

**AGENDA**  
**BOARD OF DIRECTORS**  
**WEDNESDAY, DECEMBER 16, 2015**  
**☞ 4:00 P.M. – 6:00 P.M. ☞**  
**1290 Broadway**  
**First Floor Independence Pass Conference Room**

1. 4:00 Call to Order
2. Pledge of Allegiance
3. Roll Call and Introduction of New Members and Alternates
4. \*Move to Approve Agenda

**STRATEGIC INFORMATIONAL BRIEFING**

5. 4:10 Presentation on Mobility Choice Blueprint—Developing a New Strategic Direction for Metro Denver Transportation  
Don Hunt, Antero, will discuss ways to maximize existing investments in our transportation system by leveraging technology to plan for our future workforce and employer mobility needs to increase economic opportunities and quality of life.
6. 4:25 Report of the Chair
  - Report on Regional Transportation Committee
  - Report on Structure and Governance Group
  - Chair Action to Set Public Hearing on Cycle 2 Amendments to the 2040 Regional Transportation Plan
7. 4:35 Report of the Executive Director
8. 4:45 Public Comment  
Up to 45 minutes is allocated at this time for public comment and each speaker will be limited to 3 minutes. If there are additional requests from the public to address the Board, time will be allocated at the end of the meeting to complete public comment. The chair requests that there be no public comment on issues for which a prior public hearing has been held before this Board. Consent and action items will begin immediately after the last speaker

**\*Motion Requested**

**TIMES LISTED WITH EACH AGENDA ITEM ARE APPROXIMATE  
IT IS REQUESTED THAT ALL CELL PHONES BE SILENCED  
DURING THE BOARD OF DIRECTORS MEETING. THANK YOU**

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.

*We make life better!*



### **CONSENT AGENDA**

9. 5:00 \*Move to Approve Consent Agenda
- Minutes of November 18, 2015  
(Attachment A)
  - State Legislative Policy  
(Attachment B) Rich Mauro, Senior Legislative Analyst

### **ACTION AGENDA**

10. 5:05 \*Discussion of a waiting list and protocol for the 2016-2021 Transportation Improvement Program  
(Attachment C) Todd Cottrell, Senior Transportation Planner, Transportation Planning & Operations
11. 5:15 \*Discussion of selection of Urban Center/Station Area Master Plan final study (programming \$50,000 from initial call)  
(Attachment D) Brad Calvert, Metro Vision Manager, Regional Planning & Operations
12. 5:25 \*Discussion of Executive Policies  
(Attachment E) Jennifer Schaufele, Executive Director
13. 5:35 \*Discussion of Capacity Building Program for members and work session guidelines  
(Attachment F) Jerry Stigall, Director, Organizational Development

### **INFORMATIONAL BRIEFINGS**

14. 5:45 Presentation on Refreshing DRCOG's visual identity  
(Attachment G) Steve Erickson, Director, Communications & Marketing
15. 5:55 Committee Reports  
The Chair requests these reports be brief, reflect decisions made and information germane to the business of DRCOG
- A. Report on State Transportation Advisory Committee – Elise Jones
  - B. Report from Metro Mayors Caucus – Cathy Noon
  - C. Report from Metro Area County Commissioners– Don Rosier
  - D. Report from Advisory Committee on Aging – Jayla Sanchez-Warren
  - E. Report from Regional Air Quality Council – Jackie Millet
  - F. Report on E-470 Authority – Ron Rakowsky
  - G. Report on FasTracks – Bill Van Meter

**\*Motion Requested**

**INFORMATIONAL ITEMS**

16. DRAFT November 18, 2015 Administrative Committee minutes  
(Attachment H)
17. Relevant clippings and other communications of interest  
(Attachment I)  
Included in this section of the agenda packet are news clippings which specifically mention DRCOG. Also included are selected communications that have been received about DRCOG staff members.

**ADMINISTRATIVE ITEMS**

18. **Next Meeting –January 20, 2016**
19. Other Matters by Members
20. 6:00 Adjournment

### SPECIAL DATES TO NOTE

**DRCOG Board Open House**

**December 16, 2015**

Metro Vision Awards Banquet

April 27, 2016

For additional information please contact Connie Garcia at 303-480-6701 or  
[cgarcia@drcog.org](mailto:cgarcia@drcog.org)

### CALENDAR OF FUTURE MEETINGS

#### December

15	Regional Transportation Committee	8:30 a.m.
16	Administrative Committee	CANCELLED
	<b>Board of Directors</b>	<b>4:00 p.m.</b>
18	Advisory Committee on Aging	Noon – 3 p.m.
21	Transportation Advisory Committee	1:30 p.m.

#### January 2016

6	Metro Vision Issues Committee	4 p.m.
19	Regional Transportation Committee	8:30 a.m.
20	Administrative Committee	5:30 p.m.
	Board of Directors	6:30 p.m.
22	Advisory Committee on Aging	Noon – 3 p.m.
25	Transportation Advisory Committee	1:30 p.m.

#### February 2016

3	Metro Vision Issues Committee	4 p.m.
16	Regional Transportation Committee	8:30 a.m.
17	Administrative Committee	5:30 p.m.
	Board of Directors	6:30 p.m.
19	Advisory Committee on Aging	Noon – 3 p.m.
22	Transportation Advisory Committee	1:30 p.m.

## Acronym List

\* Denotes DRCOG Program, Committee or Report

AAA	Area Agency on Aging	NARC	National Association of Regional Councils
AASHTO	American Association of State Highway and Transportation Officials	NEPA	National Environmental Policy Act
ADA	Americans with Disability Act of 1990	NHPP	National Highway Performance Program
AMPO	Association of Metropolitan Planning Organizations	NFRMPO	North Front Range Metropolitan Planning Organization
APA	American Planning Association	NHS	National Highway System
APCD	Air Pollution Control Division	NOx	Nitrogen oxides
AQCC	Air Quality Control Commission	NWCCOG	Northwest Colorado Council of Governments
ARRA	American Recovery and Reinvestment Act	O&M	Operations and Maintenance
BMPs	Best Management Practices	O <sub>3</sub>	Ozone
CAAA	Clean Air Act Amendments	P3	Public Private Partnership
CAC	Citizens Advisory Committee	PM <sub>2.5</sub>	Particulates or fine dust less than 2.5 microns in size
CARO	Colorado Association of Regional Organizations	PM <sub>10</sub>	Particulates or fine dust less than 10 microns in size
CBD	Central Business District	PnR	park-n-Ride
CCI	Colorado Counties, Inc.	PPACG	Pikes Peak Area Council of Governments
CDPHE	Colorado Department of Public Health and Environment	RAQC	Regional Air Quality Council
CDOT	Colorado Department of Transportation	RAMP	Responsible Acceleration of Maintenance & Partnerships
CFR	Code of Federal Regulations	RFP	Request for Proposal
CM/AQ	Congestion Mitigation/Air Quality	RFQ	Request for Qualifications
CML	Colorado Municipal League	ROD	Record of Decision
CMS	Congestion Management System	ROW	Right-of-way
CO	Carbon monoxide	RPP	Regional Priorities Program
CWA	Clean Water Act	RTC	Regional Transportation Committee*
CWP	Clean Water Plan*	RTD	Regional Transportation District
DBE	Disadvantaged Business Enterprise	RTP	Regional Transportation Plan*
DEIS	Draft Environmental Impact Statement	SAFETEA-LU	Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users
DMCC	Denver Metro Chamber of Commerce	SB	Senate Bill
DoLA	Colorado Department of Local Affairs and Development	SCI	Sustainable Communities Initiative
USDOT	U.S. Department of Transportation	SIP	State Implementation Plan for Air Quality
DRCOG	Denver Regional Council of Governments	SOV	Single-occupant Vehicle
DRMAC	Denver Regional Mobility and Access Council	STAC	State Transportation Advisory Committee
DUS	Denver Union Station	STIP	State Transportation Improvement Program
E&D	Elderly and Disabled	STP	Surface Transportation Project (STP-Metro, STP-Enhancement)
EA	Environmental Assessment	TAC	Transportation Advisory Committee*
EIS	Environmental Impact Statement	TAP	Transportation Alternatives Program
EPA	Environmental Protection Agency	TAZ	Traffic Analysis Zone
FAA	Federal Aviation Administration	TCM	Transportation Control Measures
FCC	Federal Communications Commission	TDM	Transportation Demand Management
FEIS	Final Environmental Impact Statement	TIFIA	Transportation Infrastructure Finance and Innovation Act
FEMA	Federal Emergency Management Agency	TIP	Transportation Improvement Program*
FWHA	Federal Highway Administration	TLRC	Transportation Legislative Review Committee
FIRE	Firefighter Intraregional Recruitment & Employment*	TMA	Transportation Management Area
FONSI	Finding of No Significant Impact	TMO/TMA	Transportation Management Organization/Transportation Management Agency
FRA	Federal Railroad Administration	TOD	Transit Oriented Development
FTA	Federal Transit Administration	TPR	Transportation Planning Region
FY	Fiscal Year	TSM	Transportation System Management
GIS	Geographic Information System	TSSIP	Traffic Signal System Improvement Program
HB	House Bill	UGB/A	Urban Growth Boundary/Area
HC	Hydrocarbons	UPWP	Unified Planning Work Program
HOT Lanes	High-occupancy Toll Lanes	V/C	Volume-to-capacity ratio
HOV	High-occupancy Vehicle	VMT	Vehicle Miles of Travel
HUTF	Highway Users Trust Fund	VOC	Volatile Organic Compounds
IGA	Intergovernmental Agreement	WHSRA	Western High Speed Rail Authority
ICMA	International City Management Association	WQCC	Water Quality Control Commission
IPA	Integrated Plan Assessment*	WQCD	Water Quality Control Division (CDPHE)
ISTEA	Intermodal Surface Transportation Efficiency Act		
ITE	Institute of Traffic Engineers		
ITS	Intelligent Transportation System		
JARC	Job Access/Reverse Commute		
LRT	Light Rail Transit		
MAP-21	Moving Ahead for Progress in the 21st Century		
MOA	Memorandum of Agreement		
MOU	Memorandum of Understanding		
MPO	Metropolitan Planning Organization*		
MVIC	Metro Vision Issues Committee*		
MVITF	Metro Vision Implementation Task Force		
MVPAC	Metro Vision Planning Advisory Committee		
NAAQS	National Ambient Air Quality Standards		

**ATTACH A**

MINUTES  
BOARD OF DIRECTORS  
WEDNESDAY, NOVEMBER 18, 2015

Members/Alternates Present

Jackie Millet, Chair	Lone Tree
Eva Henry	Adams County
Bill Holen	Arapahoe County
Elise Jones	Boulder County
Tom Hayden (Alternate)	Clear Creek County
Robin Kniech	City & County of Denver
Anthony Graves (Alternate)	City & County of Denver
Roger Partridge	Douglas County
Don Rosier	Jefferson County
Bob Fifer	City of Arvada
Bob Roth	City of Aurora
Jim Pieters	Town of Bennett
Suzanne Jones	City of Boulder
Anne Justen	Town of Bow Mar
Laura Christman	City of Cherry Hills Village
Richard Champion	Town of Columbine Valley
Jim Benson	City of Commerce City
Joe Jefferson	City of Englewood
Joyce Thomas	City of Federal Heights
Saoirse Charis-Graves	City of Golden
TJ Gordon (Alternate)	City of Greenwood Village
Brad Wiesley	City of Lafayette
Shakti	City of Lakewood
Phil Cernanec	City of Littleton
Joan Peck	City of Longmont
Ashley Stolzmann	City of Louisville
Colleen Whitlow	Town of Mead
Kyle Mullica	City of Northglenn
Rita Dozal	Town of Superior
Val Vigil	City of Thornton
Herb Atchison	City of Westminster
Joyce Jay	City of Wheat Ridge
Gary Sanford	Denver Metro Homeless Initiative
Debra Perkins-Smith	Colorado Department of Transportation
Bill Van Meter	Regional Transportation District

Others Present: Jennifer Schaufele, Executive Director, Connie Garcia, Executive Assistant/Board Coordinator, DRCOG; Jeanne Shreve, Adams County; David Beacom, Broomfield; Joe Fowler, Douglas County; Daniel Dick, Federal Heights; Kent Moorman, Kevin Forgett, Thornton; Anita Seitz, Westminster; Danny Herrmann, CDOT; Brian Allen, DRMAC; Jennifer Cassell, Ed Bowditch, George Dibble, Tomlinson & Associates; Mickey Ferrell, Lobbyist; and DRCOG staff.

Chair Jackie Millet called the meeting to order at 6:33 p.m. Roll was called and a quorum was present.

Move to Approve Agenda

Herb Atchison **moved** to approve the agenda. The motion was **seconded** and **passed** unanimously.

Report of the Chair

- Chair Jackie Millet reported on the work on the Structure and Governance group. One proposed change is to make the Metro Vision Issues Committee a mandatory Board work session. The role of the Administrative Committee and the voting process at DRCOG are also being explored.
- Chair Millet noted that nominations for the John V. Christensen Award and the Metro Vision Awards are now open. Additional information is available on the DRCOG website.
- Chair Millet reported the Administrative Committee appointed Robin Kniech, Denver, and Ashley Stolzmann, Louisville, to the Nominating Committee.

Report of the Executive Director

- Executive Director Schaufele reported the December 16 Board meeting will begin at 4 p.m., immediately followed by an Open House for Board members in the 7<sup>th</sup> floor offices. There will be no Administrative Committee on December 16.
- Ms. Schaufele noted the Urban Sustainability Accelerator program at Portland State University has contacted DRCOG about possible participation in a peer group focusing on transportation investment decision-making. Informational sessions will be held at the DRCOG offices on December 2 and 3 for Board members, member jurisdiction staff and other stakeholders.
- The John V. Christensen and Metro Vision awards will be given out at the annual awards dinner on April 27, 2016. The event will be held at the new Westin DIA hotel. Staff is looking into getting light rail passes for those wishing to attend.
- DRCOG's subscription to the GrantFinder software provides access at no cost to DRCOG members. If you wish to obtain a seat, please notify Connie or Jennifer.
- DRCOG has received a grant from the Department of Local Affairs to assist small communities with implementing the Boomer Bond program.

