

AGENDA
BOARD OF DIRECTORS
WEDNESDAY, SEPTEMBER 19, 2018
6:30 – 8:45 p.m.
1001 17TH STREET
ASPEN-BIRCH CONFERENCE ROOM

1. 6:30 Call to Order
2. Pledge of Allegiance
3. Roll Call and Introduction of New Members and Alternates
4. Move to Approve Agenda
5. 6:35 Report of the Chair
 - Report on Regional Transportation Committee
 - Report on Performance and Engagement Committee
 - Report on Finance and Budget Committee
6. 6:45 Report of the Executive Director
7. 6:55 Public Comment

Up to 45 minutes is allocated now 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.

CONSENT AGENDA

8. 7:15 Move to Approve Consent Agenda
 - Minutes of July 18, 2018
(Attachment A)

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.



ACTION ITEMS

9. 7:20 Discussion of designating TIP Regional Share Review Panel
(Attachment B) Ron Papsdorf, Director Transportation Planning & Operations
10. 7:40 Discussion of ballot initiatives
(Attachment C) Rich Mauro, Senior Policy and Legislative Analyst

INFORMATIONAL BRIEFINGS

11. 8:05 Presentation on Smart Region Initiative
(Attachment D) Flo Raitano, Director, Partnership Development and Innovation
12. 8:20 Update on Mobility Choice Blueprint
(Attachment E) Jacob Riger, Long Range Transportation Planning Manager, Transportation Planning & Operations
13. 8:35 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 – Herb Atchison
 - C. Report from Metro Area County Commissioners– Roger Partridge
 - D. Report from Advisory Committee on Aging – Jayla Sanchez-Warren
 - E. Report from Regional Air Quality Council – Doug Rex
 - F. Report on E-470 Authority – Ron Rakowsky
 - G. Report on FasTracks – Bill Van Meter

INFORMATIONAL ITEMS

14. Executive Policies report
(Attachment F) Jerry Stigall, Director, Organizational Development
15. Board Collaboration Assessment results
(Attachment G) Jerry Stigall, Director, Organizational Development
16. 2018-2021 Transportation Improvement Program Administrative Modifications
(Attachment H) Todd Cottrell, Senior Transportation Planner, Transportation Planning & Operations
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 – October 17, 2018**
19. Other Matters by Members
20. 8:45 Adjourn

CALENDAR OF FUTURE MEETINGS

September 2018

18	Regional Transportation Committee	8:30 a.m.
19	Finance and Budget Committee	5:30 p.m.
19	Board of Directors	6:30 p.m.
21	Advisory Committee on Aging	Noon – 3 p.m.
24	Transportation Advisory Committee	1:30 p.m.

October 2018

3	Board Work Session	4 p.m.
3	Performance and Engagement Committee	5:30 p.m.*
16	Regional Transportation Committee	8:30 a.m.
17	Finance and Budget Committee	5:30 p.m.
17	Board of Directors	6:30 p.m.
19	Advisory Committee on Aging	Noon – 3 p.m.
22	Transportation Advisory Committee	1:30 p.m.

November

14	Performance and Engagement Committee	4 p.m.**
14	Board Work Session	6 p.m.**
16	Advisory Committee on Aging	Noon – 3 p.m.
19	Transportation Advisory Committee	1:30 p.m.
27	Regional Transportation Committee	8:30 a.m.**
28	Finance and Budget Committee	5:30 p.m.**
28	Board of Directors	6:30 p.m.**

* Start time for this meeting is approximate. The meeting begins at the conclusion of the preceding Board Work Session

** PLEASE NOTE the change in date, time and/or order for these meetings.

ATTACH A

MINUTES
BOARD OF DIRECTORS
WEDNESDAY, JULY 18, 2018

Members/Alternates Present

Herb Atchison, Chair	City of Westminster
Eva Henry	Adams County
Jeff Baker	Arapahoe County
David Beacom	City and County of Broomfield
Nicholas Williams	City and County of Denver
Kevin Flynn	City and County of Denver
Roger Partridge	Douglas County
Libby Szabo	Jefferson County
Bob Fifer	City of Arvada
Bob Roth	City of Aurora
Larry Vittum	Town of Bennett
Aaron Brockett	City of Boulder
Margo Ramsden	Town of Bow Mar
Lynn Baca	City of Brighton
Roger Hudson	City of Castle Pines
George Teal	Town of Castle Rock
Tammy Maurer	City of Centennial
Laura Christman	City of Cherry Hills Village
Rick Teter	City of Commerce City
Linda Olson	City of Englewood
Lynette Kelsey	Town of Georgetown
Scott Norquist	City of Glendale
Paul Haseman (Alternate)	City of Golden
Ron Rakowsky	City of Greenwood Village
Stephanie Walton	City of Lafayette
Karina Elrod	City of Littleton
Larry Strock (Alternate)	Town of Lochbuie
Wynne Shaw	City of Lone Tree
Joan Peck	City of Longmont
Ashley Stolzmann	City of Louisville
Connie Sullivan	Town of Lyons
Kristopher Larsen	Town of Nederland
John Diak	Town of Parker
Sally Daigle	City of Sheridan
Jessica Sandgren	City of Thornton
Bud Starker	City of Wheat Ridge
Debra Perkins-Smith	Colorado Department of Transportation

Others Present: Douglas W Rex, Executive Director, Connie Garcia, Executive Assistant/Board Coordinator, DRCOG; Brian Staley, Adams County; Bryan Weimer, Arapahoe County; Brad Boland, Castle Rock; Jamie Hartig, Douglas County; Kevin Forgett,

Board of Directors Minutes

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Thornton; David Krutsinger, Jeff Sanders, Danny Herrmann, CDOT; Ed Bowditch, Bowditch & Cassell; Holly Buck, Cody Dawson, FHY; Geoff Horsfall, Randle Loeb, citizens; and DRCOG staff.

Chair Herb Atchison called the meeting to order at 6:31 p.m. with a quorum present.

Move to approve agenda

Director Vittum **moved** to approve the agenda. The motion was **seconded** and **passed** unanimously.

Report of the Chair

- The Regional Transportation Committee met and approved items on the Board agenda.
- Director Diak reported the Performance and Engagement Committee continued the Executive Director evaluation process. He noted the Board Collaborative Assessment responses are due July 20.
- Director Stolzmann reported the Finance and Budget Committee did not meet.

Report of the Executive Director

- Mr. Rex reported a new member survey will be distributed shortly.
- The Citizens' Academy will begin a session in September. This event was previously hosted by Transit Alliance. Information will be sent to the Board soon.
- The Board Workshop is fast approaching. The deadline for reserving rooms at the discounted rate is July 20.
- DRCOG is hosting an Iraqi Youth Delegation on Monday, July 23 at 10:30 a.m. Board Directors were encouraged to participate if they are available. Lunch will be served.

Chair Atchison recognized Nicholas Williams, a new Board Director from Denver.

Public comment

Randle Loeb provided comment on creating safe places for homeless children.

Move to approve consent agenda

Director Rakowsky **moved** to approve the consent agenda. The motion was **seconded** and **passed** unanimously.

Items on the consent agenda included:

- Minutes of the June 27, 2018 meeting

Discussion of amendments to the 2018-2021 Transportation Improvement Program (TIP)

Todd Cottrell, DRCOG staff, described the proposed TIP amendments.

Director Rakowsky **moved** to approve amendments to the *2018-2021 Transportation Improvement Program (TIP)* as proposed. The motion was **seconded** and **passed** unanimously.

Discussion of amendments to the *FY 2018-2019 Unified Planning Work Program*

Todd Cottrell, Senior Transportation Planner, described the proposed amendments to the *FY 2018-2019 Unified Planning Work Program*.

Director Rakowsky **moved** to approve amendments to the *FY 2018-2019 Unified Planning Work Program* as proposed. The motion was **seconded** and **passed** unanimously.

Discussion of SB 18-001 Multimodal Options Fund

Ron Papsdorf, Transportation Planning & Operations Director, discussed various ways for handling funds anticipated from the SB 18-001 Multimodal Options Fund. Members discussed the various options at length.

Director Rakowsky **moved** to stop debate. The motion to stop debate was **seconded** and **failed** on a vote of 13 in favor and 18 opposed.

Director Brockett **moved** Option 1: include all anticipated Local Multimodal Projects funding (less 1% for the non-MPO area of DRCOG) in the upcoming calls for projects in the FY 2020-2023 TIP, split 20% to the regional share and 80% to the subregional share. The motion was **seconded** and **passed** with 30 in favor and 4 opposed.

Discussion of adopting the draft *Policy on Transportation Improvement Program (TIP) Preparation, Procedures for Preparing the 2020-2023 TIP*

Todd Cottrell, Senior Transportation Planner, provided a brief overview of the draft TIP Policy Document. A revised Table 3 was distributed to members to reflect the addition of the SB 18-001 Multimodal Options Fund dollars (see previous action).

Director Flynn **moved** to adopt the draft *Policy on Transportation Improvement Program (TIP) Preparation, Procedures for Preparing the 2020-2023 TIP*. The motion was **seconded** and **passed** unanimously.

Presentation on Citizens' Academy Initiative

Brad Calvert, Regional Planning & Development Director, provided information on the upcoming DRCOG Citizens' Academy. He noted this program was previously conducted by Transit Alliance. A request was made for Board Directors to encourage citizens in their areas to apply to the Academy. Additional information on applying for the Academy will be provided via email.

Presentation on Active Transportation Plan

Emily Lindsey, Transportation Planner, presented information on DRCOG's Active Transportation Plan, which is currently in development. The Plan will support access to

active transportation facilities (i.e., shared use paths, bike lanes, sidewalks); enhance active transportation options for rural, suburban and urban communities; encourage active transportation facilities that connect the network and region efficiently; and support the Denver region's vision to improve safety, reduce vehicle miles traveled, decrease single-occupancy vehicle trips, and improve air quality.

Presentation on RTD's Regional Bus Rapid Transit (BRT) Study

Holly Buck, Felsburg, Holt, Ullevig (FHU), provided an overview of the BRT study. RTD is exploring opportunities for BRT implementation, based on existing and anticipated travel demands. BRT offers the potential for mobility and access improvements at relatively modest capital and operating costs.

Committee Reports

State Transportation Advisory Committee – Ron Papsdorf reported the STAC and Commission will host a joint meeting, information was provided to Board Directors via email.

Metro Mayors Caucus – No report was provided.

Metro Area County Commissioners – No report was provided.

Advisory Committee on Aging – the Advisory Committee on Aging did not meet.

Regional Air Quality Council – Doug Rex reported the council continued work on the Executive Director recruitment.

E-470 Authority – No report was provided

Report on FasTracks – No report was provided.

Next meeting – **August 15, 2018**

Other matters by members

No other matters were discussed.

Adjournment

The meeting adjourned at 9:12 p.m.

Herb Atchison, Chair
Board of Directors
Denver Regional Council of Governments

ATTEST:

Douglas W. Rex, Executive Director

ATTACH B

To: Chair and Members of the Board of Directors

From: Douglas W. Rex, Executive Director
303 480-6701 or drex@drcoq.org

Meeting Date	Agenda Category	Agenda Item #
September 19, 2018	Action	9

SUBJECT

2020-2023 *Transportation Improvement Program* (TIP) Regional Share Project Review Panel.

PROPOSED ACTION/RECOMMENDATIONS

DRCOG staff recommends approval of the representatives to the Regional Share Project Review Panel to review and recommend Regional Share applications for funding in the Regional Share Call for Projects to the 2020-2023 TIP.

ACTION BY OTHERS

[August 27, 2018](#) – TAC recommended approval.

[September 18, 2018](#) – RTC will act on recommendation.

SUMMARY

The adopted [2020-2023 TIP Policy](#) states that a Project Review Panel will be formed to discuss and prioritize all eligible Regional Share project submittals after all projects have been evaluated by DRCOG staff. The panel will consist of one technical staff representative from each of the eight subregions, one CDOT representative, one RTD representative, and up to five regional subject matter experts.

