


Board Officers


Elise Jones, Chair
Bob Roth, Vice Chair
Herb Atchison, Secretary
Bob Fifer, Treasurer
Jackie Millet, Immediate Past Chair
Jennifer Schaufele, Executive Director



AGENDA

DRCOG Board Work Session

Wednesday, April 6, 2016
4 p.m.
1290 Broadway
First Floor Boardroom



1. Call to Order
2. Roll Call
3. Summary of March 2, 2016 Board Work Session
(Attachment A)
4. Public Comment
The chair requests that there be no public comment on issues for which a prior public hearing has been held before the Board of Directors. Please note the public will have an opportunity to speak on specific items in the Metro Vision Plan between the staff presentation and committee discussion.
5. Metro Vision Outcomes, Objectives and Narratives
(Attachment B) Brad Calvert, Metro Vision Manager, Regional Planning & Operations
Time will be allotted after the staff presentation for the public to provide comment on this item prior to discussion. Those providing comment will be limited to 3 minutes.
6. Defining and Designing Strategic Performance Measures
(Attachment C) Jerry Stigall, Director, Organizational Development
7. Adjourn

Persons in need of auxiliary aids or services, such as interpretation services or assisted listening devices, are asked to contact DRCOG at least 48 hours in advance of the meeting by calling (303) 480-6701



BOARD WORK SESSION SUMMARY
March 2, 2016

Directors present:

Eva Henry	Adams County
Elise Jones	Boulder County
Roger Partridge	Douglas County
Bob Fifer	Arvada
Matthew Appelbaum	Boulder
George Teal	Castle Rock
Doris Truhlar	Centennial
Carrie Penaloza	Centennial
Rick Teter	Commerce City
Robin Kniech	Denver
Anthony Graves	Denver
Steve Conklin	Edgewater
Daniel Dick	Federal Heights
Lynette Kelsey	Georgetown
Saoirse Charis-Graves	Golden
Ron Rakowsky	Greenwood Village
Shakti	Lakewood
Jackie Millet	Lone Tree
Ashley Stolzmann	Louisville
John Diak	Parker
Bill Van Meter	Regional Transportation District
Herb Atchison	Westminster

Others present: Jeanne Shreve – Adams County; David Beacom – Broomfield; Casey Brown – Golden; Kent Moorman – Thornton; Ted Heyd – Bicycle Colorado; Jennifer Schaufele, Executive Director, and DRCOG staff.

Board Secretary Herb Atchison facilitated the work session. The session began at 4 p.m. Due to technical difficulties, the work session was not able to be attended remotely.

Public Comment

No public comment was received.

Discussion of Metro Vision Objectives

Brad Calvert presented information on the Metro Vision Objectives. Members discussed the objectives individually and made some wording changes.

Directors requested staff input on the following objectives:

- Language and placement of the objective related to water conservation.
- Additional supporting objectives for regional objective 9a: *Reduce the risk of hazards and their impact.*

Members agreed that the remaining objectives should be forwarded to the Board of Directors.

ATTACH B

To: Chair and Members of the Board of Directors
 From: Jennifer Schaufele, Executive Director
 303-480-6701 or jschaufele@drcog.org

Meeting Date	Agenda Category	Agenda Item #
April 6, 2016	Information	5

SUBJECT

Using DRCOG’s Strategic Framework, review the 2040 Metro Vision Plan Draft.

PROPOSED ACTION/RECOMMENDATIONS

N/A

ACTION BY OTHERS

N/A

SUMMARY

The Metro Vision Issues Committee (MVIC) initiated the Board’s review and markup of the 2040 Metro Vision Draft Plan. Previous MVIC discussions focused on overarching themes, outcomes and performance measures included in the draft plan. In February MVIC began its review of plan objectives. The Directors continued the Board’s review of plan objectives during the March Work Session.