Public comment

No public comment was received.

Move to approve consent agenda

Herb Atchison **moved** to approve the consent agenda. The motion was **seconded** and **passed** unanimously. Items on the consent agenda included:

- Minutes of October 21, 2015



Discussion of a resolution approving the 2016 DRCOG Budget

Jenny Dock, Accounting Services Manager, briefed members on the 2016 Budget.

Herb Atchison **moved** to adopt a resolution approving the 2016 DRCOG Budget.  
The motion was **seconded** and **passed** unanimously.

Discussion and direction to staff on Denver Region Mobility and Accessibility Council due diligence

Jacob Riger, Transportation Planning Coordinator, outlined the process for the due diligence to examine merging DRCOG and the Denver Region Mobility and Accessibility Council (DRMAC). Members discussed the possible merger and asked questions of staff. A request was made for staff to prepare a timeline and bring it back to the Board in a couple of months. Debra Perkins-Smith noted that as a founding member of DRMAC, CDOT would like to participate in the evaluation process.

Robin Kniech **moved** to direct staff to continue with the due diligence process.  
The motion was **seconded** and **passed** unanimously.

Select two (2) members to the Nominating Committee

Chair Millet asked members to express interest in serving on the Nominating Committee. She noted the Board will appoint two members, and the Chair will appoint two members, for a total of six. The following individuals expressed interest in serving on the Nominating Committee: Ron Rakowsky, Roger Partridge, George Teal, Don Rosier, Saoirse Charis-Graves, and Colleen Whitlow. Members voted via ballot.

After the votes were counted, the following four Board members were selected to serve on the Nominating Committee: Ron Rakowsky, Roger Partridge, Saoirse Charis-Graves, and Colleen Whitlow.

Presentation on the Transportation Reauthorization Bill

Mickey Ferrell, DRCOG Federal lobbyist, briefed members on the status of Transportation reauthorization and the Older American's Act reauthorization.

Committee Reports

**State Transportation Advisory Committee** – Commissioner Jones reported the STAC got an update on the peak-period I-70 shoulder lane. It's hoped that enough revenue can be raised for a permanent solution in the corridor. The group had a visit from State representative Terri Carver and discussed her two transportation bills; one that clarifies the STAC gives advice to the Transportation Commission and CDOT staff, and the other that seeks to expand the number of Transportation Commissioners from 11 to 15, one for each TPR.

**Metro Mayors Caucus** – Mayor Atchison reported the MMC Home for the Holidays campaign sent a letter to landlords seeking to increase availability of rental units for the homeless. The MMC annual retreat is January 9. The Legislative Reception with MACC is December 9.

**Metro Area County Commissioners** – Commissioner Rosier reported the MACC meeting focused on legislative priorities. Elise Jones noted areas of emphasis include reauthorization of the SCFD and the affordable housing tax credit; the Workforce

Implementation act, and hospital provider fee and other financial fixes that would provide additional funds to counties.

**Advisory Committee on Aging** – Jayla Sanchez-Warren thanked Don Rosier and the Jefferson County Commissioners for hosting a caregiver event recognizing their critical role in caring for older adults. She thanked Anthony Graves for setting up a meeting to discuss the Boomer Bond with Denver staff.

**Regional Air Quality Council** – Jackie Millet reported the Ozone issue is an important one for the region. She encouraged members to visit the RAQC website for information. The RAQC received an overview of the implementation of the state's Clean Power Plan, and discussed the implications and implementation timeline for the EPA's new 70 parts per billion ozone standard. There was an emissions inventory and reasonable further progress plan for the 2008 State Implementation Plan, as we are in the process of being designated as moderate nonattainment for the 2008 standard.

**E-470 Authority** – TJ Gordon reported the E-470 Authority will appoint a new Executive Director in December.

**Report on FasTracks** – Bill Van Meter reported the RTD Board approved two consultant services contracts in support of FasTracks, and acted to name the 61<sup>st</sup> and Peña station (61<sup>st</sup>@Pena). RTD announced the opening date for the A-Line to DIA as April 22, 2016. The opening date for the Flatiron Flyer (BRT) is January 3, 2016.

Next meeting – **December 16, 2015 – 4 p.m. start time.**

Other matters by members

Bob Roth noted that Robin Kniech was designated as one of the 25 most powerful women in Denver by the Denver Business Journal.

Anthony Graves recognized the Aging staff for their advocacy on behalf of older adults in the community. He noted that all Mayoral candidates should be exposed to the information available.

Board members noted farewell to Board members Joyce Thomas, Federal Heights, and Jim Benson, Commerce City.

Adjournment

The meeting adjourned at 8:01 p.m.

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Elise Jones, Vice Chair  
Board of Directors  
Denver Regional Council of Governments

ATTEST:

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Jennifer Schaufele, Executive Director

**ATTACH B**

To: Chair and Members of the Board of Directors

From: Jennifer Schaufele, Executive Director  
(303) 480-6701 or [jschaufele@drcog.org](mailto:jschaufele@drcog.org)

Meeting Date	Agenda Category	Agenda Item #
December 16, 2015	Consent	9

#### SUBJECT

This item concerns approval of the *2016 Policy Statement on State Legislative Issues*.

#### PROPOSED ACTION/RECOMMENDATIONS

The draft document was provided for review and comment at the November 18, 2015 meeting. No comment was received from Board members.

#### ACTION BY OTHERS

N/A

#### SUMMARY

Each year, the Board adopts two policy statements on a range of specific state and federal legislative issues. These documents provide the DRCOG Board, staff and lobbyists with policy direction on legislative issues during the coming year.

No changes are proposed for the state legislative policy statement this year.

#### PREVIOUS DISCUSSIONS/ACTIONS

N/A

#### PROPOSED MOTION

Move to approve the *2016 Policy Statement on State Legislative Issues*.

#### ATTACHMENTS

1. Legislative Principle Statement
2. 2016 Policy Statement on State Legislative Issues

#### ADDITIONAL INFORMATION

Should you have any questions regarding the policy statement, please contact Jennifer Schaufele, Executive Director, at 303-480-6701 or [jschaufele@drcog.org](mailto:jschaufele@drcog.org); or Rich Mauro, Senior Legislative Analyst, at (303) 480-6778 or [rmauro@drcog.org](mailto:rmauro@drcog.org).

## **PRINCIPLES GUIDING DRCOG LEGISLATIVE POSITIONS**

**As adopted by the DRCOG Board of Directors December 1982  
And revised February 17, 1988, January 16, 1991 and January 17, 2001**

The Denver Regional Council of Governments' federal and state Legislative Program is defined by the character of the Denver region and the concerns of its local governments. The Denver region constitutes a unique area as distinguished from the rest of the state because its member governments comprise a large and highly urbanized population.

In the Denver region, the regional council, organized as a voluntary association of county and municipal governments, is the only regional spokesman for these entities. Due to DRCOG's regional character and local government orientation, the council is the appropriate forum for regionally focused legislative activity.

This self-imposed limitation to regional issues is reinforced by the activities of two other organizations, the Colorado Municipal League (CML) and Colorado Counties, Inc. (CCI). As statewide associations of municipal and county governments respectively, their interests are correspondingly broad. As a consequence, they address the entire range of local government issues before the state legislature, state executive and regulatory agencies, and the federal government. Both associations generally avoid issues that are unique to an individual community or region.

In addition to regional issues, DRCOG is concerned with issues that affect the organization or its programs. The organization assumes the responsibility for identifying and promoting the regional interest in its various fields of planning and management to state and federal legislative and administrative bodies.

It is not the policy of the Legislative Program to address all legislative/administrative issues of interest to local governments generally. Support of or opposition to a bill or legislative funding measure will be given, and be subject to reassessment, according to the bill's or measure's consistency with DRCOG's adopted principles, policies and plans. Where appropriate, DRCOG will strive to collaborate with other organizations representing local government(s), such as CCI and CML.

DRCOG's legislative activity generally will be focused on the following types of issues:

1. Proposals of special significance to the Denver region;
2. Proposals that would have a unique effect upon local governments in this region;
3. Proposals that affect DRCOG as an agency or which would affect one or more of its programs.

## **Denver Regional Council of Governments Policy Statement on State Legislative Issues for 2016**

### **Introduction**

This paper outlines the key state policy issues of the Denver Regional Council of Governments (DRCOG). It identifies policy positions intended to inform the General Assembly, state executive branch officials and others as they develop and implement state policy on these issues. This policy statement guides positions and actions taken by the DRCOG Board, its staff and members during the 2015 state legislative session.

DRCOG is a membership organization of local elected officials representing 48 municipalities and nine counties in the Denver metropolitan region. Under federal law, the DRCOG serves as the Metropolitan Planning Organization (MPO) coordinating transportation planning with air quality goals, and serves as the Area Agency on Aging in eight counties to aid the 60+ population. Under state statutes, DRCOG, as the regional planning commission, prepares and adopts a regional plan for the metro area and has a regional responsibility for oversight of transit projects and certain state-sponsored and private toll road projects.

### ***Regional Planning and Development***

**Regional Planning.** Regional growth and development is of significant concern for metro area citizens and community leaders. A sustainable region balances economic vitality, prosperity, and social wellbeing as expressed by a high standard of living for the region's residents. As a regional planning commission under Section 30-28-105, DRCOG prepares the region's long-range plan for growth and development, transportation, and environmental quality. The regional *Metro Vision* plan describes a vision for the future and policies to guide local growth decisions.

*Metro Vision* is the policy basis for all of DRCOG's programs and serves as the framework and context in which the regional council collaborates with other organizations on issues of mutual interest. **DRCOG supports those efforts that implement *Metro Vision* and encourages state and regional entities to align their policies and investment decisions with *Metro Vision* and other regional agreements to advance common objectives.**

***Metro Vision* establishes several regional goals, as summarized below, and DRCOG may support or oppose legislative proposals based on consistency with these goals.**

### **Growth and Development Goals**

- Ensure urban development occurs within an urban growth boundary/area to promote a more orderly, compact and efficient future development pattern.
- Achieve at least a ten percent increase in overall regional density between 2000 and 2035.

- Locate 50% of new housing and 75% of new employment between 2005 and 2035 in designated urban centers throughout the region. While each urban center will be unique, all urban centers will:
  - Be active, pedestrian-, bicycle- and transit-friendly places that are more dense and mixed in use than surrounding areas;
  - Allow people of all ages, incomes and abilities to access a range of housing, employment and service opportunities without sole reliance on having to drive;
  - Promote regional sustainability by reducing per capita vehicle miles traveled, air and water pollution, greenhouse gas emissions and water consumption; and respect and support existing neighborhoods.
- Promote development patterns and community design features to meet the needs of people of all ages, incomes and abilities. Pay particular attention to the needs of older adults, which represent the fastest growing segment of the population
- Maintain Boulder, Brighton, Castle Rock and Longmont as distinct and self-sufficient freestanding communities, and more clearly define and support the regional role of rural town centers.
- Minimize the extent of low density, large lot (semi-urban) development.
- Limit the total amount of semi-urban development in 2035 to a proportion that does not exceed the current proportion of all households in the region, which is estimated to be approximately 3 percent.

### **Transportation Goals**

- Provide safe, environmentally sensitive, efficient and sustainable mobility choices for people and goods, integrated with land use, while supporting the following goals:
  - Increase the rate of construction of alternative transportation facilities
  - Reduce the percent of trips to work by single occupant vehicles (SOV) to 65% by 2035
  - Reduce regional per capita vehicle miles traveled (VMT) 10% by 2035
  - Reduce annual per capita greenhouse gas emissions from the transportation sector by 60% by 2035

### **Environment Goals**

- Establish an integrated, linked, permanent parks and open space system that is accessible to all of the region's residents.
- Protect additional parks and open space as the population grows to maintain the current amount per capita with a goal to protect a minimum of 880 total square miles of parks and open space by 2035.
- Reduce regional per capita municipal and industrial water use.
- Achieve and maintain ambient air quality standards and ensure clean water to protect human health and environmental quality.
- Minimize exposure to excessive noise levels associated with land use and transportation services.

**Transit-Oriented Development.** The citizens of the Denver metropolitan region have a very large financial commitment to expand the rail transit system. To maximize the benefit of this investment, the areas surrounding existing and future transit stations

should be developed or redeveloped to include appropriate higher-density, mixed-use, pedestrian- and bicycle-oriented development that supports transit use. **DRCOG supports legislative initiatives that foster transit-oriented development, including but not limited to: a) providing RTD with the ability to manage its park and ride facilities using best practices that help the region reduce VMT; b) expanding the ability of RTD and local governments to enter into joint-development agreements; and c) protecting local authority to use tax-increment financing to leverage development in areas around transit stations.**

**Regional Planning Agreements.** Following the adoption of *Metro Vision*, the local government members of DRCOG collaboratively developed the Mile High Compact, a unique intergovernmental agreement, created as an implementation tool for *Metro Vision*. In 2015 the Mile High Compact celebrated its 15<sup>th</sup> anniversary. While the compact is a regional planning agreement, it reinforces the role of local planning by committing local governments to use their comprehensive/master plans as the primary tool for growth and development decisions in their communities.

The signers of the compact agreed that their comprehensive/master plans will follow the specific principles and contain the specific elements outlined in the compact and will ensure consistency between local plans and between local plans and *Metro Vision*.

**DRCOG supports the following goals as a framework for future regional planning agreements and may support or oppose legislative proposals based on consistency with these goals:**

- Establishment of a process to adopt a regional planning agreement by the local governments,
- Include the public in the development of the agreement,
- Focus on regional goals and plans to accomplish those goals for transportation, land use, housing, environmental quality and utility facilities,
- Make local plans consistent with the agreement, and
- Reevaluate and amend the agreement as needed.