As the subregional forums have met over the past several months, each has indicated or made a recommendation for their review panel representative (and alternate in some cases). These representatives include:

Subregion/CDOT/RTD Representatives		
Adams County	Kent Moorman	Regional Transportation Engineer, City of Thornton
Arapahoe County	Travis Greiman	Public Works Director, City of Centennial
Boulder County	Kathleen Bracke	GO Boulder Manager, City of Boulder
	<i>Alternate: Megan Davis, Deputy City Manager, City of Louisville</i>	
City/County of Broomfield	Sarah Grant	Transportation Manager, City/County of Broomfield
City/County of Denver	Justin Begley	Project Manager II, City/County of Denver
Douglas County	Art Griffith	Capital Improvements Projects Manager, Douglas County
	<i>Alternate: John Cotten, Public Works Director, City of Lone Tree</i>	
Jefferson County	Steve Durian	Transportation & Engineering Director, Jefferson County
SW Weld County	Phil Greenwald	Transportation Planner, City of Longmont
	<i>Alternate: Dawn Anderson, Development Review Manager, Weld County</i>	
CDOT	Tim Kirby	Multimodal Planning Branch Manager, CDOT DTD
RTD	Brian Welch	Senior Manager, Planning Technical Services, RTD

Subject Matter Experts

In addition to a representative from each of the eight subregional forums, CDOT, and RTD, the Project Review Panel will include *up to five* subject matter experts. DRCOG staff is recommending the panel include three subject matter experts to keep the panel at a reasonable size. These experts are to be considered a leader in the Denver region in their field and are not specific to any geographic area or local jurisdiction of the metro region.

Nominees for Subject Matter Expert Representative

Maria D'Andrea	Director of Public Works, City of Englewood (<i>suggestion from Arapahoe County forum</i>)
Chris Fasching	Principal, Felsburg, Holt & Ullevig (<i>suggestion from Arapahoe County forum</i>)
	President, Colorado Motor Carriers Assn.
Greg Fulton	<i>Alternate: Tracy Sakaguchi, Director of State Issues & Special Events Coordinator, Colorado Motor Carriers Assn.</i>
Piep van Heuven	Denver Director, Bicycle Colorado
Steve McCannon	Mobile Sources Program Director, Regional Air Quality Council

DRCOG staff recommends Piep van Heuven, Greg Fulton (with Tracy Sakaguchi as an alternate), and Steve McCannon as the three subject matter experts to the Project Review Panel.

PREVIOUS DISCUSSIONS/ACTIONS

N/A

PROPOSED MOTION

Move to approve the Regional Share Project Review Panel representatives.

ATTACHMENTS

N/A

ADDITIONAL INFORMATION

If you need additional information, please contact Douglas W. Rex, Executive Director, at (303) 480-6701 or drex@drcog.org; or Todd Cottrell, Senior Transportation Planner, Transportation Planning and Operations at 303-480-6737 or tcottrell@drcog.org.

ATTACH C

To: Chair and Members of the Board of Directors

From: Douglas W. Rex, Executive Director
303-480-6701 or drex@drcog.org

Meeting Date	Agenda Category	Agenda Item #
September 19, 2018	Action Item	10

SUBJECT

This item presents information regarding four initiatives that will be on the November 6, 2018 ballot.

PROPOSED ACTION/RECOMMENDATIONS

Motion to support, oppose or take no position on the initiatives.

ACTION BY OTHERS

N/A

SUMMARY

The ballot for the 2018 statewide election will contain thirteen proposals. Six of the proposals were referred by the General Assembly; seven were initiated by petition. Nine are constitutional amendments and four are state statutory amendments. **At the September Board Work Session, directors in attendance chose four initiatives – Amendments #73 and #74, and Propositions #109 and #110 – for consideration of positions by the Board.** Staff also provided a summary of the remaining proposals certified for the November 2018 ballot.

Under the state Fair Campaign Practices Act, a public entity is permitted to pass a resolution or take an advocacy position on a ballot issue and may direct staff to report that action to the public in the entity's usual manner. An elected official or other public employee also may express a personal opinion on any ballot issue, including answering questions about the issue.

In accordance with the DRCOG *Articles of Association*, an affirmative vote of a majority of member representatives shall be required to adopt a resolution taking a position on any ballot measure.

PREVIOUS DISCUSSIONS/ACTIONS

November 2018 ballot initiatives and referenda were discussed at the Board Work Session on September 5, 2018.

PROPOSED MOTION

Motion to support, oppose or take no position on the presented initiatives.

ATTACHMENTS

- Summary of Amendments 73 and 74, and Propositions 109 and 110
- Propositions 109 and 110 Project Lists, DRCOG region
- CDOT Summary of Transportation Propositions 109 and 110
- Draft resolutions in support of/opposition to ballot initiatives

ADDITIONAL INFORMATION

If you need additional information, please contact Douglas W. Rex, Executive Director, at 303-480-6701 or drex@drcog.org; or Rich Mauro, Senior Policy and Legislative Analyst, at 303-480-6778 or rmauro@drcog.org.

Select Referenda and Initiatives for November 6, 2018 Colorado Ballot

Amendment 73 (Initiative #93) – Funding for Public Schools

Proposes amending the Colorado Constitution and Colorado statutes to:

- increase funding for preschool through twelfth grade (P-12) public education;
- raise the state individual income tax rate for taxpayers with taxable income over \$150,000, and increase the state corporate income tax rate to provide additional funding for education; and
- for property taxes levied by school districts, set the assessment rate at 7.0 percent for residential properties and decrease the assessment rate to 24.0 percent for most nonresidential properties. The amendment does not change the assessment rates for other taxing jurisdictions.

The proposal would increase the corporate income tax rate from 4.63 percent to 6 percent and the individual income tax rate on a sliding scale between 5 percent and 8.25 percent for people earning more than \$150,000. People who earn \$500,000 or more would pay the highest. The measure would use the money raised to “increase base per-student funding, to pay for full-day kindergarten, and to put more money toward students with special needs, such as those learning English, those with disabilities, and those who are gifted and talented.”

Amendment 74 (Initiative #108) Just Compensation for Reduction in Fair Market Value by Government Law or Regulation (Takings)

Proposes amending the Colorado Constitution to:

- require the state or a local government to compensate a property owner if a law or regulation reduces the fair market value of his or her property.

The measure would expand the ways in which governments would have to pay back property owners under a “regulatory taking” (for example, if a government prohibits someone from building on a property thereby reducing its value or government putting limits on oil-and-gas development and limiting a property owner from selling their mineral rights because of it.)

Proposition 109 (Initiative #167) Authorize Bonds for Transportation Projects

Proposes amending the Colorado statutes to:

- require the state to borrow up to \$3.5 billion in 2019 to fund up to 66 specific highway projects;
- direct the state to identify a source of funds to repay the borrowed amount without raising taxes or fees; and
- limit the total repayment amount, including principal and interest, to \$5.2 billion over 20 years.

The proposition requires the Colorado Department of Transportation (CDOT) to issue transportation revenue anticipation notes (TRANS) and requires the General Assembly to identify funds to repay the bonds without raising taxes or fees. It includes a list of federal aid transportation projects for the exclusive use of the bond proceeds.

Proposition 110 (Proposed Initiative #153) Transportation Funding

Proposes amending the Colorado statutes to:

- increase the state's sales and use tax rate from 2.9 percent to 3.52 percent for 20 years;
- distribute the new tax revenue for transportation as follows: 45 percent to the state; 40 percent to local governments 20 percent to counties and 20 percent to cities and towns); and 15 percent for multimodal transportation projects; and
- permit the state to borrow up to \$6.0 billion for transportation projects and limit the total repayment amount, including principal and interest, to \$9.4 billion over 20 years.

Under the measure, according to a Legislative Council Staff analysis, the average amount of sales tax paid by a Colorado family with an average income of \$74,374 is estimated to increase by \$131. The state's share of the additional tax revenue will be spent by CDOT on state transportation projects that address safety, maintenance, and congestion, and to repay the bonds. The Transportation Commission will determine the use of the funds. The local share of the additional revenue will be distributed to every municipality and county for transportation projects based on an existing formula in state law. The additional revenue identified for multimodal transportation projects – options include bike paths, sidewalks, and public transit, such as buses, rail, and rides for the elderly and disabled – will mostly be spent by local governments.

**Prop 110 and Prop 109 Funding Comparison
for the DRCOG Region**

Project	County	Total Cost	Other \$	SB1 (Year 1) SB 267 (Year 1 & 2)	Prop 110 SB 1 (Year 2) SB 267 Years 3&4)	Prop 109 (not including SB 1 or SB 267)	Notes
I-25: Colorado Springs Denver South Connection	Douglas/El Paso	\$ 350,000,000	\$ 100,000,000	\$ 250,000,000	\$ -	\$ 133,000,000	Increase due to Years 2-4 of SB 267 being eliminated
I-25: Speer and 23rd Bridges	Denver	\$ 57,140,000	\$ 10,000,000	\$ -	\$ 47,140,000	\$ 47,140,000	
I-25 North: 84th Ave to Thornton Pkwy	Adams	\$ 85,285,000	\$ -	\$ -	\$ 85,285,000	\$ 85,285,000	
I-25 North: TEL Expansion	Adams/Broomfield	\$ 101,750,000	\$ 25,000,000	\$ -	\$ 76,750,000	\$ 76,750,000	
I-70 West: Westbound Peak Period Shoulder Lane (PPSL)	Clear Creek	\$ 105,000,000	\$ 25,000,000	\$ 70,000,000	\$ 10,000,000	\$ 35,000,000	Increase due to Years 2-4 of SB 267 being eliminated
I-70 West: Floyd Hill	Clear Creek	\$ 550,000,000	\$ 70,000,000	\$ -	\$ 480,000,000	\$ 480,000,000	
I-70: Kipling Interchange	Jefferson	\$ 63,816,000	\$ -	\$ -	\$ 63,816,000		Not 109 eligible
I-225: 1-25 to Yosemite	Denver	\$ 61,394,000	\$ -	\$ -	\$ 61,394,000	\$ 61,394,000	
I-270: Widening from I-76 to I-70	Adams	\$ 398,774,000	\$ 165,000,000	\$ -	\$ 233,774,000	\$ 25,000,000	Project development ONLY under 109
US 6: Wadsworth Interchange	Jefferson	\$ 68,151,000	\$ -	\$ -	\$ 68,151,000	\$ 68,151,000	
US 85: Sedalia to Meadows Widening	Douglas	\$ 49,500,000	\$ 16,000,000	\$ -	\$ 33,500,000	\$ 33,500,000	
US 85/Vasquez: I-270 to 62nd Ave. Interchange	Adams	\$ 81,860,000	\$ -	\$ -	\$ 81,860,000	\$ 81,860,000	
US 285: Richmond Hill to Shaffer's Crossing	Jefferson	\$ 70,576,000	\$ -	\$ -	\$ 70,576,000	\$ 70,576,000	
US 85: 120th Grade Separation	Adams	\$ 76,234,000	\$ 17,000,000	\$ -	\$ 59,234,000	\$ 59,234,000	
CO 7 Corridor Improvements	Boulder/Weld/ Broomfield/ Adams	\$ 112,000,000	\$ 12,000,000	\$ -	\$ 100,000,000		Not 109 eligible
I-25: Valley Highway Phase 3.0	Denver	\$ 134,062,000	\$ -	\$ -	\$ 134,062,000	\$ -	
C-470: 285 and Morrison Road	Jefferson	\$ 136,687,000	\$ -	\$ -	\$ 136,687,000		Not 109 eligible
I-25/Bellevue	Arapahoe	\$ 90,000,000	\$ -	\$ -	\$ 90,000,000		Not 109 eligible
CO 30 Improvements	Arapahoe	\$ 45,000,000	\$ -	\$ -	\$ 45,000,000		Not 109 eligible
SH 95/Sheridan	Jefferson	\$ 8,800,000	\$ 2,200,000	\$ -	\$ 6,600,000		Not 109 eligible
Federal: Hampden to 52nd Ave	Denver	\$ 30,000,000	\$ -	\$ -	\$ 30,000,000		Not 109 eligible
Colfax: I-25 to Yosemite	Denver	\$ 20,000,000	\$ -	\$ -	\$ 20,000,000		Not 109 eligible
US 6/Heritage Road Interchange	Jefferson	\$ 41,487,000	\$ 1,000,000	\$ -	\$ 41,487,000		Not 109 eligible
SH 119 Shoulders	Gilpin	\$ 13,359,000	\$ -	\$ -	\$ 13,359,000		Not 109 eligible
Bottleneck Reduction	Regional	\$ 92,388,000	\$ -	\$ -	\$ 92,388,000		Not 109 eligible
104th Ave: Colorado to US 85	Adams	\$ 20,000,000	\$ -	\$ -	\$ 20,000,000		Not 109 eligible
I-25: Greenland to County Line	Douglas	\$ 17,541,000	\$ -	\$ -	\$ 17,541,000		Not 109 eligible
SH 121 (Wadsworth): 38th Ave to I-70	Jefferson	\$ 50,000,000	\$ 45,000,000	\$ -	\$ 5,000,000		Not 109 eligible
I-25/SH7 Interchange Replacement	Adams/Broomfield	\$ 122,000,000	\$ 45,000,000	\$ -	\$ 70,000,000		Not 109 eligible
I-25 North: SH 66 to SH 402 (Segments 5&6)	Adams/Broomfield/We ld/ Larimer	\$ 653,000,000	\$ 100,000,000	\$ 200,000,000	\$ 353,000,000		Not 109 eligible
US 85: Corridor Improvements	Adams/Weld	\$ 101,840,000	\$ 58,400,000	\$ -	\$ 43,440,000	\$ 40,000,000	R4
SH 119: Downtown Boulder to Downtown Longmont	Boulder	\$ 509,000,000	\$ 9,000,000	\$ -	\$ 130,000,000	\$ -	R4
SH 42: Safety and Intersection Improvements including 95th St.	Boulder	\$ 27,400,000	\$ 500,000	\$ -	\$ 12,300,000		Not 109 eligible
US 287 - from SH 66 to US 36	Boulder/Broomfield	\$ 57,000,000	\$ -	\$ -	\$ 45,000,000		Not 109 eligible
US 36/28th Street and SH 93/Broadway	Boulder	\$ 26,000,000	\$ -	\$ -	\$ 10,000,000		Not 109 eligible
I-25: Valley Highway Phase 2.0	Denver				\$ -		Not on 110 List/but 109 eligible
SH 66 Corridor Improvements	Boulder				\$ 10,000,000		Not on 110 List/but 109 eligible (R4)
US 85/104th Grade Separation	Adams				\$ -		Not on 110 List/but 109 eligible
Thursday, September 6, 2018					\$ 2,787,344,000	\$ 1,296,890,000	
					42%	37%	
					of \$6.581b	of \$3.5b	



