy recommendations that come before the Board for action.
- Represent DRCOG policies and issues with the governor and cabinet officials, members of the Colorado General Assembly, and members of state rulemaking boards and commissions, as necessary.

Board director responsibilities

As regional decision-makers, Board directors and alternates have a responsibility to:

- Regularly attend and participate in scheduled Board of Directors meetings.
- Review agenda and background materials, and prepare for discussion and decision-making at Board and committee meetings, as assigned.
- As soon as possible after appointment, become familiar with the Board Handbook and supporting materials, and attend a Board orientation.

Board agendas

Any Board director may bring an item to the Board for consideration during the "Other matters by members" section of the agenda. A simple majority of the Board may determine whether to pursue the item. If Board directors become aware of an item between Board of Directors meetings that they for the Board to address, they may request in writing to the Board chair and executive director that it be included on an upcoming agenda. The Executive Committee will, at its twice-monthly meetings, determine to which future Board meeting's agenda the item will be added.

Meeting materials

Agenda packets for the Board of Directors and Board work session meetings are emailed to directors and alternates, and posted to [the calendar](#) on the DRCOG website, one week in advance of the meeting date. Agenda packets include memos and materials prepared by staff. For meeting agendas, presentations and other materials, navigate to the relevant meeting on the calendar page.

Board directors may request a mailed hard copy of the agenda packet from the executive assistant.

Board directors may distribute materials they consider relevant to matters at hand, whether at the Board of Directors meeting or electronically. If Board directors are seeking Board consideration or action, distribution of supporting materials at least 48 hours before the Board meeting is requested.

Jurisdiction staff and members of the public may distribute handouts at a Board of Directors meeting contingent on approval by the Board chair.

Direction to staff and staff communications

At the annual Board Retreat, the Board of Directors sets priorities for the year to come. DRCOG staff use direction established at the Board Retreat to provide guidance on strategic initiatives that inform the annual budget. The Board sets staff priorities throughout the year via action at Board meetings, and the executive director communicates such priorities to staff and ensures their completion. The executive

director is accountable only to the Board as a body, and not to individual Board directors and alternates. As such, the relationship between the executive director and an individual Board director, including the chair, is collegial rather than hierarchical.

Board directors may expect prompt and thorough responses to requests for information. Feel free to reach out to the executive director and key staff with questions or concerns. If key staff determine that a response to a Board director's request may require more than three hours of staff time, they may refer the request to the executive director for approval.

In the interest of full transparency, all staff will apprise the executive director of their communication with Board directors.

Working with the media

When DRCOG is contacted by local or national media about the organization, staff respond with accurate and timely information. When possible, staff will provide Board directors notice of anticipated major media coverage of DRCOG.

Board directors may be contacted by the media about their jurisdiction's role with DRCOG. Directors are not expected to be able to respond in-depth about DRCOG policies and programs.

- Board directors may feel free to reach out to the executive director or Communications and Marketing director in response to a current or anticipated media request.
- If Board directors prefer not to handle requests directly, staff will coordinate an

appropriate response that may involve the Board chair or officers.

- To ensure a unified voice for DRCOG, Board directors are asked to contact the executive director or Board chair and officers before initiating media contacts regarding DRCOG policies or programs.

Rules of order in the Articles of Association

Frequency of meetings

From Article XI.A: “The Board shall meet at least quarterly and may hold special meetings at the call of the Chair, or by request of at least three member representatives.”

Adding matters to agenda

From Article XI.C: “Any member representative shall have the right to request of the officers the addition of any matter to the agenda of any Board meeting fifteen days in advance of the meeting, or by consent of a majority of the member representatives at the meeting.”

Notice of Board meetings

From Article XI.B: “Notice of meetings shall be given by email, fax or telephone, made at least two days in advance of the meeting, or by first class mail, post-marked at least five days in advance of the meeting.”

Open meetings

From Article XI.E: “All meetings of the Board shall be open to the public.”