**Dispute Resolution.** Implementation of *Metro Vision* and the Mile High Compact relies on the collaborative efforts of the region's local governments. DRCOG recognizes neighboring communities may find themselves at odds over issues such as the intended use of adjacent lands. In addition, local governments may find themselves in conflict with state and federal agencies over the intended use of land within their jurisdiction. **DRCOG supports alternative dispute resolution techniques, such as facilitation and mediation, to resolve disputes among governments. Legal action in such disputes should be a matter of last resort rather than the initial form of remedy.**

**Local Land Use Authority and Planning.** Local comprehensive/master plans provide a framework for the exercise of local land use authority. They form the basis for local growth and development decisions. **DRCOG supports the use of comprehensive/master plans as the foundation for local land use decision-making.**



**Private Property Rights.** DRCOG respects private property rights within a legal context that protects local land use authority and emphasizes that governmental actions often add value to private property. While acknowledging that there are concerns over a potential for inappropriate uses of that authority, DRCOG believes that U.S. Supreme Court decisions defining constitutional restrictions on local government regulation of private property are adequate to protect both public and private rights. When these restrictions are coupled with established precedents of the Colorado Supreme Court, protections accorded to landowners are reasonable, appropriate and balanced. Therefore, **DRCOG opposes further restrictions on the ability of governmental entities to regulate private property for the benefit of the public and opposes takings and eminent domain legislation that goes beyond the existing rulings of the U.S. Supreme Court and the Colorado Supreme Court as an attempt to unconstitutionally restrict local land use authority.**

**Planning Data and Technical Support.** DRCOG recognizes the importance of unbiased, reliable and consistent data in effective local and regional planning and decision-making. DRCOG also collaborates with the state to provide a variety of planning and technical assistance services to small communities. **DRCOG encourages the General Assembly and state agencies to support these efforts and any other efforts that would provide local governments with planning tools, technical assistance and other resources needed to enhance local and regional decision-making. DRCOG supports legislation that ensures readily available access to public data sets, including digital data, for use in planning analysis.**

**Housing.** An adequate supply and mix of housing options continues to be a concern of local governments. The affordable housing shortage is particularly acute near major employment centers and in transit station areas, causing increased transportation impacts, as workers have limited transportation options and must commute longer distances from housing they can afford. **DRCOG supports the following principles pertaining to the quality, quantity and affordability of housing in the Denver metro area:**

- Regional approaches to addressing the affordable housing issue that incentivize local efforts, particularly as they relate to preservation of existing affordable housing stock.
- An adequate supply of permanently affordable housing located near job and transit hubs and continued public- and private sector support for such an effort.
- Increased state financial support for loan and grant programs for low- and moderate-income housing.
- Collaboration among public and private entities, including efforts to develop loan programs and address the jobs-housing connections.
- Actions to provide more accessible and obtainable housing options for seniors.

**Tax Structure.** Vibrant urban centers and transit-oriented development are key elements of the Metro Vision plan. Successful development in these areas requires collaboration along major transit corridors and throughout the region. Competition

among local governments for tax revenues is detrimental to effective collaboration. **DRCOG supports changes to tax structures that minimize harmful competition and that support inter-jurisdictional collaboration.**

### ***Transportation***

**Transportation Planning.** Federal law mandates a critical role for the Metropolitan Planning Organization (MPO) in the transportation planning process. Congress has emphasized the importance of local government involvement, through the designated regional planning agency, in selecting projects and prioritizing funding for transportation. To reinforce this role at the state level, **DRCOG supports the process, established between DRCOG, the Regional Transportation District (RTD) and the Colorado Department of Transportation (CDOT) to address the following issues before final adoption of the Statewide Transportation Plan and will evaluate state legislative and administrative actions for consistency with this process:**

- The distribution of estimated future transportation revenues and the range of certainty regarding estimated funding allocations;
- Rules and criteria for determining regional transportation project selection, including system preservation projects as well as immediate and future transportation priorities based on the Regional Transportation Plan; and
- A dispute resolution process to mediate disputes related to these requirements.

The synergy between transportation and land use affects the region's growth and development, use of transportation facilities and environmental quality. A coordinated approach between the state and regional transportation systems planning efforts and local project development is crucial to ensure environmental compatibility, efficient system performance and cost-effective solutions. Although individual local governments can take actions to address these issues in their own jurisdictions, a regional approach to addressing them also is necessary. **DRCOG supports early and frequent consultations between state, regional and local agencies to coordinate region-wide system and project planning efforts, as well as to coordinate transportation, land use and air quality planning efforts. DRCOG will evaluate state legislative and administrative actions for consistency with this policy.**

**Role of the MPO.** The interdependence of transportation systems in metropolitan areas, particularly in the context of population growth and its demands on resources, necessitates a regional approach to transportation problem solving. As the Metropolitan Planning Organization (MPO) for the Denver metro region, DRCOG is responsible for planning and programming funds for a multimodal transportation system. The role of the MPO and the importance of cooperation among transportation agencies are recognized in federal law and regulation. The MPO serves as the forum for collaborative decision-making on regional transportation issues. The MPO brings together decision-makers from local governments, other regional agencies and state transportation agencies to consider strategic and innovative solutions to regional transportation issues.

The critical role of the MPO needs to be recognized and supported at the state level. Consensus between state and regional transportation agencies also is critical. **DRCOG supports the following principles with regard to the role of the MPO:**

- Transportation planning that is coordinated between DRCOG, CDOT, the Regional Transportation District and affected local communities, with each participating transportation agency's plan recognizing the region's priorities in the context of statewide transportation priorities.
- A strong role for MPOs placing MPOs on equal footing with CDOT and applicable regional transit agencies in selecting projects to be funded to ensure that local, regional and state transportation needs are met in a coordinated and cooperative manner.
- Legislation that reinforces collaboration between state and regional transportation agencies and recognizes their respective roles, responsibilities and interests.
- Legislation to ensure that representation on the Transportation Commission reflects approximately equal populations based on the most recent population census.

**Transportation Financing.** Colorado and the Denver metro area face serious funding shortages for meeting their transportation needs. Regional and statewide analyses show existing revenue sources are inadequate to maintain current infrastructure, let alone address congestion in urban and recreational areas, provide multimodal options desired by the public, address needs in agricultural and energy-impacted areas, and assure safe travel throughout the state. The region's long-term economic vitality requires a built environment that supplies effective and functional transportation and infrastructure systems. Colorado and the metro area need a revenue system that is reliable and sufficient. Thus, enhancements to existing revenue sources and the enactment of new, revenue sources are necessary.

**DRCOG supports the following principles and actions to meet transportation financing needs:**

- Increase funding for transportation to preserve the system, address congestion and safety, and provide multimodal options for people of all ages, incomes and abilities.
- Eliminate "Off-the-Top" appropriations from the Highway Users Tax Fund.
- Consider alternative revenue and financing mechanisms, such as VMT-based fees, pay-as-you-drive insurance, and under certain circumstances, tolling and congestion pricing of existing roadways.
- Provide a share of increased revenues back to local governments.
- Consider the impacts of land use decisions on the needs for transportation infrastructure.
- Protect and expand the authority of regions to implement regional financing tools.
- Use tolls as a financing mechanism for public roads or highways with the conditions that (1) any road, highway, or tolled lanes in the Denver metro region or that impact the Denver metro region are reviewed and approved by the DRCOG Board for inclusion in the fiscally constrained regional transportation plan; (2) toll receipts remain in the toll highway system within the region that is tolled; and (3) toll receipts

are allowed to be used for multimodal improvements and accumulated for system reconstruction.

- Allocate existing and new federal and state funds to achieve funding equity statewide based on justified needs (system preservation, congestion and multimodal options) and contribution to overall revenues. DRCOG and the Transportation Commission worked under a 2004 Memorandum of Understanding to accomplish this goal beginning. As that MOU has expired, DRCOG may initiate discussions with CDOT to formulate a new funding agreement. DRCOG recognizes some potential funding mechanisms under consideration by the state may be appropriate for allocation to the entire statewide system. DRCOG believes that other mechanisms, including tolls, VMT fees, and taxes on lodging, to name a few, may be more appropriately returned to the region of generation.
- Reexamine state formulas and procedures to ensure an adequate amount of federal and state funds are made available to urbanized areas to relieve congestion and achieve and maintain air quality standards.
- Consider revising the responsibilities for maintenance and supervision of the non-NHS portions of the entire current state highway system, subject to the condition that any devolution to local governments be accompanied by the funding necessary to avoid unfunded mandates and pursuant to review by, and consent of, affected local and regional agencies.

**Multimodal Transportation.** Efforts to address transportation needs in the region must draw upon an array of transportation modes to reduce single-occupant vehicle demand and to provide a variety of transportation choices. DRCOG strongly believes multimodal solutions to transportation problems are imperative to preserve and enhance our quality of life. **DRCOG supports legislation that promotes efforts to create and fund a multimodal transportation system. DRCOG also supports measures to improve safety for users of alternative modes, especially pedestrians and bicyclists. DRCOG supports funding for programs that provide transportation for “access to jobs” for low-income workers who cannot afford to live near where they work, and for safe routes to schools.**

**Coordination of Regional and Statewide Transportation Efforts.** The DRCOG area generates a significant number of trips throughout the state of Colorado. At the same time, Coloradans from all over the state travel to and through the metro area. Coordination of transportation planning and funding efforts between DRCOG and neighboring COG's, TPR's and coalitions, especially in the primary north-south (I-25) and east-west (I-70) corridors will provide mobility and economic benefits not just for the DRCOG region but for the entire state. Regional consensus through the existing planning processes is critical for defining large scale projects in the state's major transportation corridors, establishing their priorities, and broadening the base for their funding. **DRCOG supports regional and statewide efforts at such consensus building and will work to pursue multimodal transportation solutions. DRCOG supports using the regional and statewide transportation planning processes to explore and identify transportation solutions and will evaluate state legislative and administrative actions for consistency with this policy.**

**Transportation Demand Management (TDM).** TDM programs can help reduce congestion and improve air quality by decreasing the amount of automobile traffic during high-demand periods. DRCOG sees TDM as an important element of the region's long-range growth management and transportation planning strategy. **DRCOG supports the following principles and programs to promote TDM efforts:**

- Telecommuting, flextime and other changes to normal work patterns to avoid peak traffic conditions.
- Carpooling, vanpooling, and schoolpooling and infrastructure that facilitates these transportation options.
- Non-automobile infrastructure created by the state, counties and cities.
- Employer promotion of alternative mode use by their employees.
- Coordination of transportation alternatives wherever traffic congestion may occur, such as at schools, large retail shopping centers, and in connection with sporting or cultural events or major transportation infrastructure construction.
- Incentives to individuals who use alternative modes.
- Limiting the liability of rideshare agencies and others who promote or provide alternative transportation services.

**Effective Management of the Transportation System.** Efforts to promote the effective day-to-day, operational management of the freeway and arterial road systems and transit facilities are important to making the best use of existing transportation investments. **DRCOG supports approaches that make use of the roadways and transit facilities more efficient, including programs for incident management and Intelligent Transportation Systems. DRCOG supports efforts that improve or expand real-time traveler information.**

**Transportation and Older Adults and Persons with Disabilities.** Access to transportation is critical for older adults and persons with disabilities, particularly to obtain health care and food and to avoid isolation. DRCOG promotes the concept of regional cooperation and coordination among counties and local service providers to most effectively utilize the limited resources available for transportation for older adults and persons with disabilities. **DRCOG supports the following:**

- **A system that effectively and efficiently coordinates the resources and delivery of transportation services between providers, the federal government, counties, RTD, and the state.**
- **Increased funding for transportation services for older adults and persons with disabilities.**
- **Increased state funding for Medicaid transportation services for older adults and persons with disabilities.**

## **Human Services**

**Older Adults and Persons with Disabilities.** As the designated Area Agency on Aging (under the federal Older Americans Act) for Adams, Arapahoe, Broomfield, Clear Creek, Denver, Douglas, Gilpin and Jefferson counties, DRCOG advocates, plans, funds and coordinates the provision of services for older adults. DRCOG also has been designated as an Aging and Disability Resource Center (ADRC) under the Affordable Care Act (ACA) and in that capacity is charged with providing a coordinated and streamlined access point to long term care services and supports for adults age 60 and over or age 18 and over living with a disability, and their caregivers. As an advocate for older adults, persons with disabilities, and their caregivers, DRCOG works with various groups and individuals to support state legislation, regulations and programs to meet their needs. DRCOG also provides the direct services of long-term care ombudsman and information, referral and assistance. **In performing these roles, DRCOG supports the following:**

- **Planning and Delivery of Services.** The federal Older Americans Act and the state Older Coloradans Act mandate critical roles for Area Agencies on Aging: planning and developing programs and services to meet the needs of older adults; advocating for and representing the issues and concerns of older adults; and distributing federal and state funds to service providers. As an ADRC, DRCOG is directed to provide older adults, persons with disabilities, and their caregivers with information and assistance about available resources and options counseling. DRCOG works with the state, other government agencies, consumers, service providers, private and nonprofit organizations, and foundations to identify needs for services and then brings the parties together to determine the preferred approaches to address these needs. **DRCOG supports state legislative and regulatory provisions reinforcing collaboration between the state and Area Agencies on Aging and respecting their respective roles and interests, consistent with these state and federal laws. DRCOG supports collaboration and partnerships to effectively and efficiently meet service needs consistent with DRCOG's responsibilities as an Area Agency on Aging and an ADRC.**
- **Funding.** Colorado and the Denver metro area face serious funding shortages for meeting the needs of economically and socially needy older adults, persons with disabilities, and their caregivers in the region. Regional and statewide assessments show that existing revenue sources are insufficient to meet current needs for services such home modifications, meals, transportation to medical appointments, and health promotion. Thus, enhancements to existing sources and development of more reliable sources are necessary. **DRCOG supports:**
  - ▶ **Increased funding for programs providing services to older adults, persons with disabilities, and their caregivers, especially services that support individuals continuing to live independently in their homes and communities.**