Factual Summary of 2018 Transportation Ballot Propositions (110 & 109)

PROPOSITION CONSIDERATIONS	PROPOSITION 110 (formerly Initiative 153)	PROPOSITION 109 (formerly Initiative 167)
What does it do?	Raises the sales tax by 0.62 cents to increase transportation investment (sunsets in 20 years).	Dedicates existing general funds to increase transportation investment.
What does it raise?	Would raise up to \$767 million in the first year; allows the state to bond up to \$6 billion (over 20 years).	One time up to \$3.5 billion in bonding authority paid back over 20 years.
How are the funds allocated?	45% to state highways 20% to city transportation needs 20% to county transportation needs 15% to transit/bicycle/pedestrian	100% to state highways
How much money is generated? (Based on estimated projections)	\$7 billion for state highways (net of debt service) \$8 billion for city/county projects \$3 billion for transit/bicycle/pedestrian projects	\$3.5 billion for state highways (net of debt service)
Project selection for CDOT funds	Transportation Commission has adopted a fiscally constrained \$7 billion list of projects which would utilize the funds.	Proposition lists the projects, totaling about \$5.6 billion. Transportation Commission will narrow the list/project scope to \$3.5 billion.
Are there other funding implications for CDOT?	Preserves \$1.5 billion in existing state funding for CDOT, resulting in a \$7 billion net increase over current law (SB17-267).	Replaces \$1.5 billion in existing state funding for CDOT resulting in a \$2 billion net increase over current law (SB17-267) .

PROPOSITION 110 (formerly Initiative 153 or “Let’s Go Colorado”) proposes to raise the sales tax by 0.62 percent to increase transportation investment. This sales tax increase, which would sunset in 20 years, would raise up to \$767 million in the first year and allow the state to bond up to \$6 billion to pay for transportation projects around the state. The funds raised would be divided between state highways, cities, counties and a dedicated multi-modal fund.

PRO/CON: Funds \$7 billion in highway projects around the state, as well as providing funding for city, county and transit/bicycle/pedestrian needs, but raises taxes for twenty years to pay for bonds and projects.

PROPOSITION 109 (formerly Initiative 167 or “Fix Our Damn Roads”) proposes to use existing general funds to increase transportation investment. These funds would be used to allow the state to bond \$3.5 billion to pay for state highway projects around the state. The funds may not be used for transit or other projects.

PRO/CON: Funds \$3.5 billion in highway projects around the state (no transit or local) with no new taxes but existing revenue must be diverted from state budget over twenty years to pay for bonds.

CDOT has identified approximately \$1 billion/year funding shortfall to meet transportation needs around the state. The gas tax, CDOT’s primary funding source, has not changed since 1991 and 40% goes to cities/counties for local roads. CDOT receives 36% of vehicle registration fees. In total, average drivers in CO pay \$211/year to fund transportation. CDOT does not receive taxes designated to build RTD light rail/transit and does not receive marijuana tax revenue.

For more information:
[TogetherWeGo.codot.gov](https://www.togetherwego.codot.gov)

DENVER REGIONAL COUNCIL OF GOVERNMENTS
STATE OF COLORADO

BOARD OF DIRECTORS

RESOLUTION NO. _____, 2018

A RESOLUTION IN SUPPORT OF PROPOSITION #XX

WHEREAS, the Denver Regional Council of Governments is an association of nine counties and 49 municipalities representing the Denver metropolitan area; and

WHEREAS, the Denver Regional Council of Governments is the regional planning agency for the Denver metropolitan area with responsibilities in the areas of growth and development, transportation, air quality, and services to older adults; and

WHEREAS, the Denver Regional Council of Governments has a long-standing tradition of taking positions on ballot initiatives affecting the growth and development of the Denver region.

NOW, THEREFORE, BE IT RESOLVED, that the Denver Regional Council of Governments does hereby declare its full support of and urges a "Yes" vote for Proposition #XX, which is proposed for the November 6, 2018 General Election ballot.

RESOLVED, PASSED AND ADOPTED this _____ day of _____, 2018 at Denver, Colorado.

Herb Atchison, Chair
Board of Directors
Denver Regional Council of Governments

ATTEST:

Douglas W. Rex, Executive Director

DENVER REGIONAL COUNCIL OF GOVERNMENTS

STATE OF COLORADO

BOARD OF DIRECTORS

RESOLUTION NO. _____, 2018

A RESOLUTION OPPOSING PROPOSITION #XX

WHEREAS, the Denver Regional Council of Governments is an association of nine counties and 49 municipalities representing the Denver metropolitan area; and

WHEREAS, the Denver Regional Council of Governments is the regional planning agency for the Denver metropolitan area with responsibilities in the areas of growth and development, transportation, air quality, and services to older adults; and

WHEREAS, the Denver Regional Council of Governments has a long-standing tradition of taking positions on ballot initiatives affecting the growth and development of the Denver region.

NOW, THEREFORE, BE IT RESOLVED, that the Denver Regional Council of Governments does hereby declare its opposition to and urges a "No" vote for Proposition #XX, which is proposed for the November 6, 2018 General Election ballot.

RESOLVED, PASSED AND ADOPTED this _____ day of _____, 2018 at Denver, Colorado.

Herb Atchison, Chair
Board of Directors
Denver Regional Council of Governments

ATTEST:

Douglas W. Rex, Executive Director

ATTACH D

To: Chair and Members of the Board of Directors

From: Douglas W. Rex, Executive Director
303-480-6701 or drex@drcog.org

Meeting Date	Agenda Category	Agenda Item #
September 19, 2018	Informational Briefing	11

SUBJECT

DRCOG Smart Region Initiative overview.

PROPOSED ACTION/RECOMMENDATIONS

N/A

ACTION BY OTHERS

N/A

SUMMARY

DRCOG's Smart Region Initiative is an extension of the work we have been doing with Mobility Choice and CDOT's Smart Mobility efforts. The concept of a Smart Region is inherently broad, encompassing more than mobility, it includes many aspects of daily life such as safety (personal and cyber), connectivity (accessibility and broadband) and resiliency (reliable utilities, economic vitality and preparedness for natural and/or manmade disasters), as well as mobility. This initiative is targeted specifically at working to help develop smart policies and establish technical guidelines (interoperability, for example) which will help drive the acquisition and deployment of smart technologies for the DRCOG region. Staff will work to ensure that all DRCOG members have the opportunity to benefit from those smart technologies and smart policies, regardless of size or capacity.

PREVIOUS DISCUSSIONS/ACTIONS

At the April 4, 2018 Performance and Engagement Committee meeting staff discussed the Smart Region Initiative as a possible workshop topic and provided a very brief introduction to the concept of the Smart Region Initiative. The initiative was also mentioned at the August 25 Board Workshop as part of an overview of new initiatives for 2019.

PROPOSED MOTION

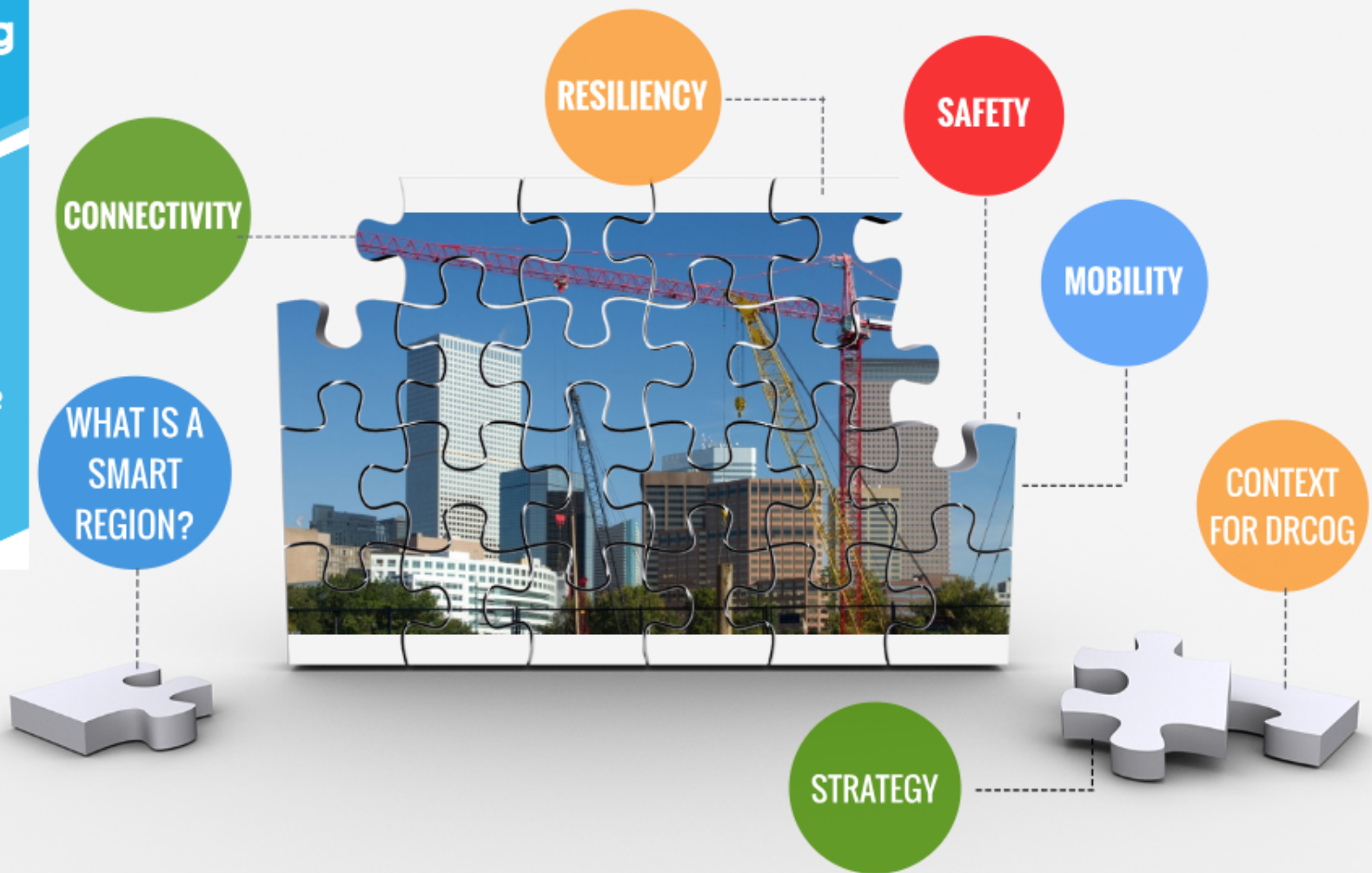
N/A

ATTACHMENT

Staff presentation

ADDITIONAL INFORMATION

If you need additional information, please contact Douglas W. Rex, Executive Director, at 303-480-6701 or drex@drcog.org or Dr. Flo Raitano, Director, Partnership Development and Innovation, at 303-480-6789 or fraitano@drcog.org.