Records

From Article XI.D: “The Board shall keep records of all its meetings. The meeting records shall be public records available for inspection by any interested person at reasonable times during regular office hours.”

Quorum

From Article XI.F.1: “A quorum for the transaction of Board business shall be one-third (1/3) of the member representatives.”

What rules are not addressed by the Articles of Association?

- Process for discussion/debate.
- Handling of motions and amendments.
- Reconsideration.
- Voting procedures.
- Abstentions.

Personal conduct in meetings

The way you conduct yourself in relation to other directors, staff and the assembly affects your effectiveness.

Avoid **incivility** and **divisiveness**.

Don't be **baited to respond** inappropriately when something inflammatory is said.

- The commitment to avoid this runs every direction.
- De-escalate rather than escalate.

Use **courtesy, tact** and **diplomacy**.

Embrace and reflect the **leadership role!**

Colorado Open Meetings Law

(adapted from a February 2018 presentation by Samuel J. Light of Light Kelly, P.C.)

Two key rules

All meetings of a quorum or three or more members of a local public body (whichever is fewer) at which any public business is discussed or at which any formal action may be taken are public meetings open to public.

Any meeting at which the adoption of any proposed policy, position, resolution, rule, regulation or formal action occurs or at which a majority or quorum of the body is in attendance, or is expected to be in attendance, shall be held only after full and timely notice to the public.

Who is covered?

“Local public body” includes any board, committee, commission, or other policymaking, rulemaking, advisory or formally constituted body of a political subdivision of the state.

It also includes any public or private entity that has been delegated any “governmental decision-making function.” The definition is similar for “state public body.”

Who is covered at DRCOG?

- Board of Directors.
- Formally constituted committees.
- Executive Committee.
- Finance and Budget Committee.
- Performance and Engagement Committee.
- Nominating Committee.

What constitutes a meeting?

- A gathering convened in person, by telephone, electronically or by other means of communication of three or more members, “at which any public business is discussed.”
- What is public business? The Colorado Supreme Court has stated: “[A] meeting must be part of the policy-making process to be subject to the requirements of the open meetings law. A meeting is part of the policy-making process if it concerns a matter related to the policy-making function of the ... public body holding or attending the meeting.” Board of County Commissioners v. Costilla County Conservancy District, 88 P.3d 1188 (Colorado 2004).
- Thus, a gathering of three or more that is connected to your policymaking responsibilities as DRCOG directors is subject to the open meetings law.

Meetings not subject to open meetings law

Open meetings law expressly does not apply to:

- “Any chance meeting or social gathering at which discussion of public business is not the central purpose.”
- “Persons on the administrative staff.”
- Meetings of fewer than three (unless two is a quorum).
- Attendance at a meeting called by another entity, if not connected to DRCOG’s policy-making functions (but the other entity may be subject to the open meetings law).

Chapter 4: What does DRCOG do?



An illustration of the interior of a transit vehicle, possibly a light rail train or tram. The scene is viewed from a slightly elevated perspective. On the left, a man with short grey hair, wearing a light blue short-sleeved button-down shirt with a name tag and a red bicycle helmet, sits on a blue seat. He is looking down at his hands. Next to him, a woman with long dark hair, wearing a black blazer over a light-colored collared shirt, sits on a blue seat. She is looking at a white smartphone in her hands. A red bag is on the floor in front of her. To the right, the back of a person's head and shoulders in a white shirt are visible. The vehicle has large windows showing a stylized landscape with blue mountains and a white peak. The interior has grey structural elements and blue seats. The overall style is modern and graphic with bold colors and clean lines.

It all starts with Metro Vision

Our region's communities have developed a shared, aspirational vision for enhancing our quality of life. The Metro Vision plan identifies our regional priorities, outlines how we'd like the region to look in 2040 and encourages local communities to work together by guiding decision-making by the Board. Each community contributes to regional goals consistent with its own character and at its own pace. We measure how well we're doing, and stay flexible and dynamic as circumstances change.