- ▶ **Efforts to use state funds for programs that provide prescription drugs more efficiently and effectively.** This would include efforts to reduce the costs of purchasing such prescription drugs to enable those programs to better serve their growing caseloads.
  - ▶ **Increasing the appropriations to the State Funding for Senior Services line item in the Long Bill.** This includes increasing the continuing appropriation to the Older Coloradan's Fund, as well as any additional state General Fund monies that might become available. DRCOG specifically supports a stable, long-term funding source that increases to meet the growing needs for services. This also would provide a level of funding certainty that would improve yearly program planning for needed services.
  - ▶ **Action by the General Assembly to fully fund the required share to match federal funds that are available to the state through the Older Americans Act, including the National Family Caregiver Program, so as not to require an increase in the required local share.** Such state or local shares/matches should not be required to come from existing program funds.
  - ▶ **Distributing State Funding for Senior Services monies, including the Older Coloradans Fund, using the existing structure created to administer Older Americans Act funds.** DRCOG also supports the equitable distribution of the federal and state funds to the AAAs based on the needs and contribution of each region.
  - ▶ **Reexamination of the state procedures and distribution formulas for federal and state funds to ensure adequate funds are available to urbanized areas to meet the needs of older adults.**
- **Long-Term Care.** Older adults living in long-term care communities (i.e., nursing homes and assisted living) are some of the most vulnerable members of the regional community. As the Long-Term Care Ombudsman for the region, DRCOG is an advocate for the rights of residents in long-term care communities and for improvement in the quality of care in such facilities. **DRCOG supports increases in the quality of care and consumer protections for older adults and their caregivers and, in particular, legislation strengthening the role of the long-term care ombudsman as a resident/consumer advocate.** DRCOG urges the state, when making decisions regarding funding for long-term care communities, to structure such funding to protect the quality of care for residents.
  - **Housing.** Available, affordable and accessible housing is a concern for older adults. However, an equally critical concern is the ability to live independently. As individuals age, in-home and related services enable older persons to remain in their homes. **DRCOG supports:**
    - ▶ **Increased funding and regulatory changes that improve the availability of these supportive services, while maintaining consumer protections for clients and family caregivers.**

- ▶ **Home modification programs and funding to assist seniors, persons with disabilities and others at-risk to remain in their homes.**
- ▶ **Property tax relief to help reduce a tax liability that especially burdens low income seniors and seniors on fixed incomes.**
- **Seniors and Driving.** As individuals age, their ability to drive safely can diminish. However, DRCOG is concerned that attempts to address this issue solely based on age imposes undue hardships on older citizens who can drive safely. When older citizens are not allowed to drive, the availability of transportation for medical appointments, grocery shopping and the like is critical for seniors to maintain independence. **DRCOG supports functional assessments of driving ability rather than age cut-off as the basis for imposing limitations on an individual's driving. DRCOG supports adequate funding for providing transportation services for the elderly and persons with disabilities.**

### ***Environment***

**Air Quality.** Air quality affects all residents of the region and continues to be a concern. The region fails to meet current federal standards for ozone and more stringent standards are expected to be established by the Environmental Protection Agency. Meeting a more aggressive ozone standard will require continuous efforts from many parties. **DRCOG supports:**

- **Efforts to reduce emissions from all sources sufficient to meet federal air quality standards.**
- **Transportation and land use strategies that improve air quality in the region.**
- **Alternative fuel sources and clean-burning technology and provision of infrastructure and services for alternative fuels.**
- **Incentives for purchasing high fuel economy or alternative fuel vehicles or for accelerated retirement of inefficient or high-polluting personal, commercial, or fleet vehicles that are beyond repair.**
- **Offering services, including incentives that encourage and facilitate the use of alternative modes of travel.**
- **Examination of the potential of select speed limit reductions.**

**Water Supply.** An adequate, dependable supply of water is necessary for urban, agriculture, recreation and open space priorities both in the Denver metro area and throughout the state. Metro Vision calls for maximizing the wise use of water resources through efficient land development and other strategies. **DRCOG supports:**

- **Collaborative efforts among local governments, water providers and other stakeholders to promote water conservation.**
- **Data collection and research to increase understanding of the link between land development and water demand, and best practices to promote the efficient use of water resources across the region.**



- **Water resource planning, management and development within the existing constitutional framework and pursuant to the basin roundtables process established in HB 05-1177, in which interbasin compacts are negotiated for the equitable distribution of the state's waters.**
- **Water reuse as one component in efforts to meet water supply needs and thus supports efforts to facilitate the reuse of water consistent with Colorado's constitutional water rights system.**
- **Policies and practices that, consistent with local government authority, protect Colorado's water resources.**
- **The development of a Colorado Water Plan that emphasizes conservation, storage, drought mitigation and streamlining of the regulatory processes, aligns the state's various water efforts, and provides a benchmark for future collaboration in addressing Colorado's water supply needs.**

**Open Space.** Open space resources available to citizens in the Denver metro region are important to our quality of life. **DRCOG supports:**

- **Planning, acquisition, protection and preservation of open space resources.**
- **Increasing funding for open space preservation.**
- **Great Outdoors Colorado and other efforts advancing major land acquisitions along the Front Range that link open spaces in the metro area to protect canyons and river corridors, the mountain backdrop and prominent geographic features, freestanding community buffer areas, and the east metro plains.**

### ***Intergovernmental Relations***

**Intergovernmental Cooperation.** The state, local governments and regional agencies all play an important role in providing critical services and implementing programs for the benefit of Colorado residents. Legislative bodies and executive agencies at each level should respect the roles and responsibilities of the others. **DRCOG supports building consensus among state, local and regional entities in developing and implementing new and existing programs and improved approaches to planning and service provision.**

**Shared Services.** Many of the services provided by local governments to their citizens are also provided by neighboring communities. To address related coordination and funding concerns, local governments have entered into agreements with each other and with DRCOG for shared service delivery. **DRCOG encourages local governments to enter into shared services agreements and supports efforts to ensure that such agreements are honored and endorsed by the state.**

**State/Regional Relations.** As the state's policy issues become more complex, it is evident that the solutions are not "one size fits all." The Denver metro region has made significant progress in developing collaborative solutions and decision-making processes for a number of the complex issues with which it has been confronted—

especially in the related areas of growth and transportation. As the regional planning commission, the Metropolitan Planning Organization for transportation, , and the Area Agency on Aging, DRCOG is in a unique position to convene parties of interest on intergovernmental issues, provide the necessary forum for their resolution and facilitate a negotiated outcome. **In recognition of the importance of regionalism, it is an appropriate role for DRCOG to act as a facilitator of regional approaches. Consequently, it is appropriate for state agencies to ensure that actions they take affecting the region are consistent with regionally derived solutions and the adopted *Metro Vision* plan.**

**Regional Service Delivery.** The state plays an important role in the funding of public services and programs administered at the regional and local levels. When making such funding and programmatic decisions, it is appropriate for state agencies and the General Assembly to give consideration to which programs are implemented most appropriately at the local and regional level. State administration of federal programs can be problematic for local governments, as state agencies tend to be more removed from clients and less responsive to their needs. On the other hand, individual local governments may lack the resources to achieve the desired efficiencies and cost-effectiveness. Also, some programs, are most appropriately and effectively addressed at the regional level. The collaborative partnerships typical of regional approaches can provide the critical mass of users and clients for services or programs to be cost-effective. **DRCOG urges the state, when making funding and programmatic decisions, including creating new programs or changing existing programs, to consider the following principles:**

- **Use existing local or regional service delivery systems wherever practical.**
- **Ensure a consultative process among federal, state and local governments and regional councils before making changes to services currently being delivered at the local or regional level.**
- **Ensure existing levels of services are maintained and adequate administrative funds are provided to implementing agencies.**
- **Ensure the state treats the continuity of service delivery as a key principle guiding any actions to create new programs or revise existing programs by respecting the local and regional programs already in existence.**

**ATTACH C**

To: Chair and Members of the Board of Directors

From: Jennifer Schaufele, Executive Director  
303 480-6701 or [jschaufele@drcog.org](mailto:jschaufele@drcog.org)

Meeting Date	Agenda Category	Agenda Item #
December 16, 2015	Action	10

#### SUBJECT

Development of the *2016-2021 Transportation Improvement Program (TIP)* waiting list and project selection protocol.

#### PROPOSED ACTION/RECOMMENDATIONS

Recommendation on protocol and a project waiting list for selecting future projects, should funding become available for the *2016-2021 Transportation Improvement Program (TIP)*.

#### ACTION BY OTHERS

December 15, 2015	RTC will act on a recommendation.
<a href="#">December 2, 2015 MVIC</a>	Draft TIP Protocol recommended.
<a href="#">October 7, 2015 MVIC</a>	Draft TIP Waiting List recommended.
<a href="#">August 24, 2015 TAC</a>	Draft TIP Protocol recommended.
<a href="#">July 27, 2015 TAC</a>	Draft TIP Waiting List recommended.

#### SUMMARY

Appendix E of the adopted [2016-2021 Transportation Improvement Program \(TIP\)](#) contains a placeholder for a waiting list of eligible projects and a protocol for selecting those projects should additional funds become available. There are nearly \$300 million worth of TIP project requests currently eligible for the waiting list. These projects had all applied for the TIP, but were not selected for funding. Since it's impossible to know if additional funding will become available, the protocol and ranked waiting list of projects are created to provide official guidance for programming.

#### Protocol

The adopted 2016-2021 TIP Policy states very broadly what will happen if additional funds become available. Appendix E of the adopted 2016-2021 TIP (when amended) will include those additional details. TAC and MVIC's recommended draft of the waiting list protocol is contained in Attachment 1.

#### Ranked Order List of Projects

In July and August, TAC developed a recommendation to the Metro Vision Issues Committee (MVIC) for the ranked project waiting list. The recommended project waiting list assigns the three federal funding program categories (STP-Metro, CMAQ-Congestion Mitigation/Air Quality, and TAP-Transportation Alternatives Program) to specific project types. The projects, excluding studies, were then ranked based on the TIP score. Studies were assigned a ranking based on how they help implement 2040 RTP projects. This option is the most similar to how past TIP waiting lists were prepared. The funding programs assigned to each project type are as follows:

1. Bike/Ped: CMAQ and TAP
2. Roadway Operational: STP-Metro
3. Roadway Capacity: STP-Metro
4. Studies: STP-Metro

At its October 7 meeting, MVIC modified the TAC-recommended project waiting list by removing five projects that had already been partially funded in the TIP. The modifications are reflected in Attachment 2.

#### PREVIOUS DISCUSSIONS/ACTIONS

N/A

#### PROPOSED MOTION

Move to approve the *2016-2021 Transportation Improvement Program (TIP)* waiting list and selection protocol.

#### ATTACHMENTS

1. MVIC-recommended Draft of the 2016-2021 TIP Waiting List Protocol
2. MVIC-recommended Draft of the 2016-2021 TIP Project Waiting List
3. Staff presentation

Link: [2016-2021 Transportation Improvement Program \(TIP\)](#)

Link: [Policy on Transportation Improvement Program \(TIP\) Preparation: Procedures for preparing the 2016-2021 TIP](#)

#### ADDITIONAL INFORMATION

If you need additional information, please contact Jennifer Schaufele, Executive Director at 303 480-6701 or [jschaufele@drcog.org](mailto:jschaufele@drcog.org); or Todd Cottrell, Senior Transportation Planner, at 303 480-6737 or [tcottrell@drcog.org](mailto:tcottrell@drcog.org).

# ATTACH 1

## ATTACHMENT 1

### 2016-2021 TIP Waiting List Protocol

(August 24, 2015 TAC and December 2, 2015 MVIC Recommended Draft Language)

If additional funds become available in the first three years of the TIP (FY 2016-2018), DRCOG staff will initiate the process to allocate funds to waiting list projects as described below. Additional funding that becomes available in FY2019 (October 1, 2018) will be rolled over and included with the Call for Projects in the next TIP. This protocol does not apply to any TIP set-asides, pool programs, or projects not on the waiting list.

When DRCOG staff is informed of additional funds, the following steps will be followed:

1. Obtain official verification from CDOT of availability of funds.
2. When either a) \$2 million is accrued within one of the two specific funding program categories (STP-Metro or CMAQ/TAP) or b) an amount equal to 100% of the next-in-line (top-ranked) project funding request is accrued, staff will first contact sponsors of projects to try to advance project phases already identified in the TIP. Staff will then select projects in order from the waiting list(s) included in Appendix E of the 2016-2021 TIP to the limit of applicable funds available.
  - a. Contact the sponsor of the top ranked project on the waiting list, by funding category to determine the sponsor's interest in being selected. If the amount of funds available is less than the requested cost of that project, the sponsor will be asked if it would be willing to complete the entire project as submitted for the amount of funds available. Projects that accept partial funding will be removed from the list. If the response is no, or if all the available funds have not been fully allocated, DRCOG staff will proceed to the next project on the waiting list. Sponsors that request to be passed over on the funding opportunity will remain on the waiting list.
  - b. At the end of FY 2018 (September 30, 2018), even if less than \$2 million has accrued within a funding category, staff will go down the wait list in accordance with section 2.a. above to allocate available funds.
3. Recommend projects to be programmed and take them through the committee process to the Board as TIP Amendments.