March Work Session Recap

The Directors reviewed and revised nearly all the plan objectives (regional and supporting) outlined in Attachment 2. The attachment includes revisions suggested by the Directors in March. The attachment also includes requested staff suggestions for a few objectives. In March, the Directors requested staff input on the following objectives:

- Language and placement (i.e. under which Outcome) of the objective related to water conservation (Supporting Objective 6.6 in Attachment 2).
- Additional Supporting Objectives for Regional Objective 9a: *Reduce the risk of hazards and their impact.*

Today’s Discussion

- Attachment 2 is the primary discussion document for the meeting.
- The Directors will discuss staff recommendations for Supporting Objective 6.6 (moved from Outcome 8 to Outcome 6) and additional Supporting Objectives for Regional Objective 9a.
 - Staff is also suggesting a minor edit to the previously recommended Regional Objective 6b
- The Directors will also discuss staff recommended narratives for each Regional Objective (17 total).
- Staff is seeking a preliminary endorsement from Work Session participants on remaining objectives and Regional Objective narratives.

There are 2 attachments to this item:

- Attachment 1 – the DRCOG Strategic Planning Model.
- Attachment 2 – approved outcomes and objectives and objectives and narratives for today’s discussion.

Next Steps

Once the preliminary set of objectives and narratives are reviewed, they will move forward for consideration at a future Board meeting. Upon Board approval of the objectives and narratives, staff will update the current draft plan to reflect Board actions.

PREVIOUS DISCUSSIONS/ACTIONS

N/A

PROPOSED MOTION

N/A

ATTACHMENTS

Attachment 1 – DRCOG’s Strategic Planning Model

Attachment 2 – Board approved Outcomes and staff suggested Objectives

Link: [2040 Metro Vision Plan Draft](#)

ADDITIONAL INFORMATION

If you need additional information, please contact Jennifer Schaufele, Executive Director, at 303-480-6701 or jschaufele@drcog.org; or Brad Calvert, Metro Vision Manager at 303-480-6839 or bcalvert@drcog.org. For information on DRCOG’s strategic planning model please contact Jerry Stigall, Director of Organizational Development at 303-480-6780 or jstigall@drcog.org

ATTACH 1

DRCOG Strategic Planning Model

Strategic 'altitude'

30,000 ft

What is our purpose?

Mission

Communities/
Residents needs →

Vision

What is our 'view' of the future?

Strategic Perspectives

What performance *lenses* should we use to evaluate results?

25,000

Overarching Themes and Outcomes

What are our main focus areas? (Pillars of Excellence) What outcomes do we want for our communities & residents?

Objectives

What continuous improvement activities will support our outcomes?

Strategy Map

How do we create and improve value for our communities/residents?

Performance Measures and Targets

How will we know if we are achieving the results we want?

Ground level

Strategic Initiatives

What projects will best contribute to our outcomes?

ATTACH 2

Board Approved Outcomes	Regional Objectives, Regional Objective Narratives & Supporting Objectives
Overarching Theme: An Efficient and Predictable Development Pattern	
<p>Outcome 1: The region is comprised of diverse, livable communities.</p>	<p><i>Regional Objective 1: Improve the diversity and livability of communities.</i></p> <p><u>** New – Regional Objective 1 Narrative **</u></p> <p>Urban, suburban, and rural communities can support a stronger, more livable region by building on their individual strengths and assets. This diverse range of communities will contribute to the achievement of regional outcomes in a variety of ways based on local needs and preferences. Communities throughout the region will pursue greater livability through built environments and development patterns that enable the widest spectrum of people – regardless of age, income or ability – to more easily and actively participate in community life.</p>
	<ul style="list-style-type: none"> ↳ Supporting Objective 1.1: Encourage development patterns and community design features that meet the needs of people of all ages, incomes, and abilities. ↳ Supporting Objective 1.2: Preserve and leverage the unique characteristics of the region’s communities. ↳ Supporting Objective 1.3: Promote investment/reinvestment in existing communities.
<p>Outcome 2: New urban development occurs within the contiguous and designated areas identified in the Urban Growth Boundary/Area (UGB/A).</p>	<p><i>Regional Objective 2: Contain urban development within the Urban Growth Boundary/Area (UGB/A).</i></p> <p><u>** New – Regional Objective 2 Narrative **</u></p> <p>Metro Vision will help facilitate future urban growth in locations where urban-level infrastructure already exists or areas where plans for infrastructure and service expansion are in place. DRCOG will work with member communities to maintain the UGB/A and update the growth allocations for each community in the region annually or as needed. A limited amount of semi-urban or rural development may continue to occur beyond the UGB/A in response to locally adopted plans and policies.</p>