Area Agency on Aging

Colorado is the ninth-youngest state in the U.S., but it is experiencing the third-fastest growth rate of people over 65. According to the Colorado Department of Local Affairs State Demography Office, the number of people over the age of 65 is expected to increase by 36% by 2030. The Denver region's older adults overwhelmingly want to stay in their communities through retirement, but a prosperous economy and high demand for housing mean they are often priced out of their neighborhoods. Area Agency on Aging staff consider affordable housing, transportation, nutrition and in-home services, and quality long-term care options essential to helping people age successfully. Walkable communities, affordable health services, employment, and social events and activities are only some of the services needed to help people thrive in their older years.

Since 1974, DRCOG's Area Agency on Aging has developed programs, funded services and planned for current and future needs. As of 2024, the Area Agency on Aging has 13 internal programs and funds 30 community organizations that provide over 40 different types of services to support older adults. The organization continues to expand services and partnerships to meet the growing needs in the region and includes more assisted transportation services, medical nutrition services, home modifications, information and assistance, elder refugee case management and additional service to Spanish-speaking older adults. The Area Agency on Aging's Network of Care directory provides information on hundreds of local service providers for older adults, individuals with disabilities and their families. In addition, the organization's Ombudsman program protects and supports residents living in nursing homes, assisted living and people who are part of the

Program for All-Inclusive Care for the Elderly. The Area Agency on Aging partners with the U.S. Department of Veterans Affairs to operate the Veteran Directed Care program and contracts with the Colorado Department of Health Care Policy and Financing to provide transition services. The State Health Insurance Assistance Program provides free in-depth, one-on-one assistance with Medicare and supplemental insurance policies to beneficiaries, their families and caregivers.

As a founding member of Lifelong Colorado, the Area Agency on Aging works with the state government, local governments and organizations to evaluate the age-friendliness of their communities and make neighborhoods more livable for older adults. Under Metro Vision's goal to promote "vibrant, connected, lifelong communities with a broad spectrum of housing, transportation and employment, complemented by world-class natural and built environments," DRCOG champions choice in aging. Guided by a vision for the future in which every older adult chooses when, if and how they transition from the community into a care

facility, Area Agency on Aging staff coordinate existing resources and partnerships to facilitate aging with choice for as many older people as possible.

Through the Finance and Budget Committee, **Board directors** review and approve contracts for services (above a prescribed threshold) delivered under the Older Americans Act and Older Coloradans Act. Directors set policy and inform DRCOG's position on bills related to older adults and people with disabilities before the General Assembly during monthly Board of Directors meetings.

Board officers meet with Colorado's congressional delegation about issues related to the Older Americans Act and allocation of federal funding to states with fast-growing or large populations of older adults.

Directors and **alternates** are eligible for appointment to the Advisory Committee on Aging.





Each year, DRCOG's awards celebration recognizes regional projects that embody the goals of Metro Vision.

Regional Planning and Development

Metro Vision

The counties and municipalities of the Denver region have been advancing a shared aspirational vision of the future of the metro area for more than 60 years. Working together to make life better for the region's communities and residents, that vision has taken various forms over the years, most recently as a regional plan known as [Metro Vision](#).

The DRCOG Board of Directors adopted the first Metro Vision plan (Metro Vision 2020) in 1997 and has continued the dialogue about how best to achieve the plan's evolving vision ever since.

Metro Vision does not replace the vision of any individual community; rather, it is a framework for addressing common issues that reach beyond jurisdictional boundaries. It anticipates that individual communities will contribute to Metro Vision outcomes and objectives in different ways and at different speeds for collective impact.

Economics, data and analysis

DRCOG produces a wide array of data, information, maps and analyses in support of regional planning. Data and maps, addressing topics from transportation and land use to demographics and employment, are available for download from the [Regional Data Catalog](#). To understand and evaluate the need for transportation improvements, DRCOG forecasts future travel demand between different parts of the region. The first step in this process is to forecast the future distribution of households and employment.