## **ATTACH 2**




ATTACHMENT 2								
2016-2021 TIP Project Waiting List (October 7, 2015 MVIC-recommended)								
Rank Ordered by Fund Category								
STP-M	CMAQ and/or TAP	Sponsor	Project Name	TIP Project ID	TIP Score	Project Type	Federal Funding Request	
1		Commerce City	88th Ave NEPA Study: I-76 to Hwy 2	CoCy-2014-006	N/A	Studies	\$150	
2		Arapahoe County	Iliff Ave Corridor Operational Improvements: Parker Rd to Quebec St (Remaining Amount)	TIP-2016-024	83.8	Operations	\$3,892	
2		Longmont	SW Longmont Subarea Operations Study	Long-2014-001	N/A	Studies	\$300	
3		Douglas County	US-85 Operational Improvements: Blakeland Dr to County Line Rd *	DgCo-2014-005	76.4	Operations	\$15,000	
	4	Boulder	N- 30th St/Colorado Ave Bike/Ped Underpass (Remaining Amount)	TIP-2016-035	73.7	B/P	\$1,250	
4		Commerce City	Vasquez Access Study: I-270 to Hwy 2/US-85	CoCy-2014-005	N/A	Studies	\$180	
6		Denver	Martin Luther King Jr Blvd Extension: Havana St to Peoria St (Remaining Amount)	TIP-2016-022	71.5	Capacity	\$1,328	
	1	Univ of Col - Boulder	N - 19th Street Trail and Bridge	UoCB-2014-002	70.5	B/P	\$4,798	
	2	Boulder	U - SH-157/Foothills Pkwy Underpass at Colorado Ave	Bldr-2014-009	68.3	B/P	\$3,200	
	3	Denver	U - South Platte Greenway Access: Iowa Ave RR Underpass to Santa Fe Dr	Denv-2014-024	68	B/P	\$1,704	
	4	Denver	U - South Platte Greenway/Cherry Creek Trail: Confluence Bridge Upgrades	Denv-2014-025	68	B/P	\$7,980	
	5	Univ of Col - Boulder	N - 19th St and 21st St Bridges and Trails **	UoCB-2014-003	67.6	B/P	\$7,305	
	6	Arvada	U - W 57th Ave Sidewalks: Independence St to Balsam St	Arvd-2014-034	67.2	B/P	\$628	
	7	Denver	N - Peoria Station Multi Use Path: 39th Ave to 44th Ave	Denv-2014-026	66.9	B/P	\$1,950	
	8	Wheat Ridge	N - Kipling St Multi-Use Trail: 32nd Ave to 44th Ave	WhRd-2014-006	66.9	B/P	\$2,240	
	9	Denver	U - 1st Ave/Steele St Multimodal Improvements: 1st Ave to Colorado Blvd	Denv-2014-035	66.3	B/P	\$5,254	
	10	Lakewood	N - Sheridan Blvd Bike Path: 6th Ave to 10th Ave ***	Lakw-2014-006	66.1	B/P	\$1,920	
	11	Denver	N - 38th St/Marion St/Walnut St Multimodal Improvements: Walnut St to Lawrence St/Downing St	Denv-2014-028	65.6	B/P	\$2,131	
	12	Boulder	N - Skunk Creek Bike/Ped Underpass at Moorehead Ave	Bldr-2014-002	65.4	B/P	\$2,640	
	13	Denver	N - Sheridan Station Sidewalks: 8th to 10th/Colfax to 17th ***	Denv-2014-027	64.7	B/P	\$1,172	
	14	Aurora	N - 6th Ave Bike/Ped Facility: Vaughn St to Del Mar Circle	Aura-2014-011	64.2	B/P	\$4,674	
7		R T D	Regional BRT Feasibility Study (Remaining Amount)	TIP-2016-051	N/A	Studies	\$200	
5		Denver	Colfax Ave Transit Enhancements: 7th St near I-25 to Yosemite	Denv-2014-011	63.8	Operations	\$12,004	
	15	Arvada	U - Independence St Sidewalks: W 50th Ave to W 57th Ave	Arvd-2014-029	63.1	B/P	\$1,665	
	16	Wheat Ridge	N - 32nd Ave Bike Lanes: Sheridan Blvd to Youngfield St	WhRd-2014-007	62.5	B/P	\$4,000	
	18	Superior	N - Superior Trail: McCaslin BRT to Davidson Mesa Underpass (Remaining Amount)	TIP-2016-034	62.4	B/P	\$103	
	17	Westminster	N - Walnut Creek Trail: 103rd Ave to 106th Ave	West-2014-003	62	B/P	\$8,280	
	18	Boulder	U - SH-157/Foothills Pkwy Bike/Ped Underpass at Sioux Dr	Bldr-2014-010	61.2	B/P	\$3,440	
	19	Lone Tree	N - Lincoln Ave Pedestrian Bridge: West of Heritage Hill Circle	Ltre-2014-001	59	B/P	\$1,500	
	20	Arvada	N - Ridge/Reno Rd Mixed-use Trail: Garrison St to Allison St	Arvd-2014-018	58.7	B/P	\$1,442	
6		Parker	Parker Road Transportation and Land Use Plan	Park-2014-005	N/A	Studies	\$125	
7		Denver	56th Ave Widening: Chambers Rd to Pena Blvd	Denv-2014-012	58.3	Capacity	\$9,800	
	21	Boulder County	N - Butte Mill Multimodal Connection: Valmont Path to Arapahoe Rd Transit	BlCo-2014-007	57.9	B/P	\$312	
	22	Denver	N - 38th/Blake Station: 35th St Multimodal Improvements: Wazee St to S Platte Greenway Trail	Denv-2014-030	57.9	B/P	\$3,479	
	23	Boulder County	N - Williams Fork Trail Multi-use Path	BlCo-2014-008	57.8	B/P	\$632	
8		R T D	83L Enhancements: Downtown Civic Center to Nine Mile	RTD-2014-006	N/A	Studies	\$800	
9		Douglas County	County Line Rd: Phillips Ave to University Blvd Capacity Improvements	DgCo-2014-001	57.4	Capacity	\$6,000	
10		Lakewood	Wadsworth: Ohio Ave to 285 PEL	Lakw-2014-004	N/A	Studies	\$1,600	
11		Aurora	Parker Rd/Quincy Ave/Smoky Hill Rd Operational Improvements	Aura-2014-005	56.9	Operations	\$4,492	
	24	Boulder	N - 28th St/US-36: Fourmile Canyon to Yarmouth Ave Multi-Use Path	Bldr-2014-005	55.2	B/P	\$4,880	
12		Longmont	Design: Oligarchy Ditch Trail/Main St Underpass: Mountain View Ave to 21st Ave	Long-2014-007	N/A	Studies	\$160	
13		Lakewood	Alameda Ave Operational Improvements: Vance St to Pierce St	Lakw-2014-007	55	Operations	\$1,150	
14		Thornton	104th Ave Widening: Grandview Ponds to S Platte River	Thor-2014-001	54.2	Capacity	\$8,040	
	25	Boulder	N - Table Mesa Dr Bike/Ped Underpass	Bldr-2014-001	54	B/P	\$3,840	
15		Westminster	Sheridan Blvd Operational Improvements: 87th Ave to US-36	West-2014-001	53.3	Operations	\$5,600	
16		Aurora	Airport Blvd-Buckley Rd/Alameda Pkwy Intersection Operational Improvements	Aura-2014-006	53.1	Operations	\$1,664	
17		Louisville	Hwy 42/96th St Corridor Operational Improvements: Pine St to S Boulder Rd	Lou-2014-003	53	Operations	\$8,837	
	26	Arvada	U - W 60th Ave Bike/Ped Facilities: Tennyson St to Sheridan Blvd	Arvd-2014-030	52.8	B/P	\$1,378	
	27	Arvada	N - W 52nd Ave Bike/Ped Facilities: Marshall St to Vance St	Arvd-2014-004	52.2	B/P	\$687	
	28	Arapahoe County	N - Yale Ave/Holly St/Highline Canal Trail Pedestrian and Roadway Improvements	ApCo-2014-009	51.5	B/P	\$1,470	
18		Lafayette	South Boulder Rd and 119th/120th St Operational Improvements	Lafa-2014-007	50.5	Operations	\$2,665	
19		Commerce City	88th Ave Widening: I-76 to Hwy 2	CoCy-2014-003	50	Capacity	\$28,809	
	29	Parker	N - Parker Road Sidewalk Connection: Twenty Mile Road to Indian Pipe Ln	Park-2014-003	49	B/P	\$541	
20		Arvada	SH-72 at W 72nd Ave Intersection Operational Improvements	Arvd-2014-002	49	Operations	\$5,406	
	30	Arvada	N - Little Dry Creek Bike/Ped Grade Separation	Arvd-2014-017	48.7	B/P	\$2,873	
	31	Denver	U - High Line Canal Trail Underpass: Parker Rd and Mississippi Ave	Denv-2014-033	48.6	B/P	\$3,201	
	32	Nederland	N - Middle Boulder Creek Bridge Project	Nedl-2014-002	48.1	B/P	\$726	
	33	Boulder	N - Bear Creek Canyon Bike/Ped Underpass	Bldr-2014-003	47.5	B/P	\$4,480	
21		Louisville	Highway 42/96th St Corridor Operational Improvements: Lock St to Pine St	Lou-2014-001	46.5	Operations	\$4,178	
	34	Boulder	N - Fourmile Canyon Creek: 19th St to Violet Ave Bike/Ped Facilities	Bldr-2014-006	46.4	B/P	\$5,298	
22		Aurora	6th Ave/Pkwy Extension: Liverpool St to E-470	Aura-2014-008	45.3	Capacity	\$13,918	
23		Louisville	Hwy 42/96th St Corridor Operational Improvements: S Boulder Rd to Paschal Dr	Lou-2014-004	44.6	Operations	\$4,840	
24		Denver	Quebec St Operational Improvements: Sandown Rd/40th Ave to I-70	Denv-2014-022	44.4	Operations	\$4,290	
25		Castle Rock	Plum Creek Pkwy and Wilcox St Intersection Operational Improvements	CRck-2014-003	43.4	Operations	\$1,730	
26		Aurora	Peoria St Operational Improvements: Fitzsimons Pkwy to North of Sand Creek	Aura-2014-007	43	Operations	\$11,874	
	35	Arvada	N - Alkire St Pedestrian Bridge	Arvd-2014-001	42.8	B/P	\$2,039	
	36	Erie	N - Coal Creek Extension: Reliance Park to Erie Village	Erie-2014-009	39.4	B/P	\$1,480	
	37	Erie	N - Coal Creek Trail Extension: Reliance Park to Kenosha Rd	Erie-2014-003	36.5	B/P	\$1,840	
	38	Nederland	U - Lakeview Dr/SH-72 Intersection Operational Improvements	Nedl-2014-001	35.9	B/P	\$467	
	39	Longmont	N - County Line Rd Bike Shoulders: 9th Ave to SH-66	Long-2014-006	34.5	B/P	\$1,360	
27		Castle Rock	Founders Pkwy and Crowfoot Valley Rd Intersection Operational Improvements	CRck-2014-002	34.4	Operations	\$2,042	
	40	Lyons	N - US36 (Broadway) and SH-7 (5th Ave) Bike/Ped Facilities	Lyon-2014-001	34.1	B/P	\$1,309	
	41	Westminster	U - 72nd Ave Sidewalk Reconstruct: Stuart St to Xavier St	West-2014-002	33.6	B/P	\$3,360	
	42	Jefferson County	N - 32nd Ave Bike/Ped Facilities: Alkire St to Eldridge St	JfCo-2014-002	31.1	B/P	\$1,113	
28		Erie	County Line Road Operational Improvements: Bonnel Ave to Erie Pkwy	Erie-2014-001	31	Operations	\$3,240	
29		Erie	County Line Road Operational Improvements: Erie Pkwy to Telleen Ave	Erie-2014-002	30	Operations	\$2,640	
30		Lafayette	Hwy 7 and 119th St Operational Improvements	Lafa-2014-006	29.9	Operations	\$1,510	
	43	Boulder County	N - Isabelle Rd Shoulders: N 95th St to N 109th St	BlCo-2014-002	26.4	B/P	\$1,418	
	44	Erie	U - Pedestrian Underpass at Coal Creek Crossing	Erie-2014-007	25	B/P	\$320	
31		Erie	County Line Road Operational Improvements: Telleen Ave to Evans St	Erie-2014-004	24	Operations	\$2,200	
	45	Erie	N - County Line Road Bike Shoulders: Evans St to SH-52	Erie-2014-005	20.6	B/P	\$1,760	
	46	Jefferson County	N - McIntyre St Bike/Ped Facilities: 32nd Ave to SH-58	JfCo-2014-003	20.4	B/P	\$824	

\* Lower scoring duplicitive capacity project was removed

\*\* Project contains complete scope of other UC-Boulder project

\*\*\* Requested funding reflects adjustment after receiving CDOT Region 1 controlled federal TAP funding

## **ATTACH 3**



## Previous 16-21 TIP Action

- TIP was adopted with a placeholder in Appendix E for a protocol and a waiting list of projects
- \$300 million worth of unfunded requests eligible
- Impossible to predict if additional funding will become available
- Developing a protocol and list of projects provides future guidance



## Draft Waiting List Protocol

- See Attachment 1
- In FY2016-2018, if additional funds become available...
  - Any funds derived during FY19 rolled over to the next TIP
- Draft protocol states projects will be selected in order from the waiting list depending on funding type available
  - When funds are available: ask sponsor if they would like the available funding (even if what's available is less than their project request)
    - Sponsor must complete project as submitted
    - If partial funding is accepted, the project is removed from the list
  - If yes, then fund
  - If no, move to the next project (project remains on the list)



## Draft Ranked Order List of Projects

- See Attachment 2
- Similar to previous TIP waiting lists
- Assigns the three DRCOG funding types to defined project types
  - CMAQ/TAP: Bike/Ped projects
  - STP-Metro: Roadway Ops and Capacity, and Studies
- The waiting list ranks projects in separate columns by funding type in score order, except Studies
  - Studies: ranked by how they help implement 2040 RTP projects

## Motion

- Motion to approve the *2016-2021 Transportation Improvement Program (TIP)* waiting list and selection protocol.

**ATTACH D**

To: Chair and Members of the Board of Directors

From: Jennifer Schaufele, Executive Director  
303 480-6701 or [jschaufele@drcog.org](mailto:jschaufele@drcog.org)

Meeting Date	Agenda Category	Agenda Item #
December 16, 2015	Action	11

#### SUBJECT

Approval of a study to be funded in the Station Area Master Plan/Urban Center Studies (STAMP/UC) set-aside for fiscal year 2017.

#### PROPOSED ACTION/RECOMMENDATIONS

Staff recommends approval of the North Capitol Hill/Colfax Urban Center study submitted by the City and County of Denver.

#### ACTION BY OTHERS

December 15, 2015 – RTC will act on a recommendation.

[November 23, 2015](#) - TAC recommended approval of proposed study.

#### SUMMARY

In October, the DRCOG Board approved funding seven studies totaling \$1,150,000 in federal funds, leaving an unallocated amount of \$50,000 in federal funds in the FYs 2016-2017 STAMP/UC set-aside. The Board further directed staff to offer the remaining funds to applicants that applied for but did not receive funds during the original allocation. Staff reached out to all applicants to confirm interest in being considered for selection given the following stipulations:

- The scope of the project as originally submitted must be completed in full. Any funding gaps must be made up by the entity accepting the funds.
- The selected study will be programmed in FY 2017.