Board Approved Outcomes	Regional Objectives, Regional Objective Narratives & Supporting Objectives
	<ul style="list-style-type: none"> ↳ Supporting Objective 2.1: Identify and monitor the Urban Growth Boundary/Area (UGB/A). ↳ Supporting Objective 2.2: Increase and prioritize funding to serve areas within the Urban Growth Boundary/Area (UGB/A).
<p>Outcome 3: Connected urban centers and multimodal corridors accommodate a growing share of the region’s housing and employment.</p>	<p>Regional Objective 3: Increase housing and employment in urban centers.</p> <p>** New – Regional Objective 3 Narrative **</p> <p>Collectively, urban centers will increase their share of the region’s total housing and employment. The ability for individual urban centers to absorb future growth will vary based on the characteristics of each center – location, availability of infrastructure, type (infill vs. greenfield), status (existing vs. new), existing and planned mix of uses, development intensity, proximity to transit, and surrounding development context. Specific projects and initiatives will establish a network of clear and direct multimodal connections within and between urban centers, as well as key destinations. Public and private partners will direct investment toward programs and infrastructure improvements that help local governments and the private sector develop successful urban centers and multimodal connections.</p>
	<ul style="list-style-type: none"> ↳ Supporting Objective 3.1: Increase public/private investment and partnerships in urban centers ↳ Supporting Objective 3.2: Increase transit service and ridership within and to urban centers. ↳ Supporting Objective 3.3: Invest in multimodal enhancements along corridors.

Board Approved Outcomes	Regional Objectives, Regional Objective Narratives & Supporting Objectives
Overarching Theme: A Connected Multimodal Region	
<p>Outcome 4: The regional transportation system is well-connected and serves all modes of travel.</p>	<p><i>Regional Objective 4: Improve and expand the region’s multimodal transportation system, services and connections.</i></p> <p>** New – Regional Objective 4 Narrative **</p> <p>The region will continue to invest in a well-connected, multimodal transportation system to improve mobility and accommodate the anticipated increase of 1.2 million people and half a million jobs by 2040. Transportation system investment initiatives will include expanding transit service and coverage, improving on-street and off-street bicycle and pedestrian facilities, widening and adding new roadways and promoting travel options. The resulting transportation system will increase mobility choices within and beyond the Denver region for people, goods, and services.</p>
	<ul style="list-style-type: none"> ➤ Supporting Objective 4.1: Improve the capacity of the multimodal regional roadway system. ➤ Supporting Objective 4.2: Improve the region’s comprehensive transit system. ➤ Supporting Objective 4.3: Improve bicycle and pedestrian accessibility. ➤ Supporting Objective 4.4: Improve interconnections of the multimodal transportation system within and beyond the region. ➤ Supporting Objective 4.5: Expand Travel Demand Management (TDM) services and strategies.