DRCOG also facilitates and manages cost-effective partnerships and projects that [acquire foundational datasets](#), including imagery, lidar, planimetric data and land cover, in support of local and regional planning. Through the Denver Regional Data Consortium, DRCOG convenes member governments and partners around the development, maintenance and enhancement of data and geospatial initiatives within the region.

Collaboration and capacity building

One of DRCOG's primary roles in the region is convening local governments and partners and facilitating conversations that advance Metro Vision outcomes. The region's cities, counties and towns regularly come together through DRCOG in recognition that their decisions,

when aggregated across communities and over multiple decades, have long-lasting regional effects.

Through workshops and events, DRCOG staff curate content around complex issues facing the region today and support local governments in collaborating on solutions. Regular events such as the Quarterly Managers Forum and the Small Communities, Hot Topics Forum bring together member government staff with common interests to address shared challenges across communities. Recent topics have included affordable and attainable housing, inclusive economic growth, climate resilience and multimodal mobility.

DRCOG also hosts Civic Academy, a seven-week program during which participants learn from local experts and leaders, network with other residents and ultimately act on what they've learned. Over the past decade, Civic Academy has inspired and prepared numerous alumni to serve as elected officials, and hundreds of participants have gone on to positions in public agencies or nonprofit organizations that shape Colorado's future.

DRCOG staff can assist communities to further objectives aligned with the regional vision. These efforts include sharing tools, case studies and other reference material. These resources are intended to build capacity within local governments to contribute to Metro Vision while serving their community's unique needs. For example, local governments can take steps to make their communities more age-friendly by using DRCOG's [Boomer Bond](#) assessment.

DRCOG staff also perform scenario analysis to identify how various strategies may help meet the region's vision, goals and objectives. These include evaluating factors like future zoning and land use policy and its potential effects on growth, transportation and air quality.

As regional conversations continue at DRCOG, directors are encouraged to:

- Seek guidance from their local planning staff.
- Review regional data products and analysis for local use.

Board directors set the direction for, adopt and update Metro Vision. Board directors also inform DRCOG's position on bills related to growth and development before the General Assembly during monthly Board of Directors meetings.

Directors; alternates; and town, city and county staff are invited to attend [Metro Vision Idea Exchanges](#), at which participants share their communities' experiences with growth and development. Watch for meetings and announcements of upcoming topics in the executive director's monthly "On Board" newsletter.

Photo courtesy of CDOT



Transportation Planning and Operations

DRCOG has served as the federally designated metropolitan planning organization for the Denver region since 1977, acting as a forum for a collaborative transportation planning process. DRCOG has been involved in transportation planning even longer; the organization's first official action after its 1955 founding endorsed the construction of Interstate 70 through the metro area. DRCOG, the Regional Transportation District and the Colorado Department of Transportation are the primary partners in transportation planning in the region.

DRCOG leads the continuing, cooperative and comprehensive metropolitan transportation planning process for all modes of transportation, working in partnership with CDOT, RTD and the Regional Air Quality Council. DRCOG develops the long-term vision for the region presented in the [Metro Vision Regional Transportation Plan](#) and allocates federal transportation funds to near-term priorities through the [Transportation Improvement Program](#). [Framework for Transportation Planning in the Denver Region](#) provides details on how the process works.

DRCOG's transportation planning process helps implement Metro Vision, supports local member and partner agency priorities, and maintains the region's compliance with state and federal laws, policies, rules and regulations.

Unified Planning Work Program

The [Unified Planning Work Program](#) describes all metropolitan transportation planning activities for the coming two years in the region. The Unified Planning Work Program provides the basis for the scope of work for the federal planning funds that DRCOG receives. Activities conducted by DRCOG's partner agencies with federal planning funds, as well as locally funded transportation planning initiatives, are also included in the Unified Planning Work Program. Federal agencies review and approve the Unified Planning Work Program to ensure the proposed work activities are consistent with federal requirements and eligible for federal funds.