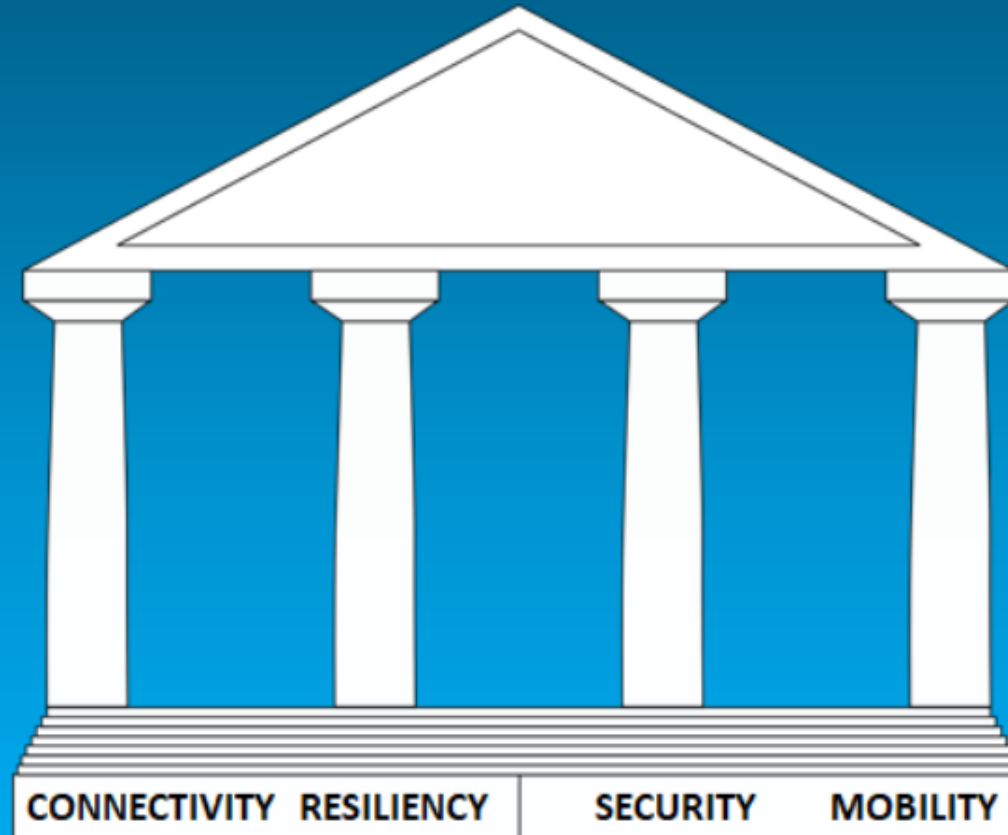




WHAT MAKES A REGION SMART?



Foundations of a Smart Region



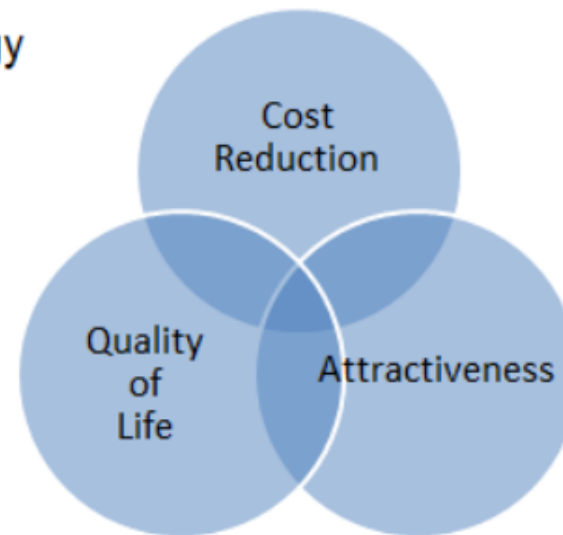
Adrcog
ATLANTA REGIONAL COUNCIL OF GOVERNMENTS



Smart Region Philosophy

A region is “smart” when investments are made in human and social capital and in digitalization in order to ensure sustainable economic growth and an improvement in the quality of life.

- Focus on citizens – not on technology
- Provide better service
- Digital Transformation is an ongoing process with no specific goal