Board Approved Outcomes	Regional Objectives, Regional Objective Narratives & Supporting Objectives
<p>Outcome 5: The transportation system is safe, reliable and well-maintained.</p>	<p><i>Regional Objective 5: Operate, manage and maintain a safe and reliable transportation system.</i></p> <p><u>** New – Regional Objective 5 Narrative **</u></p> <p>The region will optimize the multimodal transportation system to improve the safe and reliable flow of people, vehicles, and goods. System optimization will include projects and initiatives that make the multimodal transportation system’s capacity as productive as possible. The multimodal system will require maintenance to continue safe and sound conditions. Safety projects and other related initiatives will reduce fatalities and serious injuries for all travel modes. The region will also increase the deployment of technology and mobility innovations as they occur to improve reliability and optimize capacity.</p> <ul style="list-style-type: none"> ↳ Supporting Objective 5.1: Maintain existing and future transportation facilities in good condition. ↳ Supporting Objective 5.2: Improve transportation system performance and reliability. ↳ Supporting Objective 5.3: Improve transportation safety and security.
<p>Overarching Theme: A Safe and Resilient Natural and Built Environment</p>	
<p>Outcome 6: The region has clean water and air, and lower greenhouse gas emissions.</p>	<p><i>Regional Objective 6a: Improve air quality and reduce greenhouse gas emissions.</i></p> <p><u>** New – Regional Objective 6a Narrative **</u></p> <p>Local and regional initiatives will reduce ground level ozone, greenhouse gas emissions (GHG), and other air pollutants. Collaboration with regional partners, such as the Regional Air Quality Council (RAQC), CDOT, and RTD will be integral to improving air quality through reductions in ground level ozone concentrations, carbon monoxide (CO), and particulate matter (PM10). Additional initiatives will raise public awareness of the direct role individual actions play in pollutant and greenhouse gas emissions.</p>

Board Approved Outcomes	Regional Objectives, Regional Objective Narratives & Supporting Objectives
<p>Outcome 6: The region has clean water and air, and lower greenhouse gas emissions. <i>(continued)</i></p>	<ul style="list-style-type: none"> ↳ Supporting Objective 6.1: Increase collaboration with local and regional partners on air quality initiatives. ↳ Supporting Objective 6.2: Increase public awareness of air quality issues. ↳ Supporting Objective 6.3: Improve the fuel economy of the region’s vehicle fleet.
	<p><u>** New – Staff suggested revision to previously recommended Regional Objective**</u></p> <p>Regional Objective 6b (formerly Objective 6.5): Improve the management and quality of the region’s waters.</p> <p><u>** New – Regional Objective 6b Narrative **</u></p> <p>In a semi-arid climate, water resources remain critically important to the region’s quality of life and continued prosperity. The Denver region will ensure clean water for consumption, recreation, and a balanced, healthy ecological community, through initiatives to restore and maintain the chemical and physical integrity of the region’s waters. DRCOG will focus on collaborative initiatives among local governments, water providers, agricultural producers, the design and development community, and other regional stakeholders to promote water conservation and responsible water management through innovative land use practices.</p>
	<ul style="list-style-type: none"> ↳ Supporting Objective 6.4: Increase collaboration with local and regional partners on water quality initiatives. ↳ Supporting Objective 6.5: Increase public awareness of water quality issues. <p><u>** Existing Supporting Objective – moved from Outcome 8**</u></p> <ul style="list-style-type: none"> ↳ Supporting Objective 6.6: Reduce per capita municipal and industrial water use.

Board Approved Outcomes	Regional Objectives, Regional Objective Narratives & Supporting Objectives
<p>Outcome 7: The region values, protects, and connects people to its diverse natural resource areas, open space, parks and trails.</p>	<p>Regional Objective 7a: Protect a variety of open spaces.</p> <p><u>** New – Regional Objective 7a Narrative **</u></p> <p>The environmental setting is one of the Denver region’s greatest assets. A variety of open spaces – different sizes, settings, and purposes – will help define the urban area and maintain separation between individual communities. Additionally these open spaces can provide important wildlife habitat, support various outdoor recreational pursuits and protect the health of water and ecological systems. The Denver region will conserve and protect natural resources including prominent geologic features, surface waters, riparian areas, wetlands, forests and woodlands, prairie grasslands, and other environmentally sensitive lands for future generations.</p>
	<p>↳ Supporting Regional Objective 7.1: Protect and restore natural resources of local and regional significance.</p>
	<p>Key Objective 7b: Connect people to natural resource and recreational areas.</p> <p><u>** New – Regional Objective 7b Narrative **</u></p> <p>In addition to local and regional initiatives to preserve, protect and expand open space assets, the region will ensure that residents and visitors can access these amenities. Active and passive open spaces of all sizes and types will serve as a key component of the region’s overall growth framework, connecting people to open space amenities. Local and regional initiatives will prioritize the completion of “missing links” in the regional trail and greenways network and improve other multimodal connections to increase park accessibility via foot, bicycle or transit.</p>
	<p>↳ Supporting Objective 7.2: Improve opportunities for recreation and access to nature.</p> <p>↳ Supporting Objective 7.3: Improve multimodal linkages to and between the region’s parks, open spaces, and developed areas.</p>