Metro Vision Regional Transportation Plan

DRCOG develops the Metro Vision Regional Transportation Plan, which provides the framework for investments in specific projects and programs to address priorities for the region's multimodal transportation system. The Regional Transportation Plan is integrated with and helps implement DRCOG's [Metro Vision](#) plan. The Fiscally Constrained Regional Transportation Plan defines transportation facilities, programs and services to be provided over the term of the plan with reasonably expected revenues.

Transportation funding and the Transportation Improvement Program

The [Transportation Improvement Program](#) identifies all federally funded transportation projects, as well as all other regionally significant projects regardless of funding source, to be completed in the Denver region during a four-year period. Consistent with DRCOG's commitment to collaboration, local governments

decide on a process and criteria for including projects in the program and awarding DRCOG-controlled federal funds, which allows the region to set and agree upon its transportation priorities. The Transportation Improvement Program is fiscally constrained and conforms with the requirements of the federal Clean Air Act.

The Transportation Improvement Program policy establishes the process for developing and maintaining the program under the current framework. A portion of the funding is allocated to regional programs through set-asides. The remainder is allocated via a dual-model (regional and subregional) process. A regional share of 20% is allocated through a regionwide selection process. A subregional share of 80% is proportionally allocated for eligible projects recommended to the Board by eight county-based forums. All project recommendations by the county-based forums come to the Board for final approval before inclusion in the program.

Congestion management process

The congestion management process provides for effective management of the performance of transportation facilities. In the transportation management area, federal funds cannot be programmed for any highway project that would significantly increase capacity for single-occupant vehicles unless the project is based on a congestion management process. DRCOG staff identify and evaluate congestion management strategies at the regional level as part of the overall regional transportation planning process. At the project level, the sponsor conducts the needed congestion management analysis.

Traffic operations

Since 1989, DRCOG has been reducing traffic congestion and improving air quality through its Traffic Operations Program. Through the program, DRCOG, CDOT and local governments coordinate traffic signals on major roadways in the region. As one of the first metropolitan planning organizations to conduct this type of program, DRCOG remains the leader among very few throughout the country involved in traffic signalization.

Decision-making process

The DRCOG Board of Directors is the policy body for the metropolitan planning organization. A metropolitan planning agreement forms and directs the planning partnership among DRCOG, RTD and CDOT. The agreement organizes the transportation planning process through the establishment of the Regional Transportation Committee and the Transportation Advisory Committee. Both the Regional Transportation Committee and DRCOG Board must take favorable action before regional transportation planning policies and products are considered adopted.

Constructive public involvement is essential. Decisions are made only after the public is made aware of proposed actions and has had the opportunity to comment.

Board directors determine the process and criteria, recommend projects and award DRCOG-controlled federal funds for the Transportation Improvement Program. Board directors inform DRCOG's position on transportation bills before the General Assembly during monthly Board of Directors meetings during the legislative session.

Board officers often meet with Colorado's congressional delegation about transportation issues and allocation of federal funding for transportation.

Directors are eligible for appointment to the Regional Transportation Committee.

Appendix: Executive policies



The following executive policies are contained in this document:

1. General executive director constraint.
2. Treatment of citizens, taxpayers, staff and volunteers.
3. Compensation, benefits, employment.
4. Financial planning and budget.
5. Fiscal management and controls.
6. Protection of assets.
7. Immediate succession.
8. Communications with and support of the Board.

Executive policies

Executive policies provide the necessary guidance for the executive director to effectively lead the organization toward progressing the goals and priorities of DRCOG. Executive policies state conditions that must exist in order to achieve organizational strategic initiatives. Executive policies prevent the goals from being achieved through means that create liabilities for the organization. For purposes of this document, the term “Board” refers to the entire DRCOG Board of Directors and their alternates acting as such.

1. General executive director constraint

- 1.1. Within the scope of authority delegated to him/her by the Board, the executive director shall ensure that any practice, activity, decision or organizational circumstance is lawful and

prudent and adheres to commonly accepted business and professional ethics. The executive director shall ensure that conditions are safe, fair, honest, respectful and dignified.