DRCOG staff then reconvened the Project Selection Panel to determine a final ranking of the remaining unfunded projects (shown in Attachment 1). The cities of Centennial and Louisville asked that their projects be removed from consideration as the Panel was determining a final ranking.

The \$50,000 was first offered to the panel's highest ranked project (Broomfield), which declined. The second-highest ranked project (Denver) accepted the funds for the North Capitol Hill/Colfax Urban Center study. Denver originally requested \$200,000 in federal funds to support the development of the study, but has agreed to complete the original scope as detailed in its application using the \$50,000 remaining in the FY 2016-2017 set-aside.

#### PREVIOUS DISCUSSIONS/ACTIONS

[October 21, 2015](#) - DRCOG Board approved seven STAMP/UC studies (FYs 2016 and 2017) and directed staff to allocate the remaining \$50,000 from this cycle.

[April 15, 2015](#) – DRCOG Board approved the STAMP/UC set-aside process for fiscal years 2016 and 2017.

**PROPOSED MOTION**

Move to approve the North Capitol Hill/Colfax Urban Center study funded through the Station Area Master Plan/Urban Center set-aside for fiscal year 2017.

**ATTACHMENT**

1. Table 1 – Station Area Master Plan/Urban Center unfunded ranking recommendations.

**ADDITIONAL INFORMATION**

If you need additional information, please contact Jennifer Schaufele, Executive Director at 303 480-6701 or [jschaufele@drcog.org](mailto:jschaufele@drcog.org); or Brad Calvert, Metro Vision Manager, Regional Planning and Operations at 303 480-6839 or [bcalvert@drcog.org](mailto:bcalvert@drcog.org).



## ATTACHMENT 1

### Station Area Master Plan/Urban Center Unfunded Ranking Recommendations

Sponsor	Rank	Process
Broomfield - SH7 BRT, Multimodal Station Recs. Right-of-Way	1	offered and declined
Denver - North Capitol Hill/Colfax Urban Center Study	2	offered and accepted
Longmont - Urban Renewal Design and Implementation	3	not offered
Denver - Urban Mobility Hubs	4	not offered
<del>Centennial - Arapahoe Urban Center</del>	5	dropped out of selection process
Parker - Parking Implementation Strategic Plan	6	not offered
Englewood - Light Rail Corridor Next Steps Study III	7	not offered
RTD - First and Final Mile Strategic Plan	8	not offered
Englewood - Light Rail Corridor Next Steps Study II	9	not offered
<del>Louisville - Parking Structure Study</del>	10	dropped out of selection process

**ATTACHE**

To: Chair and Members of the Board of Directors

From: Jennifer Schaufele, Executive Director  
(303) 480-6701 or [jschaufele@drcog.org](mailto:jschaufele@drcog.org)

Meeting Date	Agenda Category	Agenda Item #
December 16, 2015	Action	12

#### SUBJECT

This item concerns an update to the Executive Policies.

#### PROPOSED ACTION/RECOMMENDATIONS

Review and discuss housekeeping modifications to the Executive Policies.

#### ACTION BY OTHERS

N/A

#### SUMMARY

The Executive Director is responsible for furthering organizational goals. The Board of Directors has designed the conditions or Executive Policies that must be in place for the Executive Director to further the organization's goals. Executive Policies ensure action taken by the Executive Director and staff is legal, ethical and prudent.

Staff recommends the Board update the Executive Policies to improve clarity and consistency throughout the document, align language in the document to match the vernacular of the Balanced Scorecard, and accurately identify the location of other policy documents referenced by the Executive Policies.

#### PREVIOUS DISCUSSIONS/ACTIONS

The Board approved the Executive Policies at their regular meeting in August 2014.

#### PROPOSED MOTION

Move to approve modifications to the Executive Policies as recommended by staff.

#### ATTACHMENT

Attachment: – Track changes version of the Executive Policies

#### ADDITIONAL INFORMATION

If you need additional information, please contact Jennifer Schaufele, Executive Director, at 303-480-6701 or [jschaufele@drcog.org](mailto:jschaufele@drcog.org).

## **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 ~~goals and priorities~~ 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.

**Comment [js1]:** Clarifying language recognizing vernacular of the Balanced Scorecard (BSC)

### **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**

**Comment [js2]:** Clarifying language added to recognize DRCOG's use of paid interns.

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 is competent, respectful and effective in interactions with the Board, public, etc.
- 2.6 Confidential information is protected from unauthorized disclosure.

**Accordingly, pertaining to paid staff, interns and volunteers within the scope of his/her authority, the Executive Director shall ensure:**

**Comment [js3]:** See js2 above

- 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/time 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.

**Comment [js4]:** See js2 above

### 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 His/her own compensation is approved by the Administrative 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 goals and priorities~~ 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 ~~stated priorities~~ 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 of ~~30 percent of~~ annual expenditures, excluding amounts for In-Kind and Pass-Through expense 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 ~~and Controls~~ 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" consistently applied.

**Comment [Js5]:** Added for consistency throughout the document.

**Comment [Js6]:** Clarifying language recognizing vernacular of the Balanced Scorecard (BSC)

**Comment [Js7]:** No revision suggested at this time but point of discussion in 2016 review of the budget is appropriate since both the AAA and MPO funds have been running on continuing resolutions or with funding of 2 years or less.

**Comment [Js8]:** Clarifying language recognizing vernacular of the Balanced Scorecard (BSC)

**Comment [Js9]:** Reworded such that future changes are addressed without readopting the Executive Policies. This policy resides in a resolution of the Board of Directors dated May 16, 2012.

**Comment [Js10]:** Clarification added to identify the DRCOG document where these procedures can be found.

## 5. FISCAL MANAGEMENT AND CONTROLS

With respect to the actual, ongoing financial condition of DRCOG, the Executive Director shall ensure:

- 5.1 Board ~~adopted~~ ~~established~~ ~~priorities~~ ~~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 DRCOG ~~purchasing procedures~~ 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 which may be authorized by the Executive Director ~~are limited to those of \$60,000 or less. Those above \$60,000 require~~ do not exceed the financial authority approved by the Administrative Committee approval. Purchases, contracts and obligations exceeding the Executive Director's authority are approved by the Administrative Committee.
- 5.8 In the absence of the Executive Director, the ~~Senior Managing Director~~ Director of Transportation Planning and Operations signs on behalf of the Executive Director. If the Executive Director and ~~the Senior Managing Director~~ 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~~ ~~goals and current~~ strategic initiatives ~~and operations are financed without incurring debt that exceeds the Executive Director's authority unless approved by the Administrative 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.

**Comment [js11]:** Modified for consistency throughout the document.

**Comment [js12]:** See js3 above

**Comment [js13]:** Clarification added to identify the DRCOG document where these procedures can be found.

**Comment [js14]:** Clarifying language added related recent change in the ED's signing authority. Reworded such that future changes are addressed without readopting the Executive Policies.

**Comment [js15]:** Reflects organizational changes.

**Comment [js16]:** Modified for consistency throughout the document.

**Comment [js17]:** Modified to reflect BSC vernacular and allow for debt if above ED's authority and approved by the Administrative Committee. For example, DRCOG has purchased IT equipment with a 3-year loan. The loan exceeded the ED's authority and the Administrative Committee approved the purchase and loan structure.

## 6. PROTECTION OF ASSETS

Within the scope of his/her authority in 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 ~~A risk management~~ An insurance program exists to protect DRCOG in the event of a insure ~~against property, and/or casualty and~~ liability losses ~~and risks~~, 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/or 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 Protection from loss or significant damage of intellectual property (including intellectual property developed using DRCOG resources), information, files.
- 6.7 Internal control standards for the receipt, processing and disbursements of funds are at adequate levels to satisfy generally accepted accounting/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.

**Comment [js18]:** Clarifying language suggested by DRCOG's insurance broker.

**Comment [js19]:** This is addressed in the employee handbook: "While employed at DRCOG, an employee's job duties and job performance may include creating ideas, concepts, plans, designs, processes, techniques, programs, systems, models, data, software or code, know-how or other information or materials that might create or constitute intellectual property. Because the employee is paid by DRCOG, uses Company resources and is on DRCOG time, each DRCOG employee acknowledges and agrees that DRCOG is the sole and exclusive owner of any intellectual property created or developed during or in connection with the employee's employment with DRCOG. The intellectual property of DRCOG includes any of the above-noted information and materials, as well as any other information or material that qualifies or is considered by DRCOG to qualify for patent, copyright, trademark, trade secret, or any other protection under any law providing or creating intellectual property rights. It also includes any confidential information learned, obtained or developed in connection with employment, such as financial data, personnel information and other non-public information of DRCOG. Upon separation of employment, employees shall not retain any intellectual property or confidential information of DRCOG and shall deliver to DRCOG any such property or information which is in the employee's possession or control, and destroy and copies of same that employee may have in his or her possession." We do not currently pay insurance for this risk. For a \$1M limit we would be looking at a minimum premium around \$50,000 and it goes up from there. One example they provided that was similar to your industry category had a premium of \$88,000 with a retention of \$250,000 for the \$1M limit. Other examples had premiums around \$100,000. Based on DRCOG's work, we don't feel the cost for insurance is justified.

**Comment [js20]:** Modified for consistency and to adjust to BSC vernacular.

## 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/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 policies~~ goals 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, ~~threatened or pending lawsuits,~~ or material external and internal/organizational changes. Notification of planned, non-personnel-related internal changes is provided in advance when feasible.
- 8.8 In consultation with legal counsel, ~~that the Administrative Committee~~ 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 the 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.

Comment [js21]: Modified for consistency throughout the document.

Comment [js22]: See 8.8 below

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Revision History

**8.10** 12.16.2015 - 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.

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**ATTACH F**

To: Chair and Members of the Board of Directors

From: Jennifer Schaufele, Executive Director  
303-480-6701 or [jschaufele@drcog.org](mailto:jschaufele@drcog.org)

Meeting Date	Agenda Category	Agenda Item #
December 16, 2015	Action	13

#### SUBJECT

These actions are related to work by the Structure/Governance group on Metro Vision Issues Committee (MVIC) Guidelines and the Board member Capacity Building (On-Boarding) Program.

#### PROPOSED ACTION/RECOMMENDATIONS

The Structure/Governance group recommends transitioning MVIC to a work session, and the revised Capacity Building (On-Boarding) program.

#### ACTION BY OTHERS

October 2013 - The Board authorized the Structure/Governance group to work on topics and issues that would improve the overall Board decision-making process.

#### SUMMARY

The recent work of the Structure/Governance group has concentrated on two structural components; the Metro Vision Issues Committee (MVIC) and the Capacity Building (On-Boarding) program to help new Board members and alternates assimilate into their role as easily as possible.

The Structure/ Governance group recommends MVIC transitioning to a Work Session where all Board members and alternates are encouraged to attend for a current and complete understanding of topics eventually coming to the full Board for a vote. See attachment 1 in your packet for the revised guidelines.

Additionally, the Structure/Governance group recommends accepting an overhaul to update the current on-boarding program. An outline for the program (Attachment 2) is included for your review and is color-coded to reflect new (red), modified (yellow), or unchanged (green) elements of the program.

#### PREVIOUS DISCUSSIONS/ACTIONS

N/A

#### PROPOSED MOTION

1. Move to approve the Structure/Governance group recommendation transitioning MVIC to a Work Session.
2. Move to approve the revised On-Boarding Program for new Board members and alternates.

#### ATTACHMENTS

- 1- Draft Work Session Guidelines
- 2- Proposed revisions to the On-Boarding Program

<b>ADDITIONAL INFORMATION</b>
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If you need additional information, please contact Jennifer Schaufele, Executive Director, at 303-480-6701 or [jschuafele@drcog.org](mailto:jschuafele@drcog.org) or Jerry Stigall at [jstigall@drcog.org](mailto:jstigall@drcog.org) or 303-480-6780.

# ATTACH 1

## **DRCOG Board Work Session**

### **EXPLANATION**

Work sessions are intended to **Inform, Educate, and Prepare** Board members for decision-making, resulting in more productive and efficient Board meetings. Therefore, the expectation is the in-depth discussions that take place at work sessions will not be repeated at Board meetings.

Work sessions can help Board members relate better to one another because of the greater informality. They are not for decision-making on policy, but rather to permit open discussion of an issue or topic. Decisions requiring formal motions will not be made at work sessions, but direction may be given to staff for further work or other related matters. Board members have an opportunity to dialogue with staff and obtain information relative to staff's subject matter expertise.

### **AGENDA ITEMS**

Work sessions are reserved for complex and/or high priority issues or projects. Not every Board agenda item will be discussed at a work session.

### **PUBLIC PARTICIPATION**

The public will be given an opportunity to address the board during work sessions. Public comment is limited to 3 minutes per speaker and the same procedures apply as would during a board meeting. Those members of the public in attendance are to be made aware of the purpose of the meeting—to study issues, not to take action.

### **POLLING OF MEMBERS**

Straw polling of board members will be taken periodically to determine if a discussion or issue is ready for full board consideration. Straw polling during all work sessions are non-binding, and unless the issue is disposed of at a regular board meeting, may be amended or reconsidered in that or any future work session.

### **PRESIDING OFFICER**

The DRCOG Board Vice-Chair serves as the chair of the work session. In the absence of the Vice-Chair, the Board Chair, Secretary, Treasurer and, Immediate Past Chair respectively serve as chair.

### **MEMBERSHIP AND ATTENDANCE REQUIREMENTS**

All board members (or their alternate) are expected to attend work sessions to gain a thorough understanding of pertinent issues that will be presented at a future Board meeting. A Board member's designated alternate on the board of directors should attend work sessions in the absence of the member.

## **ATTACH 2**



## **DRCOG Capacity Building Program**

Developing and strengthening the skills, instincts, abilities, processes and resources  
DRCOG needs to thrive in a fast-changing environment.