Board Approved Outcomes	Regional Objectives, Regional Objective Narratives & Supporting Objectives
<p>Outcome 8: The region’s working agricultural lands and activities contribute to a strong regional food system</p>	<p>Regional Objective 8: Support continued agricultural capacity in the region.</p> <p>** New – Regional Objective 8 Narrative **</p> <p>Protection of existing agricultural land and the ability to bring additional land or operations into production, where viable, benefits local producers, saves energy resources, and offers a level of food security for the Denver region. Local and regional initiatives will expand opportunities for local food cultivation, processing, and sales – improving the distribution of and access to food throughout the region.</p>
	<ul style="list-style-type: none"> ↳ Supporting Objective 8.1: Conserve significant agricultural lands. ↳ Supporting Objective 8.2: Increase access to healthy and local foods. ↳ Supporting Objective 8.3: Increase the efficiency of food distribution.
<p>Outcome 9: The risk and effects of natural and human-created hazards is reduced.</p>	<p>Regional Objective 9a: Reduce the risk of hazards and their impact.</p> <p>** New – Regional Objective 9a Narrative **</p> <p>The region will thoughtfully consider land use, open space protection and critical infrastructure in areas susceptible to natural and potential human-created hazards. Local and regional initiatives will limit new development, or the expansion of existing new development, in areas recognized as having a high probability of being impacted by natural and human-created hazards. More communities will have a hazard mitigation plan in place. Collectively, these initiatives will minimize the impact of community disruptions, as well as economic, environmental, and other losses.</p>

Board Approved Outcomes	Regional Objectives, Regional Objective Narratives & Supporting Objectives
<p>Outcome 9: The risk and effects of natural and human-created hazards is reduced. (continued)</p>	<ul style="list-style-type: none"> ↳ Supporting Regional Objective 9.1: Increase open space in high-risk areas. <p><u>** New – Additional Supporting Objectives Recommended by Staff **</u></p> <ul style="list-style-type: none"> ↳ Supporting Objective 9.2: Limit new development in areas susceptible to hazards ↳ Supporting Objective 9.3: Increase the use of best practices in land use planning and management to decrease risk ↳ Supporting Objective 9.4: Promote integrated planning and decision making in hazard mitigation
	<p><i>Regional Objective 9b: Improve disaster response and recovery.</i></p> <p><u>** New – Regional Objective 9b Narrative **</u></p> <p>Preparing for, responding to, and recovering from disasters and traumatic events is essential to the physical, economic and emotional health of the region’s communities and residents. The region will continue to be proactive in preparing for disasters, including understanding and assessing risks and vulnerabilities that may create challenges to recovery. When disasters occur, impacted communities will overcome the physical, environmental, and emotional impacts in the shortest time possible relative to the severity of the disaster. Impacted communities will reestablish key elements of the community’s economic, social and cultural fabric; rebuild to pre-disaster conditions; and, when needed, make improvements to become more resilient.</p>
	<ul style="list-style-type: none"> ↳ Supporting Objective 9.5: Enhance community resiliency. ↳ Supporting Objective 9.6: Increase interagency coordination.