2. Treatment of citizens, taxpayers, staff, interns, and volunteers

The success of DRCOG depends upon the partnership between the Board, agencies, jurisdictions, citizens, taxpayers, elected officials and DRCOG employees.

The executive director shall ensure:

2.1. Community opinion/input on relevant issues is obtained when decisions materially affect a community.

2.2. Communities are informed on a timely basis about relevant decision-making processes and decisions.

2.3. Interactions with the community are organized and clear.

2.4. Relevant problems raised by the community are addressed in a timely manner.

2.5. Staff are competent, respectful and effective in interactions with the Board, public and other stakeholders.

2.6. Confidential information is protected from unauthorized disclosure.

Accordingly, pertaining to paid staff, interns and volunteers within the scope of their authority, the executive director shall ensure:

2.7. Written personnel policies and/or procedures, approved by legal counsel, which clarify personnel rules for staff, provide for effective handling of grievances and protect against wrongful conditions, are in effect.

2.8. Staff, interns and volunteers are acquainted with their rights upon entering and during their work with DRCOG.

2.9. Avenues are available for non-disruptive internal expressions of dissent, and protected activities are not subject to retaliation.

2.10. Established grievance procedures are readily available and accessible to staff. The Board is appropriately apprised of violations of Board policies and of matters affecting the Board.

3. Compensation, benefits, employment

With respect to employment, compensation and benefits to employees, consultants, contract workers and volunteers, the executive director shall ensure:

3.1. The fiscal integrity of DRCOG is maintained.

Accordingly, the executive director shall ensure:

3.2. Their own compensation is approved by the Performance and Engagement Committee according to adopted procedures.

3.3. Compensation and benefits are consistent with wage data compiled in DRCOG's regular

independent salary survey and approved in the annual budget.

3.4. Adherence to appropriate employment law practices.

3.5. Deferred or long-term compensation and benefits are not established.

4. Financial planning and budget

With respect to strategic planning for projects, services and activities with a fiscal impact, the executive director shall ensure:

4.1. The programmatic and fiscal integrity of DRCOG is maintained.

Accordingly, the executive director shall ensure:

4.2. Budgets and financial planning are aligned to Board-adopted strategic initiatives.

4.3. Financial solvency is maintained by projecting in two- to five-year increments, in addition to annual budgeting.

4.4. Financial practices are consistent with any applicable constitutional and statutory requirements.

4.5. Adherence to Board-adopted strategic initiatives in its allocation among competing budgetary needs.

4.6. Adequate information is available to enable credible projections of revenues and expenses; separation of capital and operational

items; cash flow projections; audit trails; identification of reserves, designations and undesignated fund balances; and disclosure of planning assumptions.

4.7. During any fiscal year, plans for expenditures match plans for revenues.

4.8. Maintain, at a minimum, three months' worth of operating expenses, excluding amounts for in-kind and pass-through expense or as recommended by the independent auditor.

4.9. A budget contingency plan is capable of responding to significant shortfalls with the DRCOG budget.

4.10. No risks are present based on situations described in the Fiscal Management Control Policy.

4.11. Board activities during the year have been adequately funded.

4.12. Reserves and designations are available according to applicable constitutional and statutory requirements and generally accepted accounting principles are consistently applied.

5. Fiscal management and controls

With respect to the actual, ongoing financial condition of DRCOG, the executive director shall ensure:

5.1. Board-adopted strategic initiatives are adhered to and financial controls prevent fiscal jeopardy.

5.2. Funds for expenditures are available during each fiscal year.

5.3. DRCOG obligations are paid in a timely manner and within the ordinary course of business.

5.4. Prudent protection is given against conflicts of interest in purchasing and other financial practices, consistent with the law and established in the DRCOG Fiscal Management Control Policy.

5.5. Funds are used for their intended purpose.

5.6. Competitive purchasing policies and procedures are in effect to ensure openness and accessibility to contract opportunities.