**DRCOG's Capacity Building Program is the process of helping new board members adjust to their new role quickly and smoothly. The faster new members feel welcome and prepared for their role, the faster they can contribute to DRCOG's mission.**

**Pre-Boarding** - describe the core functions of DRCOG and member expectations *in advance of* a vacancy on the DRCOG Board *during member study sessions, annually at the Metro Mayors Caucus and the Metro Area County Commissioners meetings and in group meetings of the region's city and county managers*. The primary outcome anticipated from Pre-Boarding is to help elected officials determine in advance who may be the best *fit* for the DRCOG Board of Directors.

- Overview
  - DRCOG Mission & Vision
  - Brief history of RPC, MPO, AAA and significant projects/activities
  - Structure/governance
  - Committees
  - Preview of major activities
- Description of expectations
  - Approximate time commitment
  - Attendance
  - Statement of Understanding
- On-Boarding opportunities
- Q&A

## **On-Boarding**

### **Welcome Process**

- Notify staff and officers of new members w/reminder of everyone's role
  - Phone call to new member by ED
  - Collect info for press release
  - Send Welcome Packet (description of on-boarding process, orientation dates, statement of understanding, instructions for Members Only portal on web, meeting schedule, current newsletter, what's on tap for next 6 months, etc.)

- Welcome Reception that includes "Swearing-In" Ceremony and/or Statement of Understanding –

**Group Orientation** – Group Orientation is a function of the ED, senior management team and Chair. It is held twice a year (February and June) to help electeds make a smooth transition onto the DRCOG Board. Group orientation will be conducted via classroom session and a mobile lab.

- During the classroom session, members will be introduced to the ED and senior management team, each of whom will discuss pertinent program areas.

- In the mobile lab, members will travel to 2-4 sites where DRCOG is investing in the region, e.g., a senior meal site, Denver Union Station, an urban center, etc.

The primary outcomes of group orientation are 1) meeting other new members, the senior management team and Chair, 2) understanding the expectations of members and responsibilities of staff and, 3) learning about important investments and activities of the Board as well as significant upcoming issues, projects and programs.

**Deeper Dives** – Deeper Dives are a function of the ED and senior management team and are accomplished in a variety of ways:

- **1:1 meetings with the ED and/or key staff**
- **Short courses with senior management team**
  - Metro Vision, AAA, Transportation (MPO, RTP, TIP & UPWP)
  - Social Style class for improving relationships and performance
  - Roberts Rules and Chairing meetings (required for all new committee chairs)
- **Online course materials (found in “Members Only” Section of Website)**
- **Course Material** – Staff will assure the most recent version of all On-Boarding materials are readily available for viewing and printing via the Members Only portal.
- **Mentoring Program** – The mentoring program pairs seasoned Board members with new appointees for those who wish additional counsel and guidance.
- **Member Surveys** – Annually, members participate in a Board collaboration assessment. The purpose for the assessment is to give Board members the opportunity to provide feedback on how well they are working together in developing solutions to regional issues. Insights from the feedback are used to design strategies for improving collaboration.
- **Annual Workshop**
- **Sub-Regional meetings** – The purpose of the meetings is 1) for DRCOG staff to share information on upcoming/emerging issues, 2) discuss issues pertinent to DRCOG’s core business and of interest to all most of the members in the quadrant, and 3) provide an opportunity for member jurisdictions to meet in a less formal setting and foster improved member to member and member to DRCOG relationships.
- **Board Member Bios** – The purpose of the Board Member Bios is to better familiarize Board members with one another.
- **Organization Chart, Staff Bios and Job Duties** – This information is to acquaint the membership with staff, their knowledge, skills, abilities, expertise and duties and responsibilities at DRCOG.
- **Requests for Information** – Staff will post inquiries and staff’s written responses on the web. Others may view inquiries/responses via the Members Only portal.

- **Program Inventory** – The Program Inventory is a listing of DRCOG’s products, services, and activities. The purpose of the Program Inventory is to keep the membership apprised of the organization’s investments in people, time and money.

- **Training for Chairs** - This training is required for DRCOG officers and others who chair meetings of the organization (e.g., TAC, Advisory Committee on Aging, etc.) The purpose of the training is to learn the basic rules of order, manage contentious subjects and members, hostile audiences, and disruptions.








- **Feedback** – Regular feedback from new members will be sought at the 30, 90 and 180 day anniversary.

**De-Boarding** – De-Boarding is a function of the ED; it is a debriefing when a member vacates their seat at DRCOG, if the member is amenable. The intended outcome of debriefing is to receive feedback on programs, projects, staffing or other issues of concern or interest to the member.

**Member Feedback** – In all On-Boarding activities, applicable member input will be shared with the officers, Board, and staff as appropriate to improve On-Boarding as well Board initiatives and staff support of the Board.

**Denver Regional Council of Governments (DRCOG)  
Statement of Understanding By Members of the Board of Directors**

As a member of the Board of Directors, I am fully committed to the mission, vision and work of the Denver Regional Council of Governments. I understand collaboration with my peers is vital to the region's success and that in accepting an appointment to the Board:

-  I will work with all Board members and the Executive Director in developing high expectations for the future, and will take an active part in establishing, reviewing, approving, monitoring and achieving these objectives.
-  I accept DRCOG's Governing Principles, Norms of Conduct and Guiding Principles and understand my fellow Board members and I are responsible for the health and vitality of DRCOG's service and work.
-  I understand as a Board member, I lead the way and being present helps support the collaborative environment of DRCOG. I am a model for others to follow. To ensure DRCOG meets its strategic initiatives, I must take an active part in the organization's activities including participating in the Board's annual workshop and awards event. I will attend Board meetings, meetings of committees for which I volunteered to serve, and participate in regular collaboration assessments to evaluate the Board.
-  I take a responsibility to know as much as I can about DRCOG and will attend orientation programs and other training and planning events when offered. I will come to Board and committee meetings prepared to discuss and vote on items and I will contact DRCOG staff in advance for clarification or assistance as needed. I will stay current on DRCOG news and events through the resources provided to me by the organization.
-  I will do all I can to support the staff and will be prepared to assist them whenever it is appropriate. In turn, I will encourage and expect the best results possible, the highest quality work possible and ever-increasing production.
-  As a member of the Board, I understand one of my most important responsibilities is the evaluation of the Executive Director. I will do everything possible to support the work of the Executive Director and staff, but shall not become involved in the management of the organization. If the work of the Executive Director is not up to the agreed-upon standards, it is my responsibility to take appropriate action in accordance with established protocol.
-  If I am unable to meet my obligations as a Board member, I understand I may be asked to resign my position.

In signing this document, I understand every Board member makes a statement of faith to be a partner with every other Board member and the Executive Director working to advance DRCOG's mission. We trust each other to carry out the above agreements to the best of our ability.

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Name of Board Member (please print)

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Signature

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Date

**ATTACH G**

To: Chair and Members of the Board of Directors

From: Jennifer Schaufele, Executive Director  
(303) 480-6701 or [jschaufele@drcog.org](mailto:jschaufele@drcog.org)

Meeting Date	Agenda Category	Agenda Item #
December 16, 2015	Informational Briefing	14

**SUBJECT**

Refreshing DRCOG's visual identity – redesigned DRCOG logo and style guidelines

**PROPOSED ACTION/RECOMMENDATIONS**

No action requested, this item is for informational purposes only

**ACTION BY OTHERS**

N/A

**SUMMARY**

As part of our initiative to improve internal and external communications, and in support of the newly adopted mission and vision statements, DRCOG will introduce a redesigned logo and associated style guidelines.

**PREVIOUS DISCUSSIONS/ACTIONS**

N/A

**PROPOSED MOTION**

N/A

**ATTACHMENT**

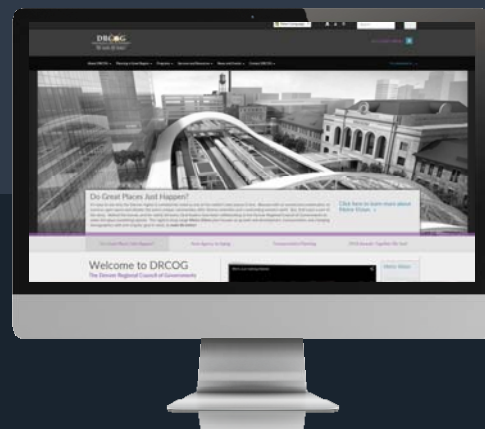
PowerPoint presentation

**ADDITIONAL INFORMATION**

If you need additional information, please contact Jennifer Schaufele, Executive Director, at 303-480-6701 or [jschaufele@drcog.org](mailto:jschaufele@drcog.org); or Steve Erickson, Communications and Marketing Division Director at (303) 480-6716 or [serickson@drcog.org](mailto:serickson@drcog.org).

# Refreshing our visual identity

**61 years in the making ...**  
DRCOG continues to evolve



## A new partnership

A new name and logo better represents its mission, vision and strategy



## Sharpening our focus

We start with mission, vision and strategy

- Board adopted new mission and vision statements to better define our purpose.
- Our strategic planning process (Balanced Scorecard) will integrate and align planning resources.
- Strategic objective: "improve internal and external communications"



## Visual identity

Several elements and devices contribute to an organization's visual identity

- Style guidelines
- Color palette
- Fonts
- Design templates
- Photos and graphics
- Logo

## A well-designed logo

Several criteria contribute to good logo design



relevant  
and  
meaningful



versatile



simple



unique



contemporary  
yet timeless

## Through the years

From 1955 to 2015



**DRCOG**  
Denver Regional Council of Governments

**DRCOG**  
Denver Regional Council of Governments

**DRCOG**  
DENVER REGIONAL COUNCIL OF GOVERNMENTS

**DRCOG**  
DENVER REGIONAL COUNCIL OF GOVERNMENTS  
*We make life better!*

?

“

## THE SECRET OF CHANGE

is to focus all of your energy, not on fighting the old, but on building the new.

-Socrates-

”

## Defining DRCOG's identity

What's essential?

### What we do:

- Collaborate
- Transportation and Personal Mobility
- Growth and Development
- Aging and Disability Resources

### Where we are:

- The Denver Region
- Colorado

### Why we're here:

- We make life better!
- Human element

## The Process

How do we want to be perceived?

steady, strong  
and solid  
(for 61 years)

collaborative

trustworthy  
and fair

community-  
focused and  
responsive –  
making life  
better

innovative  
and bold

responsible  
stewards of  
financial  
resources

# The challenge

How do we put it all together?

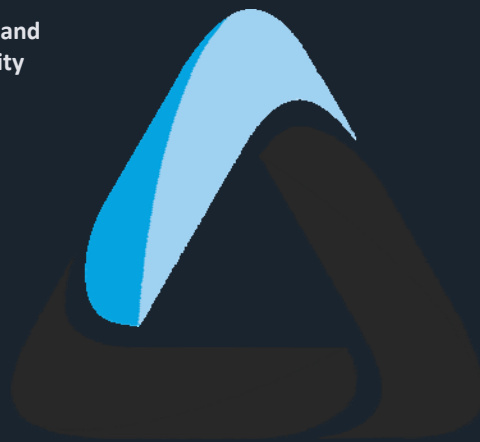
## Our Identity

- Collaboration
- Three distinct areas of focus
  - Transportation and personal mobility
  - Growth and development
  - Aging and disability resources
- Our geography
- Solid
- Trustworthy
- Improving lives for people in our region





Transportation and  
personal mobility

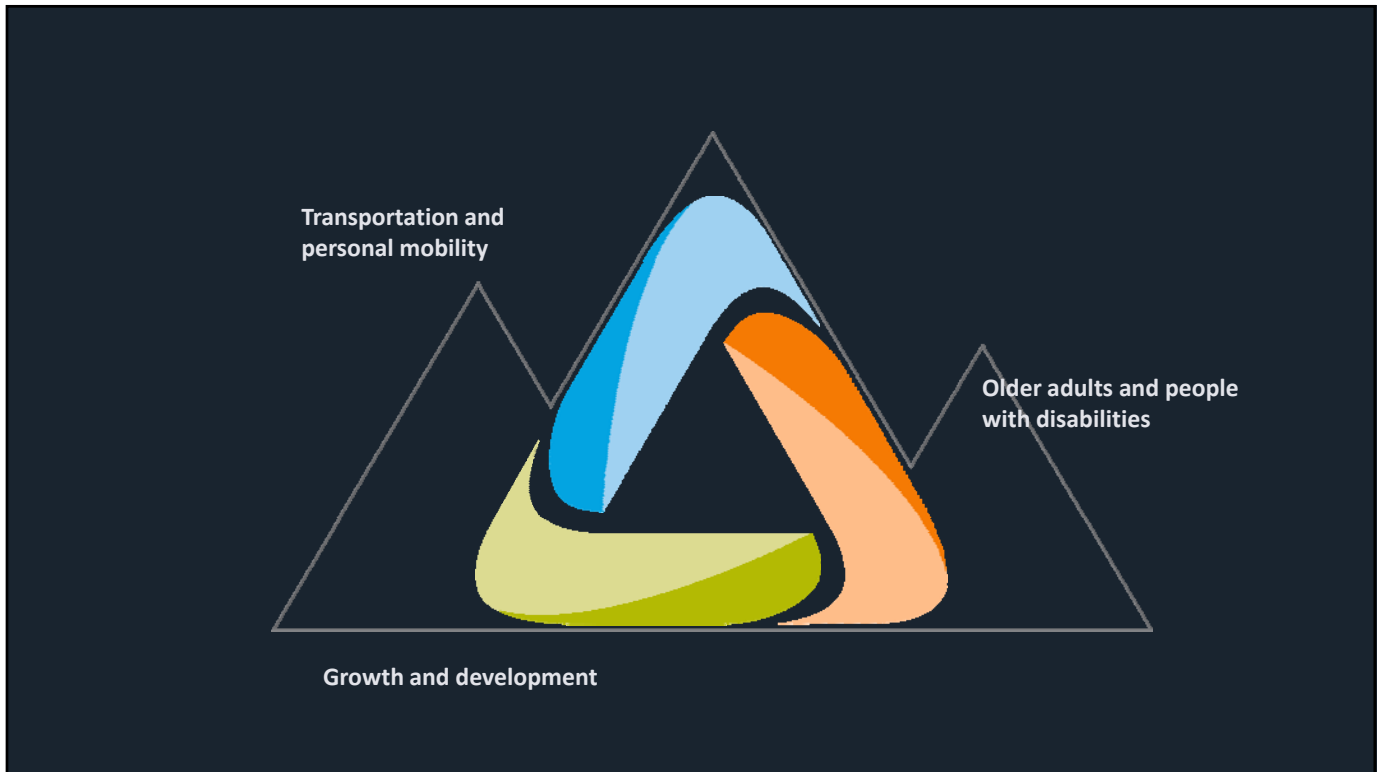




Growth and development



Older adults and people  
with disabilities



# drcog



# waytogo





## It's just the beginning ...

A redefined appearance is just the first step in refreshing our visual identity



**ATTACH H**

MINUTES  
ADMINISTRATIVE COMMITTEE  
Wednesday, November 18, 2015

Present:

Elise Jones, Chair  
Eva Henry  
Bill Holen  
Robin Kniech  
Roger Partridge  
Don Rosier  
Bob Fifer  
Bob Roth  
Shakti  
Phil Cernanec  
Jackie Millet  
Ashley Stolzmann  
Val Vigil  
Herb Atchison

Boulder County  
Adams County  
Arapahoe County  
City & County of Denver  
Douglas County  
Jefferson County  
Arvada  
Aurora  
Lakewood  
Littleton  
Lone Tree  
Louisville  
Thornton  
Westminster

Others Present: Jennifer Schaufele, Executive Director; Connie Garcia, Executive Assistant/Board Coordinator, and DRCOG staff.