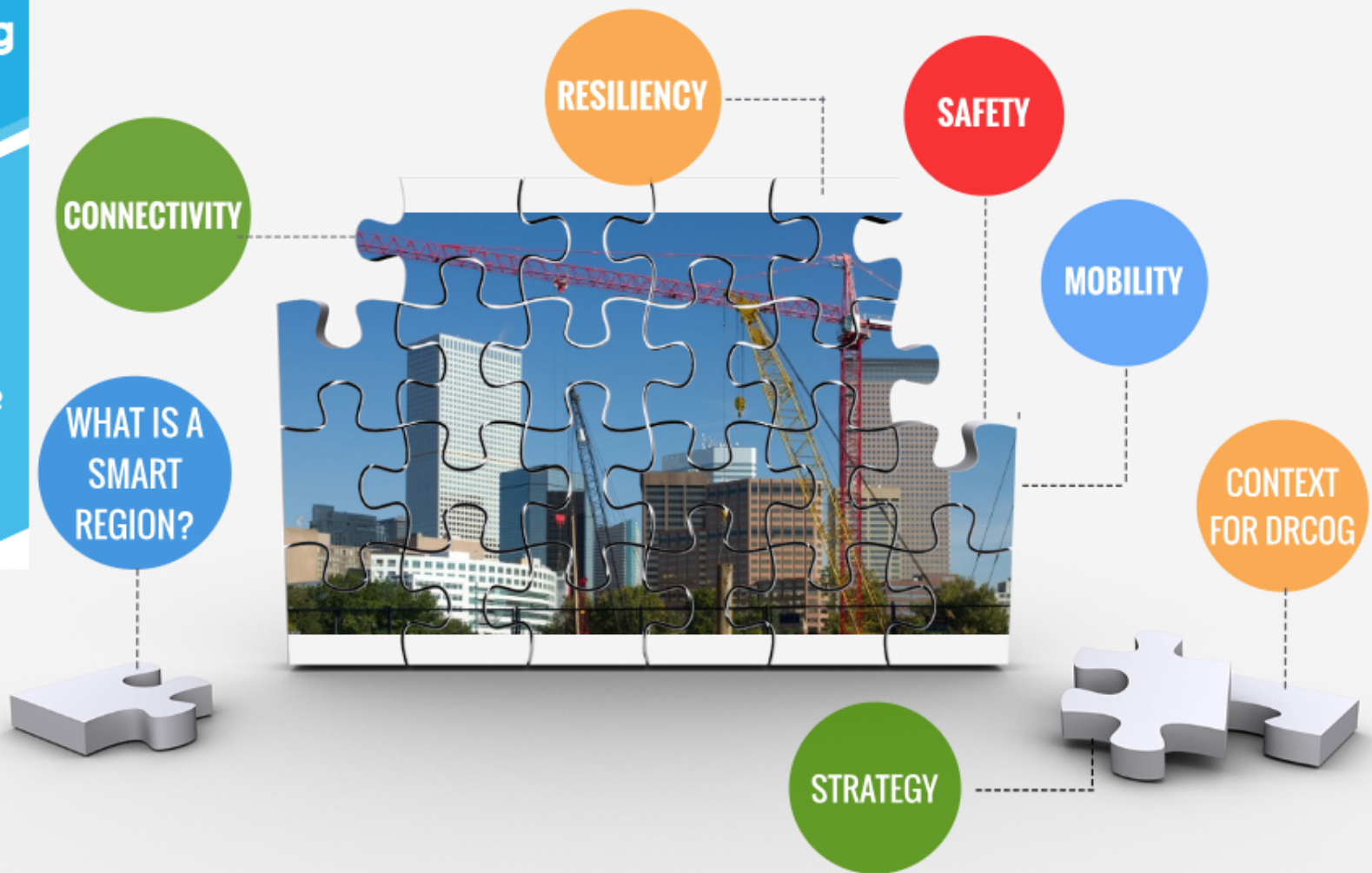


MEETING THE NEEDS OF THE UNDERSERVED POPULATION



BRIDGING FIRST & FINAL MILE





RESILIENCY

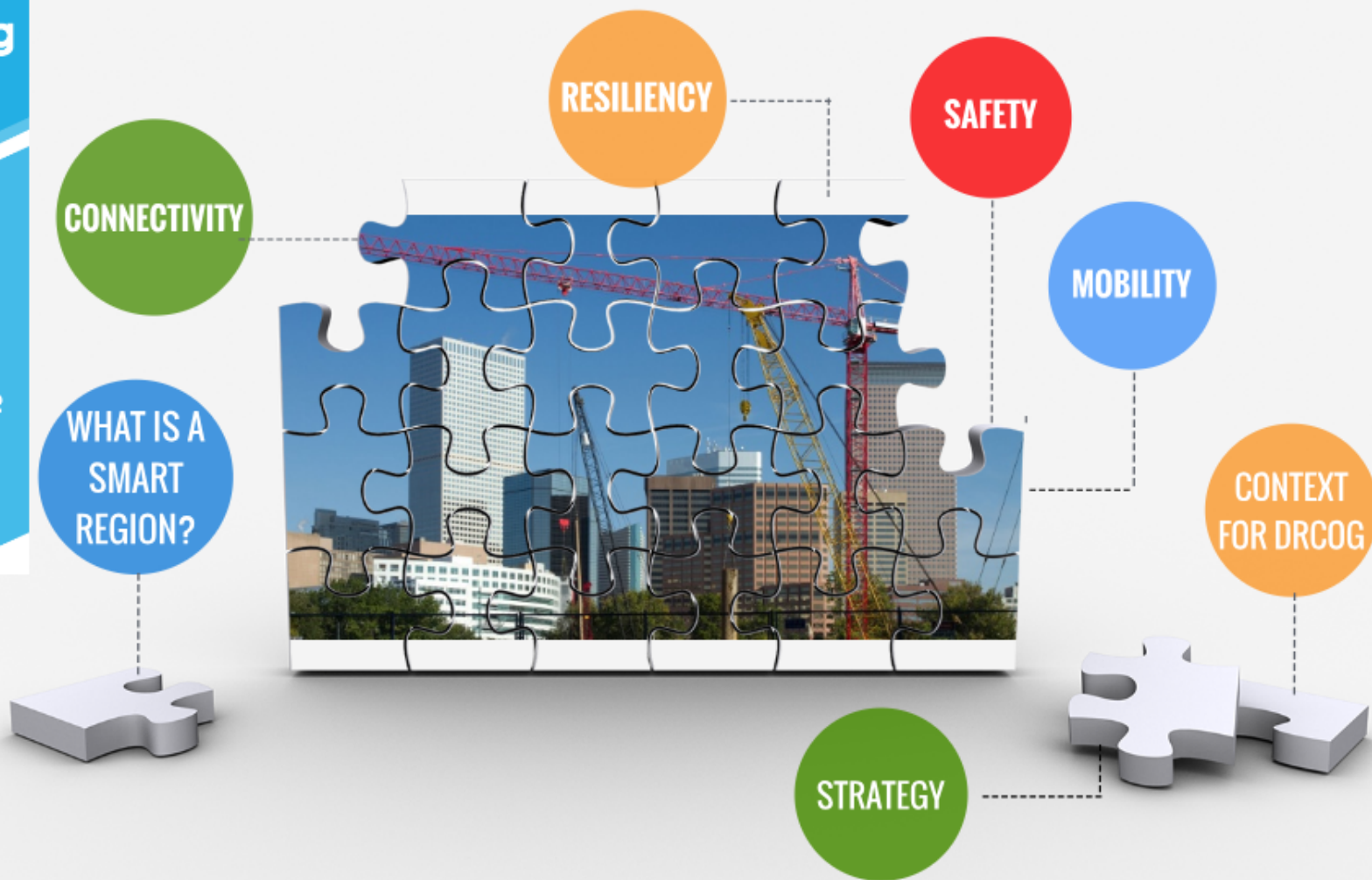




ADDRESSING ENERGY OPTIONS

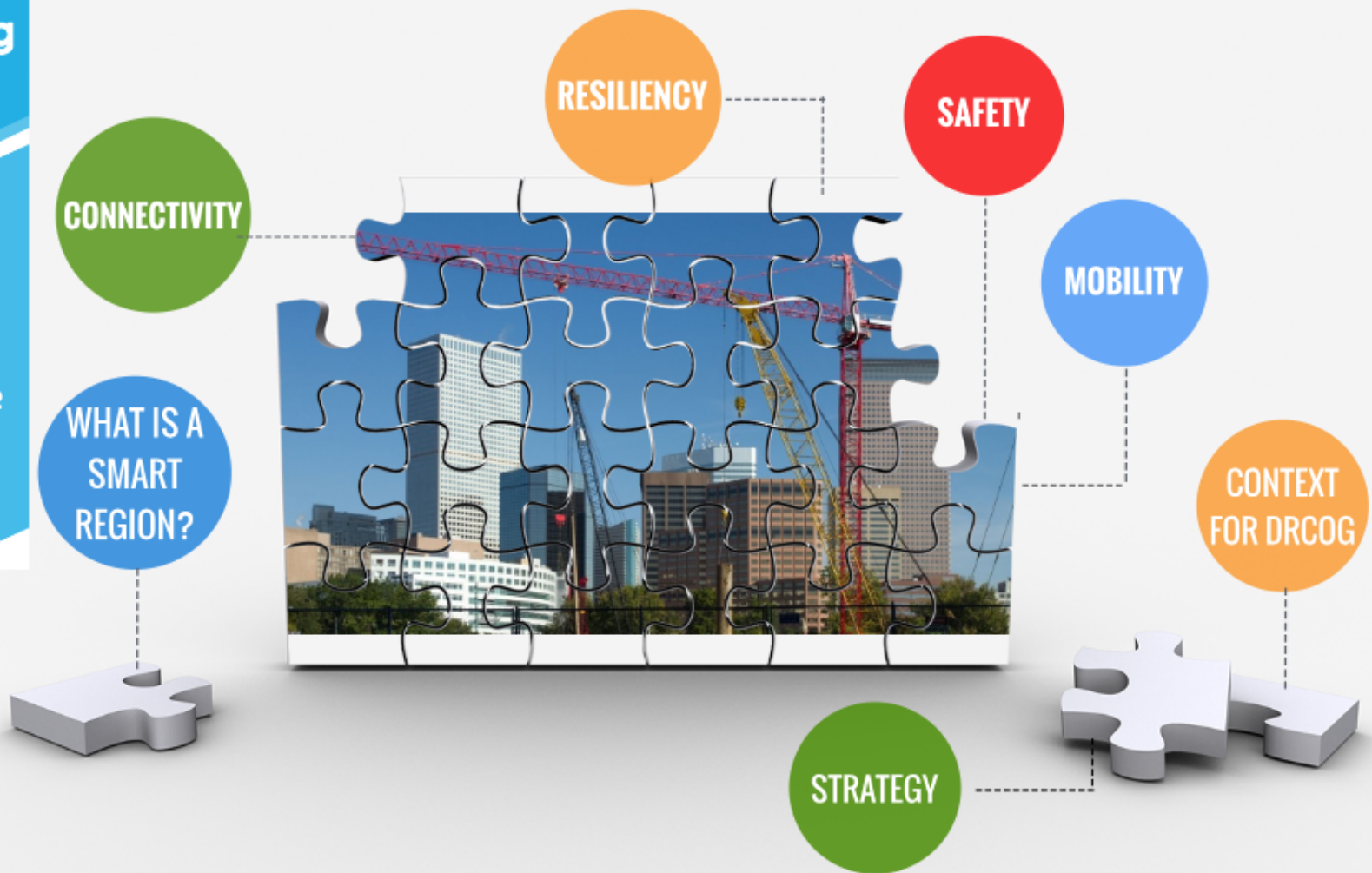






MAKING CITIES SAFER





IMPROVING MOBILITY OPTIONS



Future-Proofing Existing Infrastructure









**This Isn't About
Re-Inventing the
Wheel**



CONNECTIVITY

- Investments in infrastructure and amenities allow people and businesses to thrive and prosper
- Connected urban centers and multimodal corridors throughout the region accommodate a growing share of the region's housing and employment.
- The regional transportation system is well-connected and serves all modes of travel.
- The region's residents have expanded connections to health services.
- The region values, protects and connects people to its diverse natural resource areas, open space, parks and trails.





RESILIENCY

- The region values, protects and connects people to its diverse natural resource areas, open space, parks and trails.
- The region has clean water and air, and lower greenhouse gas emissions.
- The region's working agricultural lands and activities contribute to a strong regional food system.
- The risks and effects of natural and human-created hazards are reduced.
- The built and natural environment supports healthy and active choices.
- The region's residents have expanded connections to health services.
- Diverse housing options meet the needs of residents of all ages, incomes and abilities.





SAFETY

- The transportation system is safe, reliable and well-maintained.
- The region values, protects and connects people to its diverse natural resource areas, open space, parks and trails.
- The risks and effects of natural and human-created hazards are reduced.

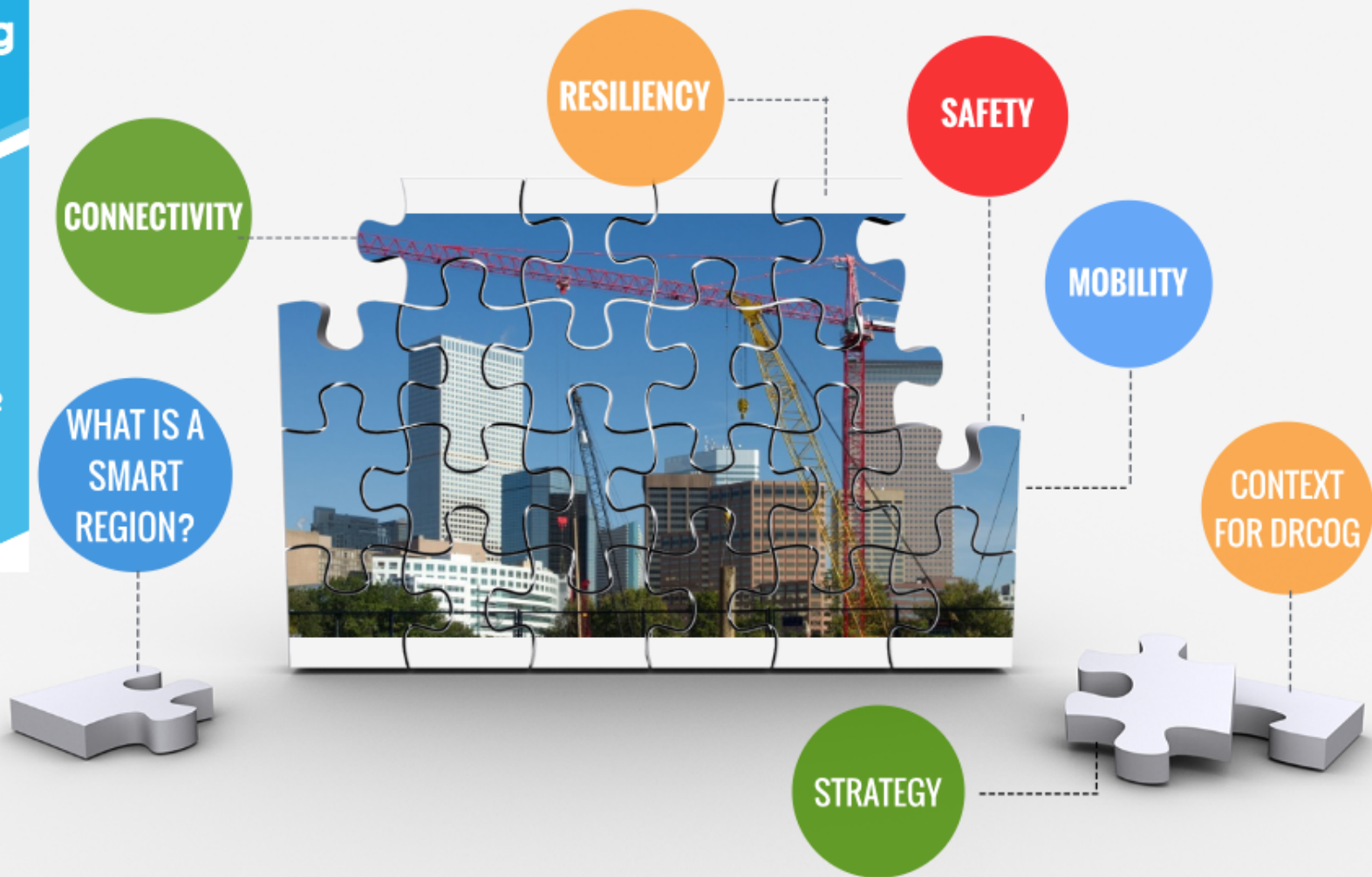




MOBILITY

- The regional transportation system is well-connected and serves all modes of travel.
- The transportation system is safe, reliable and well-maintained.
- All residents have access to a range of transportation, employment, commerce, housing, educational, cultural and recreational opportunities.
- Connected urban centers and multimodal corridors throughout the region accommodate a growing share of the region's housing and employment.
- Investments in infrastructure and amenities allow people and businesses to thrive and prosper.









Strategic Partnerships (Local)

- Mobility Choice
- Denver South EDP
- Smart Cities Alliance
- City and County of Denver
- CDOT
- RTD
- UC Denver
- Arrow
- Panasonic



Strategic Partnerships (National)

- Transportation for America
- Regional Smart Cities Initiative (RSCI)

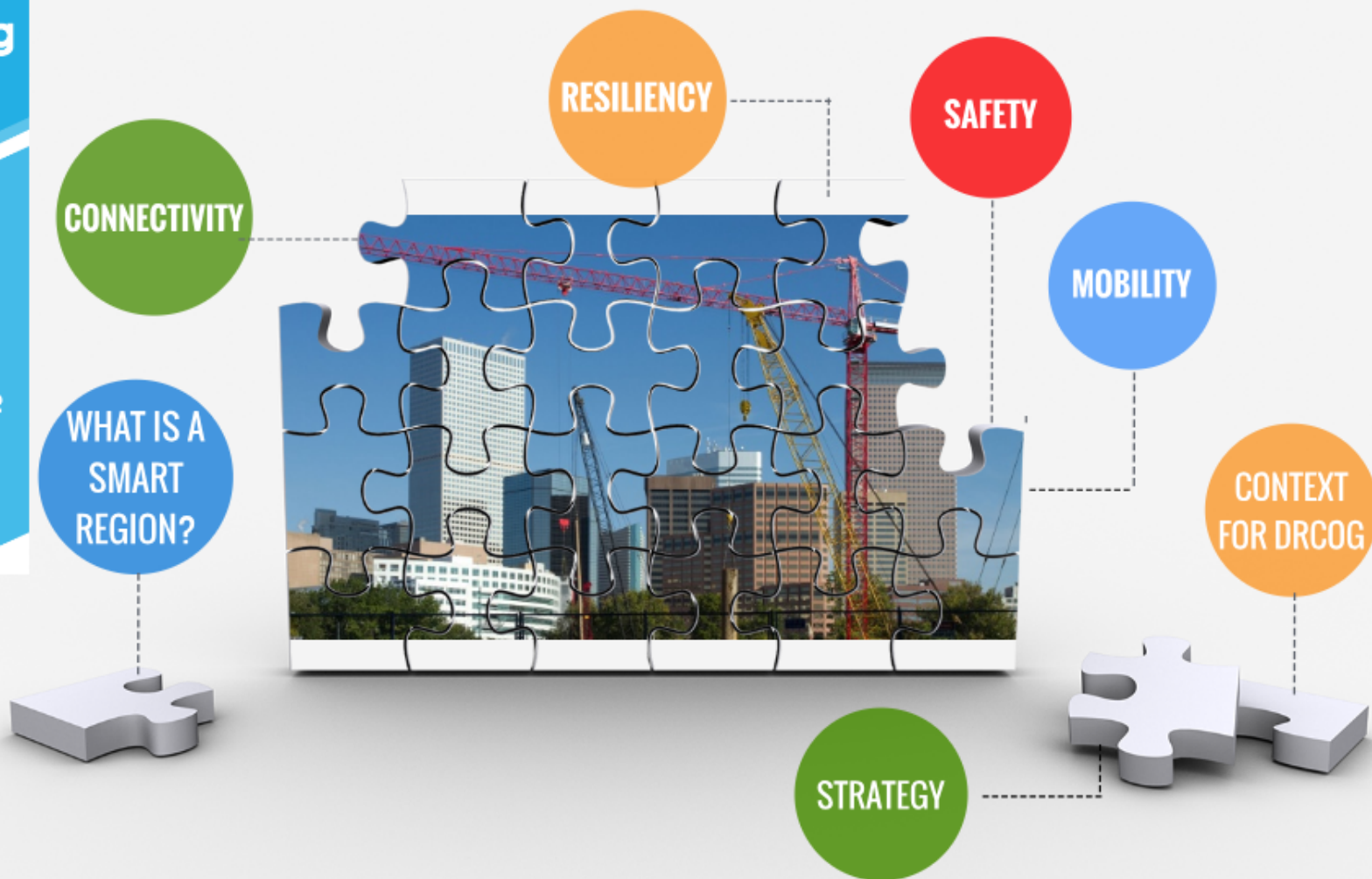




MORE TO COME



QUESTIONS



ATTACHE

To: Chair and Members of the Board of Directors

From: Douglas W. Rex, Executive Director
303 480-6701 or drex@drcog.org

Meeting Date	Agenda Category	Agenda Item #
September 19, 2018	Informational Briefing	12

SUBJECT

Briefing on the Mobility Choice Blueprint project.