Board Approved Outcomes	Regional Objectives, Regional Objective Narratives & Supporting Objectives
Overarching Theme: Healthy, Inclusive and Livable Communities	
<p>Outcome 10: The built and natural environment supports healthy and active choices.</p>	<p><i>Regional Objective 10: Increase access to amenities that support healthy, active choices.</i></p> <p><u>** New – Regional Objective 10 Narrative **</u></p> <p>The region will expand opportunities for residents to lead healthy and active lifestyles. The region’s streets and roads will be planned, designed, operated, and maintained to enable safe, convenient and comfortable travel and access for users of all ages and abilities, regardless of their mode of transportation. A mix of well-connected land uses and recreational amenities in communities throughout the region will create places that make active transportation and recreational physical activity safe, and part of an everyday routine. Additionally, local and regional initiatives will increase access to healthy food options in low-income neighborhoods and areas with high levels of food insecurity.</p> <p>↳ Supporting Objective 10.1: Increase safe and convenient active transportation options for all ages and abilities.</p> <p>↳ Supporting Objective 10.2: Expand the regional trail network.</p>
<p>Outcome 11: The region’s residents have expanded connections to health services.</p>	<p><i>Regional Objective 11: Improve transportation connections to health care facilities and service providers.</i></p> <p><u>** New – Regional Objective 11 Narrative **</u></p> <p>The region will support the integration of health care facilities and service providers of all sizes into centers throughout the region – both urban and rural – where residents can access care by walking, biking, driving or using transit. Local and regional initiatives related to transit service, including on-demand and other specialized services, will increase transit access to health care facilities, social service providers, and other retail outlets that offer health services.</p>

Board Approved Outcomes	Regional Objectives, Regional Objective Narratives & Supporting Objectives
	<ul style="list-style-type: none"> ✎ Supporting Objective 11.1: Increase awareness and knowledge of community health and wellness issues and support networks. ✎ Supporting Objective 11.2: Increase collaboration among stakeholders at the local, regional, and state level. ✎ Supporting Objective 11.3: Locate health services in accessible areas.
<p>Outcome 12: Diverse housing options meet the needs of residents of all ages, incomes, and abilities.</p>	<p><i>Regional Objective 12: Diversify the region’s housing stock.</i></p> <p><i>** New – Regional Objective 12 Narrative **</i></p> <p>The region will have housing that meets the needs of current and future residents as they progress through the various stages of their lives, including changes in familial status, income, employment and ability level. Local communities and regional partners will pursue initiatives that reduce barriers and expedite the development of housing in desired locations. The supply and range of housing options, including attainable and accessible units, in or near major employment centers will increase.</p>
	<ul style="list-style-type: none"> ✎ Supporting Objective 12.1: Increase the regional supply of housing attainable for a variety of households. ✎ Supporting Objective 12.2: Increase opportunities for diverse housing accessible to multimodal transportation.

Board Approved Outcomes	Regional Objectives, Regional Objective Narratives & Supporting Objectives
Overarching Theme: A Vibrant Regional Economy	
<p>Outcome 13: All residents have access to a range of transportation, employment, commerce, housing, educational, cultural, and recreational opportunities.</p>	<p>Regional Objective 13: Improve access to opportunity.</p> <p>** New – Regional Objective 13 Narrative **</p> <p>The Denver region will reduce critical health, education, income and opportunity disparities in neighborhoods and communities. The region will capitalize on community, local, regional and state amenities by promoting reliable transportation connections to key destinations. Local and regional initiatives will continue to leverage investments in transit by concentrating a significant portion of the region’s employment in centers accessible via transit.</p> <ul style="list-style-type: none"> ↳ Supporting Objective 13.1: Improve the flow of people, goods, services, and information in and through the region. ↳ Supporting Objective 13.2: Improve access for traditionally underserved populations. ↳ Supporting Objective 13.3: Improve access to and from the region’s developed and emerging housing and employment centers.
<p>Outcome 14: Investments in infrastructure and amenities allow people and businesses to thrive and prosper.</p>	<p>Regional Objective 14: Improve the region’s competitive position.</p> <p>** New – Regional Objective 14 Narrative **</p> <p>The Denver region’s economic vitality depends on providing a high quality of life in diverse communities. Investments in the region’s infrastructure will help ensure the region remains globally competitive by establishing and maintaining the connected multimodal transportation system that businesses depend on to access local, national and global customers, and an available, desirable workforce. Economic and community development initiatives and activities will assure that the region’s infrastructure will support and grow the region’s economic health and vitality.</p> <ul style="list-style-type: none"> ↳ Supporting Objective 14.1: Invest in the region’s infrastructure to ensure the region remains globally competitive. ↳ Supporting Objective 14.2: Increase awareness of key regional growth, transportation and economic trends based on the region’s shared vision for the future.