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

Move to Adopt the Consent Agenda

Herb Atchison **moved** to adopt the consent agenda. The motion was **seconded** and **passed** unanimously.

Items on the consent agenda included:

- Minutes of October 21, 2015
- Resolution No. 19, 2015 authorizing the Executive Director to distribute 2016 Nutrition Service Incentive Program (NSIP) funds.
- Resolution No. 20, 2015 authorizing the Executive Director to receive and distribute 2016 Medicare Improvements for Patients and providers Act (MIPPA) funds.
- Resolution No. 21, 2015 authorizing the Executive Director to accept additional funding for the Area Agency on Aging from the Colorado Department of Human Services, in conjunction with the Colorado Refugee Services Program in the amount of \$33,250 for services to older adult refugees, which will increase the purchase order amount from \$57,500 to \$90,750 and extend the time period of services from 11/30/2015 to 06/30/2016.
- Resolution No. 22, 2015 authorizing the Executive Director to negotiate and execute contracts with Transdev on-Demand (dba: Denver Yellow Cab, Boulder Yellow Cab, Northern Colorado Yellow Cab) and MKBS, LLC (dba: Metro Taxi) to provide taxi services to guaranteed ride home subscribers.

Discussion of a resolution authorizing the Executive Director to use general fund dollars to cover the costs associated with the Veterans Directed Program until reimbursement is received from the VA, not to exceed \$40,000 for a maximum of 120 days

Jenny Dock, Accounting Services Manager, briefed members on the Veterans Directed Program and the purpose of authorizing use of general fund dollars to cover associated costs until reimbursement is received from the VA.

Phil Cernanec **moved** to adopt a resolution authorizing the Executive Director to use general fund dollars to cover the costs associated with the Veterans Directed Program until reimbursement is received from the VA, not to exceed \$40,000 for a maximum of 120 days, with the caveat that funds received in excess of those expended be held in reserve for use in the veterans directed program. The motion was **seconded** and **passed** unanimously.

Move to open the process to solicit nominations for the Forty-first Annual John V. Christensen Memorial Award

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Jackie Millet **moved** to open the process to solicit nominations for the Forty-first Annual John V. Christensen Memorial Award. The motion was **seconded** and **passed** unanimously.

Move to select two members to the Nominating Committee

Robin Kniech and Ashley Stolzmann were selected to the Nominating Committee.

Executed Contracts Report – October 2015

There were no contracts to report for October 2015.

Report of the Chair

No report was provided.

Report of the Executive Director

Executive Director Jennifer Schaufele's monthly status report was included in the agenda packet. Ms. Schaufele highlighted items in the report. Ms. Schaufele reported there are openings on some of the Strategic Action Planning Group on Aging subcommittees, and asked members to pass the word to individuals they know who may be interested in applying to participate.

Other Matters by Members

No other matters were discussed.

Next Meeting

The next meeting is scheduled for January 20, 2016. The December 2015 meeting is cancelled.

The meeting adjourned at 6:22 p.m.

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Elise Jones, Chair  
Administrative Committee  
Denver Regional Council of Governments

ATTEST:

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Jennifer Schaufele, Executive Director

DRAFT

**ATTACH I**

## Outgoing Aurora Councilman Bob Broom: Government ‘gets in your blood’

*Outgoing Ward VI Councilman Bob Broom has seen plenty of change since he moved to Aurora with his family in the 1970s.*

*Aurora Sentinel*

By Rachel Sapin

November 12, 2015

**AURORA** | Outgoing Ward VI Councilman Bob Broom has seen plenty of change since he moved to Aurora with his family in the 1970s.

“The city had around 90,000 people,” he remembered. “Chambers Road was a two-lane road that ended at the Cherry Creek spillway.”

Broom came to Aurora in 1972 to serve as the city’s finance director. He was recruited from Ocala, Florida, where he also served as a city finance director at the time. “It gets in your blood,” said Broom, who was also Aurora’s city manager from 1972 to 1983 before his time as a councilman.

Broom, who grew up in a rural Illinois town close to Decatur, Illinois, holds a bachelor of science in accounting and economics from Millikin University and a master’s degree in business administration from the University of Denver. He said he’s worked 21 years in municipal government. Following his time serving the City of Aurora, he worked in the private sector, underwriting municipal bonds, where his clients were cities, counties and school districts.

As he reflects on 12 years of serving the city in a council role, he said he is most proud of the transportation projects he has helped compete. Those have included the widening of Interstate 225 and building the interchange at Colfax Avenue and East 17th Avenue near the Anschutz Medical Campus.

For years Broom served on the **Denver Regional Council of Governments** (DRCOG), which mediates growth and transportation issues throughout the state. “Everybody on the DRCOG board, from all over the metro area, is in competition for the funds that come in,” he said. “There’s roughly 50 people on the DRCOG board from all over the area. You have to convince a majority of those people your project has the most merit, which is not an easy task.”

Broom said the booming Anschutz Medical Campus has been a primary driver for transportation improvements in Aurora. “Public safety was one of the biggest arguments you could make,” he said. “You don’t want ambulances headed for Children’s Hospital being in gridlock on 225.”

Combined with its affiliated hospitals — the University of Colorado Hospital and Children’s Hospital Colorado — the Anschutz medical campus contributed more than \$5.4 billion to the Colorado economy and supported more than 40,000 jobs in 2014, according to an Anschutz report.

Broom also used his seat on DRCOG to successfully fight against toll lanes on Interstate 225, an issue he says is important to his Ward VI constituents, who also have to deal with E-470 tolls. He said a future task for Ward VI Councilwoman-elect Francoise Bergan and future council members will be widening and improving Gun Club Road. As he reflects on 12 years of serving the city in a council role, he said he is most proud of the transportation projects he has helped compete. Those have included the widening of Interstate 225 and building the interchange at Colfax Avenue and East 17th Avenue near the Anschutz Medical Campus.

This summer's Rocky Mountain Air Show at Aurora Reservoir left thousands snarled in traffic on East Quincy Avenue and on South Gun Club Road. But funding road improvements, such as those that are direly needed to accommodate a growing population in the southeast part of the city, has been a struggle for years.

Broom said another of his proudest accomplishments as a city councilman was fighting for the money to open Fire Station No. 14 at 22298 S. Aurora Parkway, near E-470 and Gartrell Road. That station opened in 2006, three years after it was finished, due to budget cuts.

Broom remembers he also had to fight for funds re-open Mission Viejo library, which was one of four public libraries that closed in 2009 in an effort to close the city's \$15-million shortfall in 2010.

Broom, who spent eight years in the Air Force National Guard and Air Force Reserves, said one project he would like to still see completed is a facility for homeless veterans near the Anschutz campus.

He said he will be following the issue with the over-budget Aurora VA medical center set to be completed by January 2018.

But at this point, he said he is looking forward to having Monday nights free to follow the Broncos, his favorite NFL team.

"I will take it easy for a while. I'll find out, I guess," he said of what will come next after leaving council.

Barb Cleland, another longtime Aurora City Council member, said Broom will be sorely missed on Monday nights.

"Bob has been my go-to person on financial stuff and how finances work because he gets it, he understands it," she said. "He has a lot of knowledge that's going to be missed."



## Plans take shape for Mineral Station area

### *Littleton Independent*

By Jennifer Smith

November 16, 2015

People who live on the south side of Littleton should start watching for invitations to comment on what should happen around Mineral Station.

With a grant from the **Denver Regional Council of Governments**, the city has hired Progressive Urban Management Associates to undertake a planning process for Mineral Station, the Regional Transportation District property, Aspen Grove and the vacant land southwest of Santa Fe Drive and Mineral Avenue. The PUMA firm will ultimately make recommendations for how future development in the area should look.

PUMA's JJ Folsom outlined the process Nov. 11 for the handful of people who attended a workshop hosted by the city and Transit Alliance, which is an organization started 17 years ago to educate people on transit issues after a failed bid to get voters to expand light rail in 1997. Co-founded by former Littleton Mayor Pat Cronenberger, the group's efforts were far more successful in 2004, when voters approved FasTracks.

Littleton got light rail in 2000, and Mineral Station remains the end of the line for now. While other communities have seen development spring up around their stations, Mineral Station has not changed since it opened.

Last year, the Urban Land Institute took a look at the possibilities at the behest of city officials. It envisions a coordinated effort among RTD, the city, Aspen Grove and the owners of the 111-acre vacant site, which is currently privately owned by the Ensor family but for sale.

The Urban Land Institute suggests the area can support more small retailers and a grocery, and could also help fill a growing demand for multi-family housing.

Tom O'Brien, a Littleton resident who attended the workshop, brought up the elephant in the room: Walmart.

Councilmember Debbie Brinkman created a stir in the weeks before the November election by confirming that a developer interested in Ensor is also possibly interested in Walmart.

"A lot of people are afraid there's going to be a Walmart there, and a lot of us don't want that," he said.

Folsom said that he'll work with landowners, developers and all stakeholders as he goes through the planning process, which might, in itself, head off potentially controversial projects.

"We want to be in front of that development," he said. "This process is going to help that property become more valuable, because it will have a plan that's already approved."

## Expanded FLEX bus service into Boulder begins Jan. 18

### *Boulder Daily Camera*

By John Fryar

December 4, 2015

**What:** People can get details about the FLEX express bus service that will connect Boulder with Fort Collins with trips through Loveland and Longmont, at either of two informational meetings next week.

**Longmont:** 6 to 8 p.m. Wednesday, during the City of Longmont's Envision Longmont meeting at the Longmont Public Library, 409 Fourth Ave.

**Boulder:** 5:30 to 7 p.m. Thursday in the east wing of the Boulder County Courthouse, 2025 14th St., Boulder.

**Further information about current Fort Collins-Longmont FLEX service and the expanded service to Boulder that begins Jan. 18:** [ridetransport.com/FLEX](http://ridetransport.com/FLEX)

FLEX regional bus service between Fort Collins and Longmont will be expanded and extended from Longmont to points in Boulder starting Jan. 18.

The government-subsidized bus service, operated by Transfort, Fort Collins' city transit department, will provide weekday trips from Fort Collins to Boulder and back, with stops in Loveland and Longmont.

The one-way fare for a FLEX ride will be \$1.25, with a discounted 60-cent fares for seniors and disabled passengers. There will be five southbound trips and five northbound trips during peak commuting hours each weekday.

Longmont stops on the new express route are to include an area on the west side of Coffman between Eighth and Ninth Avenue and on Hover Street near the west entrance to the Village at the Peaks shopping center. There are to be three Boulder pickup and drop-off points: one at Boulder Junction and Pearl Parkway, a second at the downtown Boulder Transit Center at 14th and Walnut streets, and the third at the University of Colorado campus at 18th Street and Euclid Avenue.

Boulder County residents who may be interested in using the expanded FLEX service can get more information about the not-yet-final routes and timetables being proposed, during meetings in Longmont on Wednesday night and Boulder on Thursday night.

"The extension to Boulder makes sense," said Longmont city transportation planner Phil Greenwald, because southbound FLEX passengers, for example, now have to change to Regional Transportation District buses in Longmont if their final destination is Boulder.

"This will be the first-ever one-seat bus ride between Fort Collins and Boulder" where a passenger can stay on the same bus and sit in the same seat for the entire trip, said senior Boulder County transportation planner Jared Hall.

Local transportation officials have said the new stretch of FLEX service will make it easier for students, faculty and university staffers to travel between Colorado State University in Fort Collins and the University of Colorado in Boulder — as well as people commuting to and from jobs, medical appointments, shopping, or other destinations in cities — without having to transfer to or from Regional Transportation District buses in Longmont, which is now the farthest south those coaches go.

Timothy Wilder, Transfort's service development manager, said, "We have heard a lot of support and a lot of excitement" for the new service.

Wilder and Hall said the new service's bus trips will be in addition to — and won't replace — FLEX's existing route that already serves points in Fort Collins, Loveland, Berthoud and Longmont and will continue to do so. The new separate express route, however, won't have a Berthoud stop.

Wilder said the new express buses "will be a very good option" for people traveling between those Larimer and Boulder County destinations on its route. He said the trip will take "not much more time" than driving one's own vehicle.

The FLEX buses have free WiFi, so people can work while they commute and "use that time productively," Wilder said.

Extending FLEX bus service beyond Longmont was made possible by a \$1.5 million **Denver Regional Council of Governments** grant to Boulder County — money that is being matched by about \$290,000 from such local governments as Boulder County and the city of Boulder — to cover the projected costs of providing that service for three years, Wilder said.