PROPOSED ACTION/RECOMMENDATIONS

N/A

ACTION BY OTHERS

N/A

SUMMARY

The Mobility Choice Blueprint is a collaborative strategy to help the metro Denver region identify how to best prepare for the rapidly changing technology that is revolutionizing transportation mobility. As a reminder, Mobility Choice is a unique planning and funding partnership of CDOT, DRCOG, RTD, and the Denver Metro Chamber. The 2030 Blueprint will analyze travel trends and technologies in the region, explore and evaluate various technologies and their implications for mobility, align transportation investments of multiple public agencies, and create new planning and implementation partnerships.

Since the last Mobility Choice Blueprint briefing to the Board in April, project stakeholders and the consultant team have held several workshops to define 2030 scenarios for testing and analysis, conducted extensive public outreach, hosted global thought leaders and other subject matter experts, and begun to prepare initial content for the 2030 Blueprint plan document. The project also now has a dedicated website:

<http://www.mobilitychoiceblueprintstudy.com/>.

At the September Board meeting, staff from HDR, the project's lead consultant, will provide an update on the Mobility Choice Blueprint project, process, and schedule. Mobility Choice briefings will continue to be provided at regular intervals throughout the planning process to DRCOG's committees and Board.

PREVIOUS DISCUSSIONS/ACTIONS

[April 18, 2018](#) – Board of Directors meeting

PROPOSED MOTION

N/A

ATTACHMENT

Consultant presentation

ADDITIONAL INFORMATION

If you need additional information, please contact Douglas W. Rex, Executive Director, at (303) 480-6701 or drex@drcog.org; or Jacob Riger, Long Range Transportation Planning Manager at 303 480-6751 or jriger@drcog.org

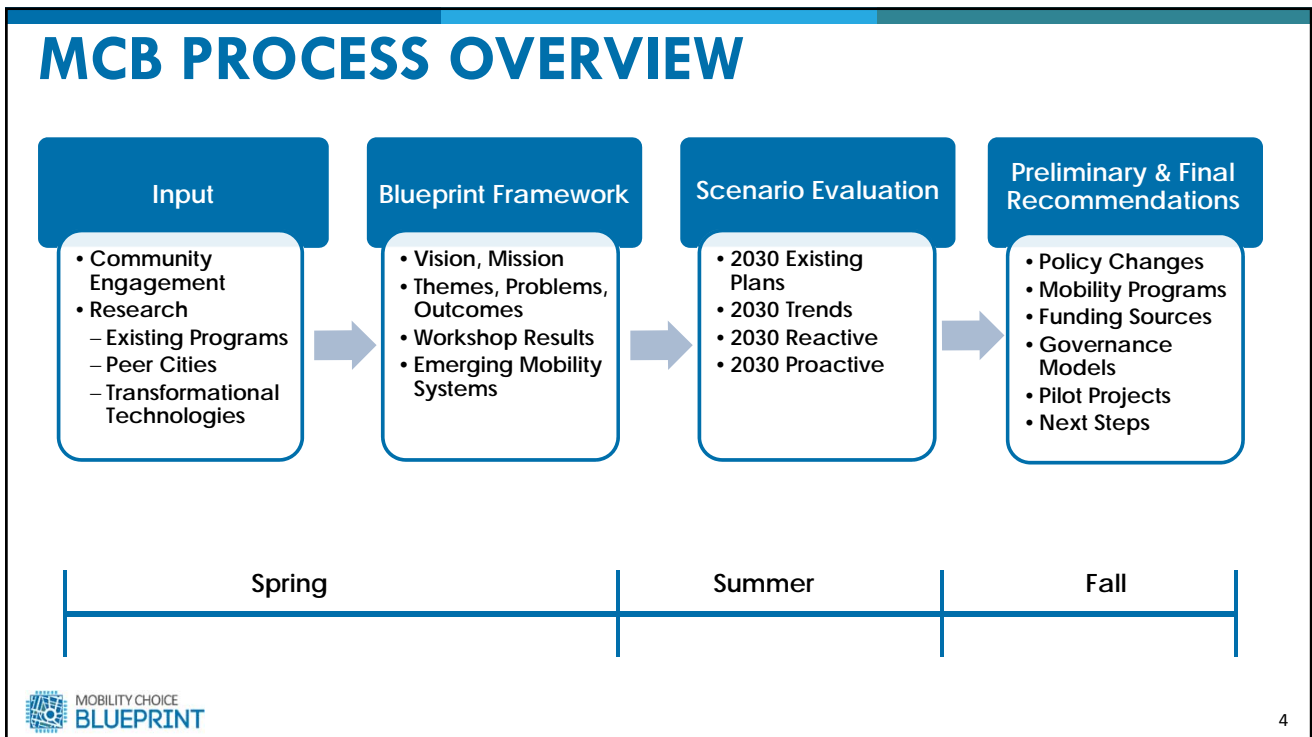
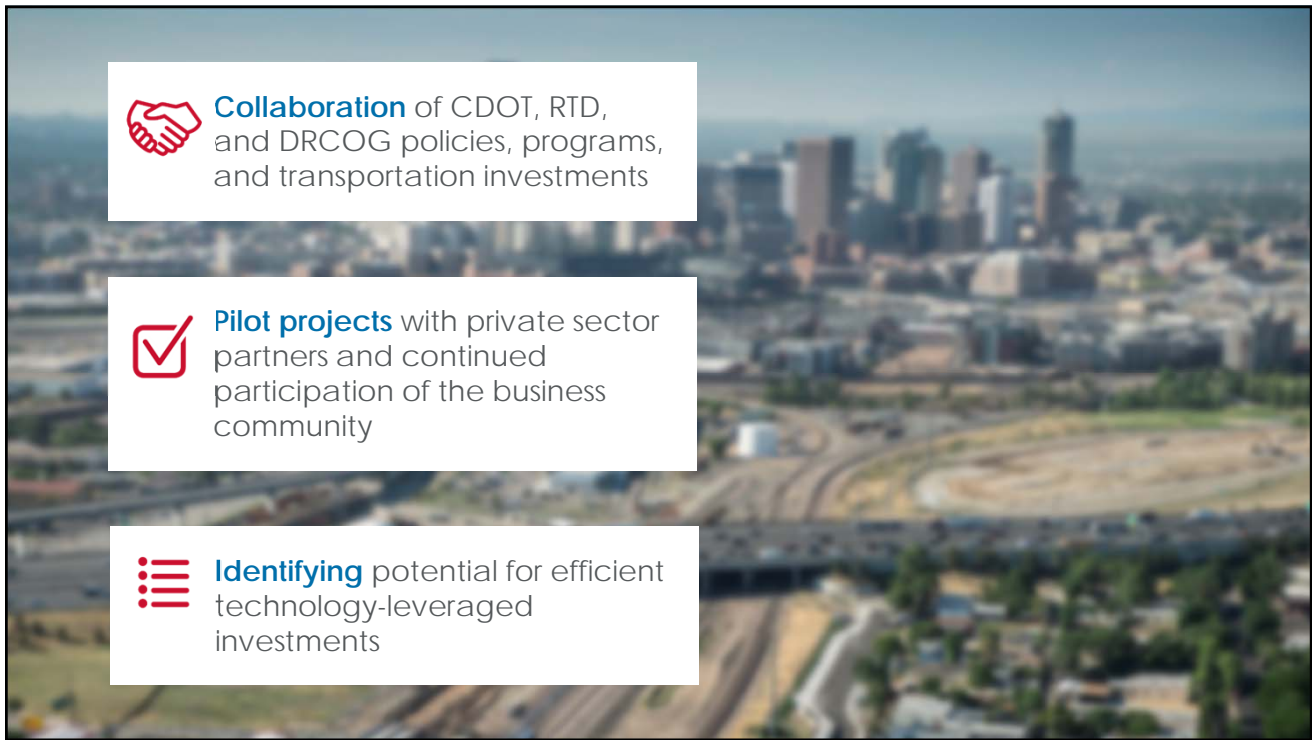


MOBILITY CHOICE BLUEPRINT

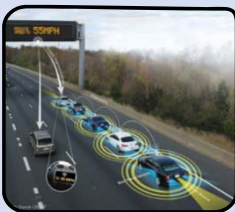
UNIFIED VISION

A partnership of public and private organizations focused on changing how we move – and making the Denver metro area a better place to work and live.





EMERGING MOBILITY SYSTEMS



On-Demand Mobility

- Ridehailing
- Microtransit
- Car Sharing
- Bike sharing
- Mobility as a Service

Traveler Information and Payment

- Mobile Transit App
- Intermodal Trip Planner App
- Mobile Travel Incentives App

Transportation Systems Optimization

- V2X
- Active Travel Demand Management
- Integrated Corridor Management
- Smart Parking

Freight and Delivery

- Courier Services
- Driverless Delivery
- Drone Delivery
- 3D Printing

Vehicle Technology

- Autonomous Vehicles Levels 1-5
- Electric Drive-train
- Battery Technology

MOBILITY CHOICE BLUEPRINT VISION

Our metropolitan region employs a full array of flexible technology and services to maximize access to mobility choices connecting people of all ages, incomes and abilities to jobs, recreation, healthcare, amenities and other daily activities, enhancing and protecting our quality of life now and in the future.

MOBILITY CHOICE BLUEPRINT MISSION

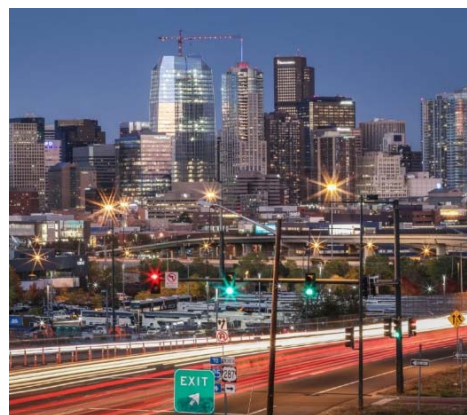
The metropolitan agencies will collaborate, in partnership with community, nonprofit, and private sector leaders, to carefully consider a range of effective and efficient solutions to the challenges and opportunities presented by emerging mobility technologies. We will provide recommendations to encourage the most effective technologies and approaches, maximizing mobility to meet our long-term goals of enhanced quality of life and increased economic vitality across the metropolitan region.



7

THEMES

- Safety
- Sustainable Mobility
- Funding and Finance
- Human Experience
- Infrastructure
- Governance
- Data
- System Efficiency



8

THEMES, PROBLEMS & OUTCOMES

Theme	Problem Statement	Outcome
Safety	Sanctity of life and safety from personal injury and property damage must remain the primary force for new technology operational designs.	Connected, autonomous, shared and electric mobility operate safely.
Sustainable Mobility	Technology enables a much more diverse set of mobility options for consumers resulting in different kinds of pressures for private-sector and public-sector services, facilities and infrastructure.	Emerging technology transportation options sustain the system long-term.
Infrastructure	New approaches and designs are needed to flexibly and proactively integrate technologies into transportation infrastructure.	New mobility systems integrate with existing and future infrastructure. New mobility systems cost no more than anticipated.

THEMES, PROBLEMS & OUTCOMES

Theme	Problem Statement	Outcome
Human Experience	A disconnect could result between the human experience and transportation technology applications that left unchecked, could further disenfranchise mobility challenged populations and could disrupt our livable spaces.	Mobility systems improve community livability and quality of life.
Governance	A forum is lacking to plan for and implement regional infrastructure that supports technology advances.	Regional transportation agencies, the private sector, and nongovernmental organizations develop policies, programs, and pilot projects to deliver a preferred mobility future for the metropolitan region.