ATTACH C

To: Chair and Members of the Board of Directors
 From: Jennifer Schaufele, Executive Director
 303-480-6701 or jschaufele@drcog.org

Meeting Date	Agenda Category	Agenda Item #
April 6, 2016	Information	6

SUBJECT

Information regarding the design of Metro Vision performance measures using DRCOG's Strategic Planning Model

PROPOSED ACTION/RECOMMENDATIONS

N/A

ACTION BY OTHERS

N/A

SUMMARY

The Metro Vision Issues Committee (MVIC) initiated the Board's review and markup of the 2040 Metro Vision Draft Plan. Previous MVIC discussions focused on overarching themes, outcomes and performance measures included in the draft plan. The Directors reviewed plan objectives during the February and March Work Sessions and will review objective narratives in April. Once that review is complete, the Directors will be ready to move to the next component of the DRCOG Strategic Planning Model – Performance Measures and Targets.

MVIC held initial performance measure discussions between April and June of last year. A recap of those discussions and MVIC's recommendations will be provided when the Directors begin to design measures.

Today's Discussion - Overview of Strategic Performance Measurement

Performance measurement is a process, not an event. It is a series of steps in which the Directors choose what's important to measure, and staff develops methods to calculate the plan's measures, acquire the data, analyze the data to produce performance measure values, and then report measure results to highlight **signals** – the information the Directors and others throughout the region can use to take meaningful action to improve performance.

The aim of performance measure design is to answer the following questions:

- What does success look like for this objective?
- What would one see, hear, sense that tells one that things are moving in the right direction?
- What would people experience if this result was already achieved?

Obstacles to what the region can measure and report on are likely to emerge (e.g. availability and cost of data, variations in underlying data, data sharing restrictions, etc.). Some measures may require investigating the feasibility of acquiring or creating new datasets, or new commitments to sharing information in order to have a more realistic view of progress toward outcomes and objectives.

Setting 'sensible' targets is the next step in performance measure design. Targets should never be arbitrary. Targets are about making continuous improvements and not about perfection. It is more about what the region, collectively, can **influence**, rather than **control**, which is why targets set at 100 percent are not advisable. Targets can be established by looking at historical data and developing a baseline where it is available.

Next Steps

For a future work session, staff will offer a list of candidate measures that have a high likelihood of feasibility for review by the Directors, including measures previously reviewed by MVIC. These measures will be aligned with Board approved regional objectives. Identified measures will move forward to the public review draft to be released by the Board. In many cases, staff will not be able to verify feasibility of data collection for newly proposed measures until after the work session.

The Directors will also consider previous MVIC recommendations related to establishing a limited number of targets for key measures. Staff examination of targets suggested by the Directors that were not previously discussed by MVIC will also occur after work sessions in which they are discussed. For instance, staff will need to explore availability of baseline and trend information.

As mentioned above, some measures may necessitate acquiring or creating new datasets, or new commitments to sharing information. This could result in a final determination of feasibility occurring after plan adoption. Other activities after plan adoption will focus on creating a performance measure maintenance plan that answers other questions about the performance measures, such as:

- Who will be responsible for collecting and managing the data needed to calculate a given measure result?
- What is the data source?
- How will the measure be calculated?
- When will measures be updated?
- How and when will the measure be reported?
- How often should the value of the measure toward regional decision-making be reassessed?

PREVIOUS DISCUSSIONS/ACTIONS

N/A

PROPOSED MOTION

N/A

ATTACHMENTS

N/A

ADDITIONAL INFORMATION

If you need additional information, please contact Jennifer Schaufele, Executive Director, at 303-480-6701 or jschafele@drcog.org or Jerry Stigall, Director of Organizational Development at 303-480-6780 or jstigall@drcog.org .