5.7. Purchases, contracts and obligations that may be authorized by the executive director do not exceed the financial authority approved by the Finance and Budget Committee. Purchases, contracts and obligations exceeding the executive director's authority are approved by the Finance and Budget Committee.

5.8. In the absence of the executive director, the director of Transportation Planning and Operations signs on behalf of the executive director. If the executive director and director of Transportation Planning and Operations are unavailable for a signature, the administrative officer provides authorizing signatures.

5.9. Adequate internal controls over receipts and disbursements prevent the material dissipation of assets.

5.10. DRCOG's audit is independent, and external monitoring or advice is readily accepted and available.

5.11. Revenue sources are consistent with the Board-adopted strategic initiatives, and operations are financed without incurring debt that exceeds the executive director's authority unless approved by the Finance and Budget Committee.

5.12. Reserved, designated and undesignated fund balances are at adequate levels to mitigate the risk of current and future revenue shortfalls or unanticipated expenditures.

5.13. Creditworthiness and financial position are maintained from unforeseen emergencies.

6. Protection of assets

Within the scope of their authority as the executive director and given available resources, the executive director shall ensure:

6.1. Assets are protected and adequately maintained against unnecessary risk.

6.2. An insurance program exists to protect DRCOG in the event of a property and/or liability loss, including coverage insuring the Board, officers, employees, authorized volunteers and DRCOG against liabilities relating to the performance of their duties and

DRCOG's activities, in an amount equal to or greater than the average for comparable organizations and, for tort liabilities, in an amount equal to or greater than statutory limits on amounts DRCOG may be legally obligated to pay.

6.3. A policy exists to insure against employee dishonesty and theft.

6.4. Facilities and equipment are used properly and maintained (except normal deterioration and financial conditions beyond the executive director's control.)

6.5. Practices and policies are in place for DRCOG, Board and staff to minimize or prevent liability claims.

6.6. A policy exists to ensure protection from loss or significant damage of intellectual property (including intellectual property developed using DRCOG resources), information and files.

6.7. Internal control standards for the receipt, processing and disbursements of funds are at adequate levels to satisfy generally accepted accounting and auditing standards, and costs for internal controls shall be consistent with the benefits expected.

6.8. DRCOG's public image, credibility and its ability to accomplish Board-adopted strategic initiatives goals are upheld.

6.9. Adequate planning is done for short- and long-term capital or facility needs.

6.10. Board auditors or other external monitors or advisors are independent from internal influence.

7. Immediate succession

7.1. To protect the Board from sudden loss of executive director services, the executive director shall have at least one other member of the management team familiar with Board and DRCOG issues and processes.

8. Communications with and support of the Board

The executive director shall ensure:

8.1. The Board is informed and supported in its work.

8.2. The Board is provided complete, clear information for the accomplishment of its job.

8.3. The Board is informed in a timely manner about relevant events and issues regardless of reporting or monitoring schedule.

8.4. Required reports to the Board are submitted in a timely, accurate and understandable fashion.

8.5. The Board is aware of actual or anticipated non-compliance with Board-adopted strategic initiatives or executive policies.

8.6. The Board is provided decision information it requests; information on relevant trends; or other points of view, issues and options for well-informed Board decisions.

8.7. The Board is aware of incidental information it requires, including anticipated adverse media coverage or material external and internal changes. Notification of planned, non-personnel-related internal changes is provided in advance when feasible.

8.8. In consultation with legal counsel, the Board is appropriately apprised of pending or threatened litigation.

8.9. The Board is informed when the Board is not in compliance with its own policies, particularly in the case of Board behavior that is detrimental to the work relationship between the Board and the executive director.

8.10. Information provided to the Board is not overly complex or lengthy.

Revision history

December 16, 2015: General housekeeping edits to align language with the Balanced Scorecard, reference interns as appropriate; use consistent language throughout the document; clarify location of other adopted policies/procedures.

February 15, 2017: Deleted reference to Administrative Committee and changed to Performance and Engagement Committee and Finance and Budget Committee, as appropriate.



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