THEMES, PROBLEMS & OUTCOMES

Theme	Problem Statement	Outcome
System Efficiency	The regional network of transportation services and facilities is based on the travel demands and trip-making decisions of a different economic environment that began more than 50 years ago. The existing system must be made more efficient through reasonable and coordinated integration of appropriate technologies.	Technology integration improves reliability, lowers costs and reduces travel times.

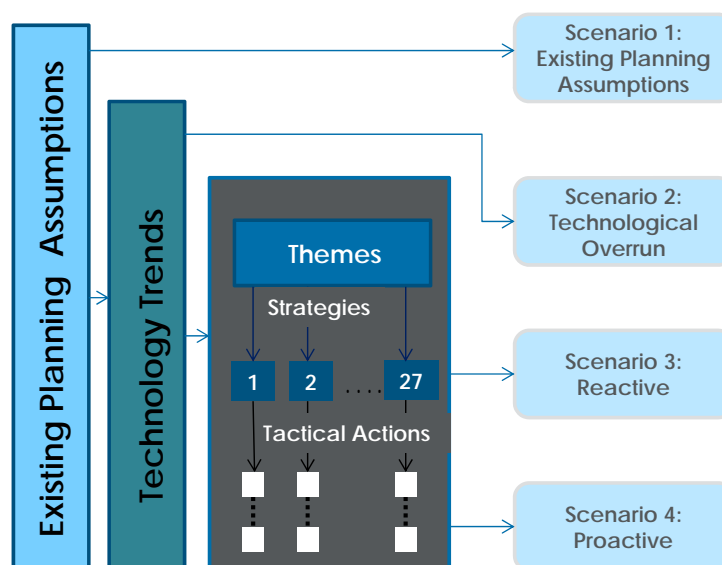
THEMES, PROBLEMS & OUTCOMES

Theme	Problem Statement	Outcome
Funding and Finance	Travel options enabled by technology will further increase the gap between needs and available funds.	New funding and financing of mobility systems improves equity and use of public resources.
Data	Definition of the “right data” that can be utilized to optimize system operations and performance is important to all public sector and private sector entities. Management and security of that data, and the ability to share information among suppliers of facilities and services to enhance and optimize transportation system performance is a critical need.	Sources and uses of data that enable, monitor, manage and modify mobility systems are protected, shared and preserved across all modes of travel and throughout all parts of the region and state.

THEMES, STRATEGIES AND ACTIONS

	Themes	Strategies	Actions
Workshop Outputs	7	27	123
Refinement	8	15	34

PROCESS FLOW FOR THE DEVELOPMENT OF SCENARIOS



EXAMPLE: TACTICAL ACTION #3

- Create PPPs to establish transit service in underserved areas to reduce service gaps and partner with:
 - Transportation Network Companies (TNCs)
 - Micro-transit services
 - Mobility-as-a-Service providers
- Consider connections to senior housing, mobility-disadvantaged neighborhoods, healthcare facilities and similar locations

- | | |
|----------------------|----------------|
| • Type: | Program |
| • Difficulty: | Medium |
| • Investment: | \$6-15M |
| • Transects: | Urban/Suburban |
| • Time to Implement: | < 1 Year |



15

EXAMPLE: TACTICAL ACTION #21

- Establish a Mobility Technology Clearinghouse:
 - Coordinate Pilot Projects throughout the Region
 - Pool funding
 - Coordinate Agency staff
 - Provide single point of contact
 - Coordinate technology in CIP projects
 - Employ process to prioritize corridors
 - Facilitate partnerships
 - Monitor performance and cost tracking

- | | |
|----------------------|------------|
| • Type: | Program |
| • Difficulty: | Easy |
| • Investment: | < \$0.5 M |
| • Transects: | All/Region |
| • Time to Implement: | < 1 Year |



16

EXAMPLE: TACTICAL ACTION #22

- Establish a Regional Data Platform that will:

- Consolidate multiagency data into single repository with joint access
- Establish policy standards for data sharing for inter-operability and security
- Create policy(s) to ensure inter-operability of infrastructure and software
- Promote open and well-documented APIs

- Type: Program
- Difficulty: Medium
- Investment: \$ 2 - 5 M
- Transects: All/Region
- Time to Implement: < 1 Year

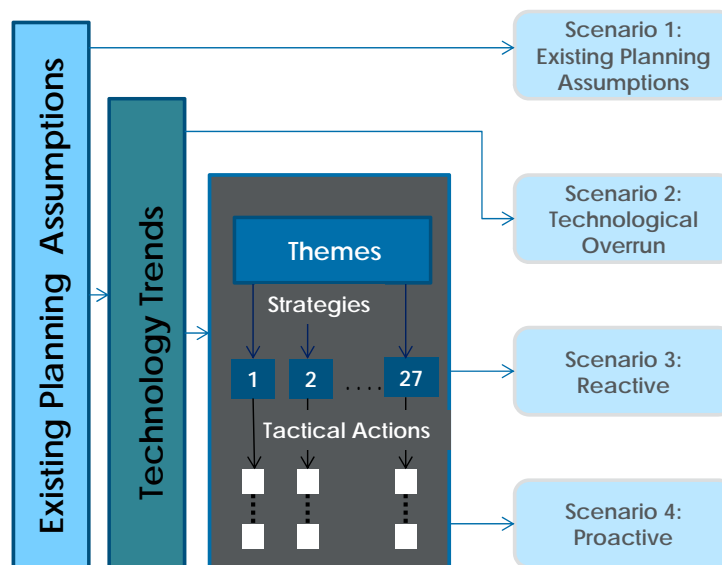
EXAMPLE: TACTICAL ACTION #27

- Fund and engage in Pre-development activities with affected cities to begin implementation of an Integrated Corridor Management (ICM) Pilot Project in a key metro corridor.

- ICM combines two primary concepts:
 - Active Management
 - Modal Integration of Institutional, Operational and Technical elements

- Type: Pilot Project
- Difficulty: Medium
- Investment: \$ 2 - 5 M
- Transects: Urban/Suburban
- Time to Implement: 1-3 Years

PROCESS FLOW FOR THE DEVELOPMENT OF SCENARIOS



ATTACH F

To: Chair and Members of the Board of Directors

From: Doug Rex, Executive Director
303-480-6701 or drex@drcog.org

Meeting Date	Agenda Category	Agenda Item #
September 19, 2018	Informational Item	14

SUBJECT

The 2017 DRCOG Executive Policies report.

PROPOSED ACTION/RECOMMENDATIONS

N/A

ACTION BY OTHERS

In 2015, the Board Governance group developed Executive Policies for DRCOG's executive director and staff.

SUMMARY

Executive Policies are a component of DRCOG Governance principles. They are designed to ensure the executive director and staff actions and decisions related to advancing Board goals and priorities are done in a legal, ethical and prudent manner. Executive Policies 1-7 are reported to the Board annually by staff and scored as; 1 = noncompliance, 2 = partial compliance, 3 = full compliance. Executive Policy 8, Communications with and Support of the Board, which is evaluated by Board Directors through the executive director's annual evaluation was not administered for 2016-2017. Executive Policy 8 is reported in the annual Executive Policy report and the executive director's annual evaluation. Our software application (QuickScore) assigns a 0-10 score for each executive policy which is calculated based on the actual score for each policy.

PREVIOUS DISCUSSIONS/ACTIONS

The full Board voted to approve the Executive Policies and staff has implemented them within DRCOG.

PROPOSED MOTION

N/A

ATTACHMENT

Executive Policies Report–2017

ADDITIONAL INFORMATION

If you need additional information, please contact Doug Rex, Executive Director, at 303-480-6701 or drex@drcog.org; or Jerry Stigall, Director of Organizational Development, at 303-480-6780, or jstigall@drcog.org.



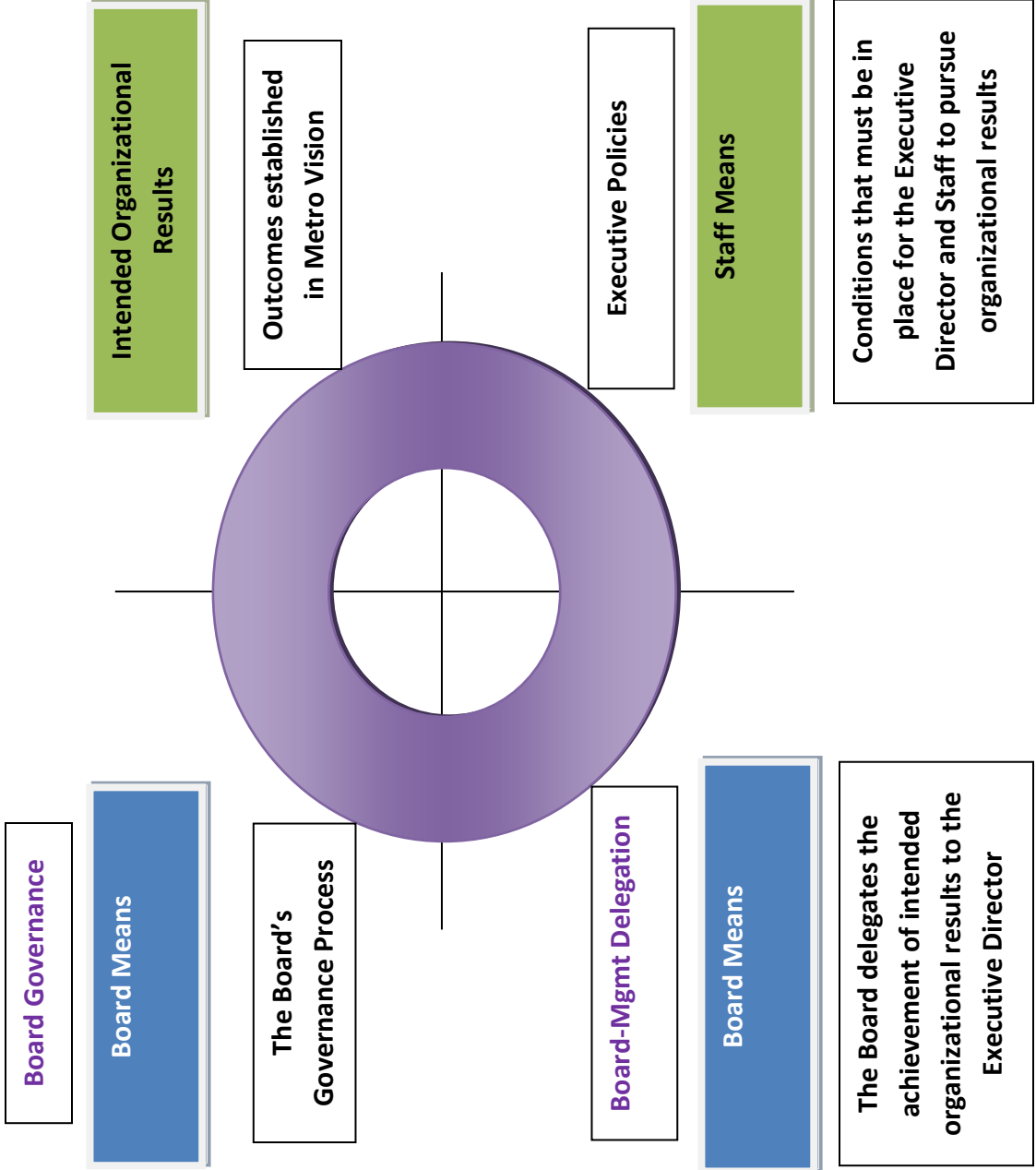
DRCOG Executive Policies Report 2017

DRCOG Executive Policies Report 2017

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<u>DRCOG Governance Model</u>	<u>1</u>
<u>Executive Policies - Ensure Policy Compliance description</u>	<u>2</u>
<u>Executive Policies Overview</u>	<u>3-5</u>
<u>Executive Policy Scorecard dashboards (2014-2017)</u>	<u>6-9</u>
<u>1.0 General Executive Director Constraint</u>	<u>10</u>
<u>2.0 Treatment of Citizens, Taxpayers, Staff, Interns, and Volunteers</u>	<u>11-12</u>
<u>3.0 Compensation, Benefits, Employment</u>	<u>13-14</u>
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<u>6.0 Protection of Assets</u>	<u>19-20</u>
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<u>Successful Audit</u>	<u>24</u>

DRCOG Governance Model



The DRCOG Governance Model describes the role of Board Directors as the decision-making body that establishes the intended organizational results for DRCOG staff to pursue.

ENSURE POLICY COMPLIANCE

EXECUTIVE POLICIES SCORECARD

2017

Description

Executive Policies state the conditions that must be in place to successfully accomplish or further Board priorities.

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

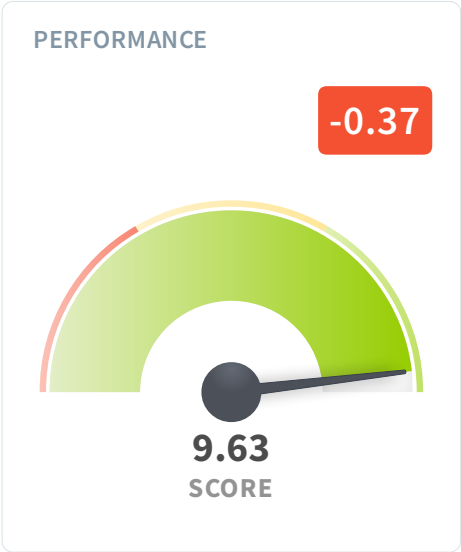
Scoring for Executive Policies 1-6 is based on the following legend:

- 3 = Full compliance
- 2 = Partial Compliance
- 1 = Noncompliance

Note: Executive Policy 8 is included in the Executive Director's Annual Evaluation. The scoring for this policy is completed by Board Directors. The answer options for Executive Policy 8.0 are; Exceeds Expectations, Meets Expectations, Needs Improvement.

For 2017, Executive Policies 1.0 through 7.0 were in full compliance. Executive Policy 8.0, assessed in the Executive Director annual evaluation, exceeded the target set for that measure. The last measure included in this report, Successful Audit, shows the outcome of DRCOG's annual audit.

EXECUTIVE POLICIES OVERVIEW - 2017



Description

This is the Executive Policies Scorecard and reports performance data on DRCOG staff's compliance with these policies.

The following Executive Policies are contained in this section:

- 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
- 9. SUCCESSFUL AUDIT

Details

Type	Weight
Scorecard	100%

Owners

Jerry Stigall

DATA USED IN CALCULATIONS

	SCORE	WEIGHT
1.0 GENERAL EXECUTIVE DIRECTOR CONSTRAINT	10	11.11%
2.0 TREATMENT OF CITIZENS, TAXPAYERS, STAFF, INTERNS AND VOLUNTEERS	10	11.11%
3.0 COMPENSATION, BENEFITS, EMPLOYMENT	10	11.11%
4.0 FINANCIAL PLANNING AND BUDGET	10	11.11%
5.0 FISCAL MANAGEMENT AND CONTROLS	10	11.11%
6.0 PROTECTION OF ASSETS	10	11.11%
7.0 IMMEDIATE SUCCESSION	10	11.11%
8.0 COMMUNICATIONS WITH AND SUPPORT OF THE BOARD	6.67	11.11%
Successful Audit	10	11.11%

Note: The scoring in the right column for each policy is based on a QuickScore rating of 0-10, depending on the actual score of the measure. Executive Policy 8.0 is assessed by Board Directors during the annual evaluation of the Executive Director. The 'Successful Audit' measure is included in this report that relates to the outcome of DRCOG's annual financial audit.

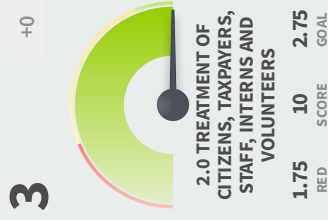
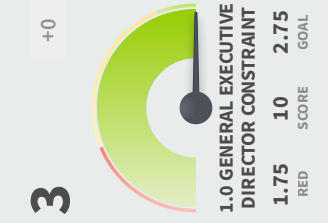
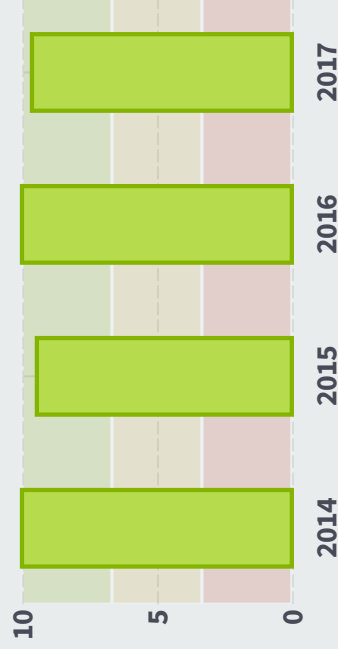
HISTORICAL PERFORMANCE



PERIOD		SCORE
2014		10
2015		9.45
2016		10
2017		9.63

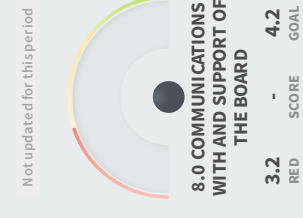
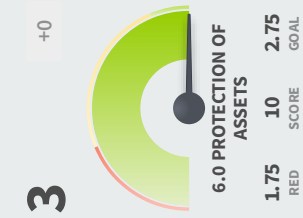
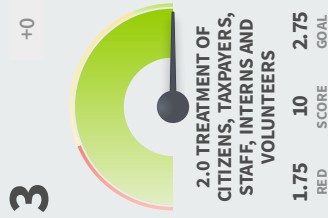
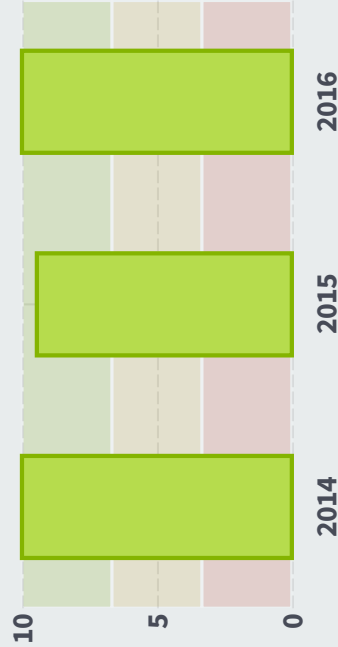
Executive Policy Scorecard Summary - 2017

Executive Policies Scorecard Summary



Executive Policy Scorecard Summary - 2016

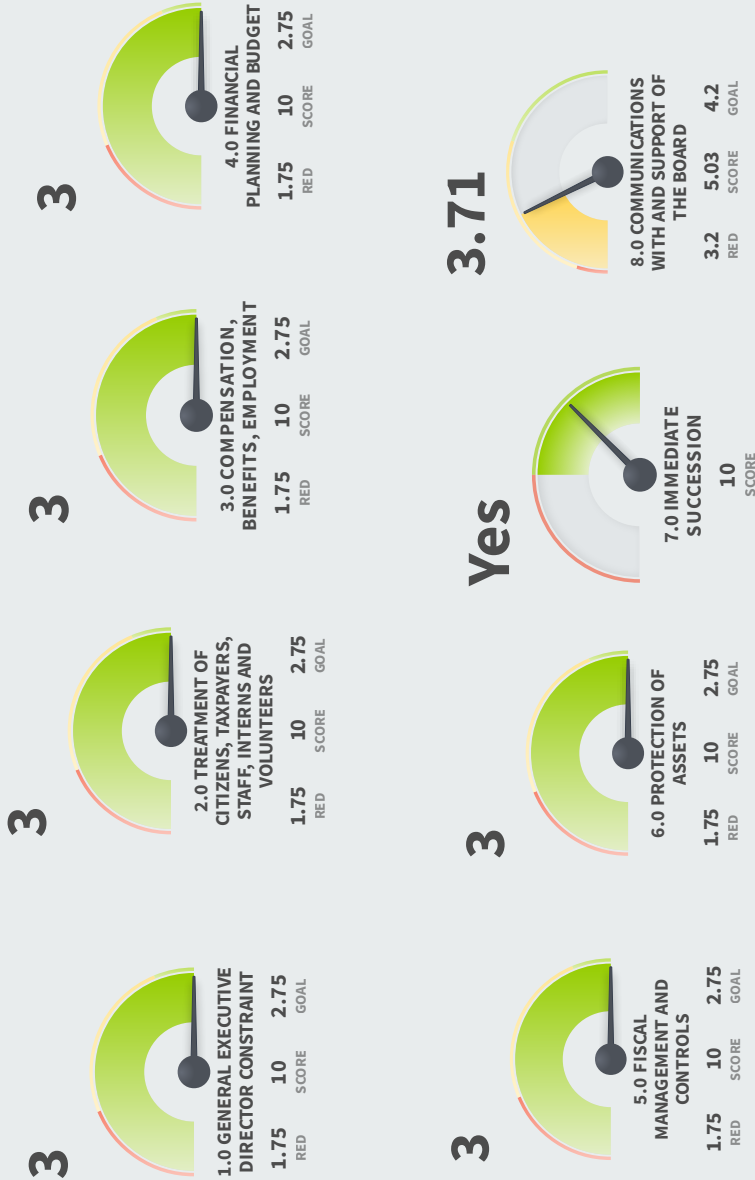
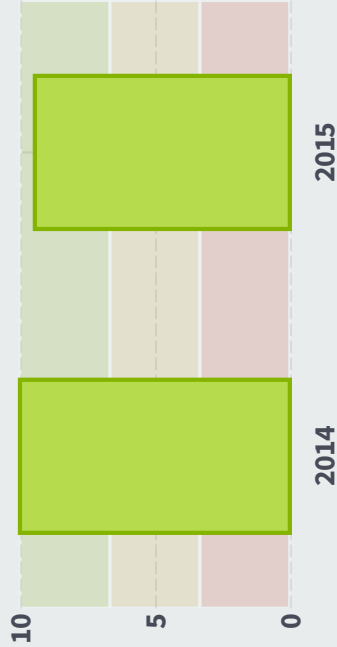
Executive Policies Scorecard Summary



For 2016, Executive Policy 8.0 was not reported due to the absence of the Executive Director.

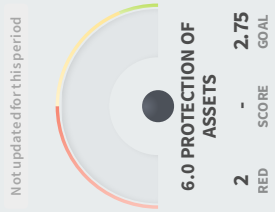
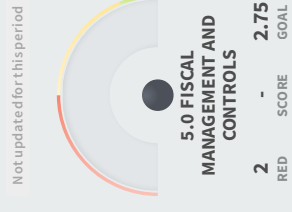
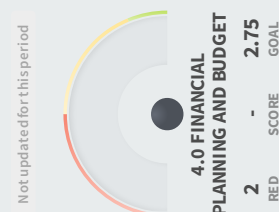
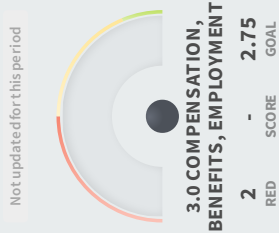
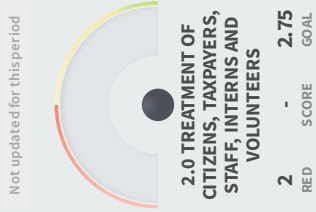
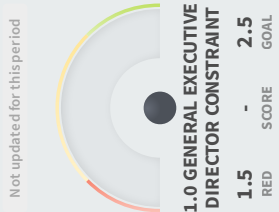
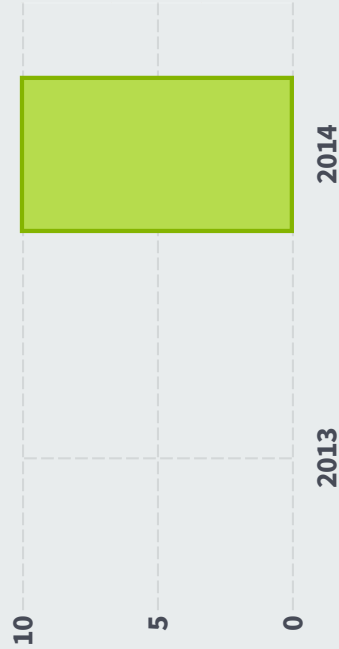
Executive Policy Scorecard Summary - 2015

Executive Policies Scorecard Summary



Executive Policy Scorecard Summary - 2014

Executive Policies Scorecard Summary



Executive Policies were adopted by the Board in 2015. However, there was an immediate successor to the Executive Director so Executive Policy 7.0 could be scored for 2014.

1.0 GENERAL EXECUTIVE DIRECTOR CONSTRAINT

2017

PERFORMANCE

3

+0



1.75

RED

10

SCORE

2.75

GOAL

Description

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.

Details

Type

Measure

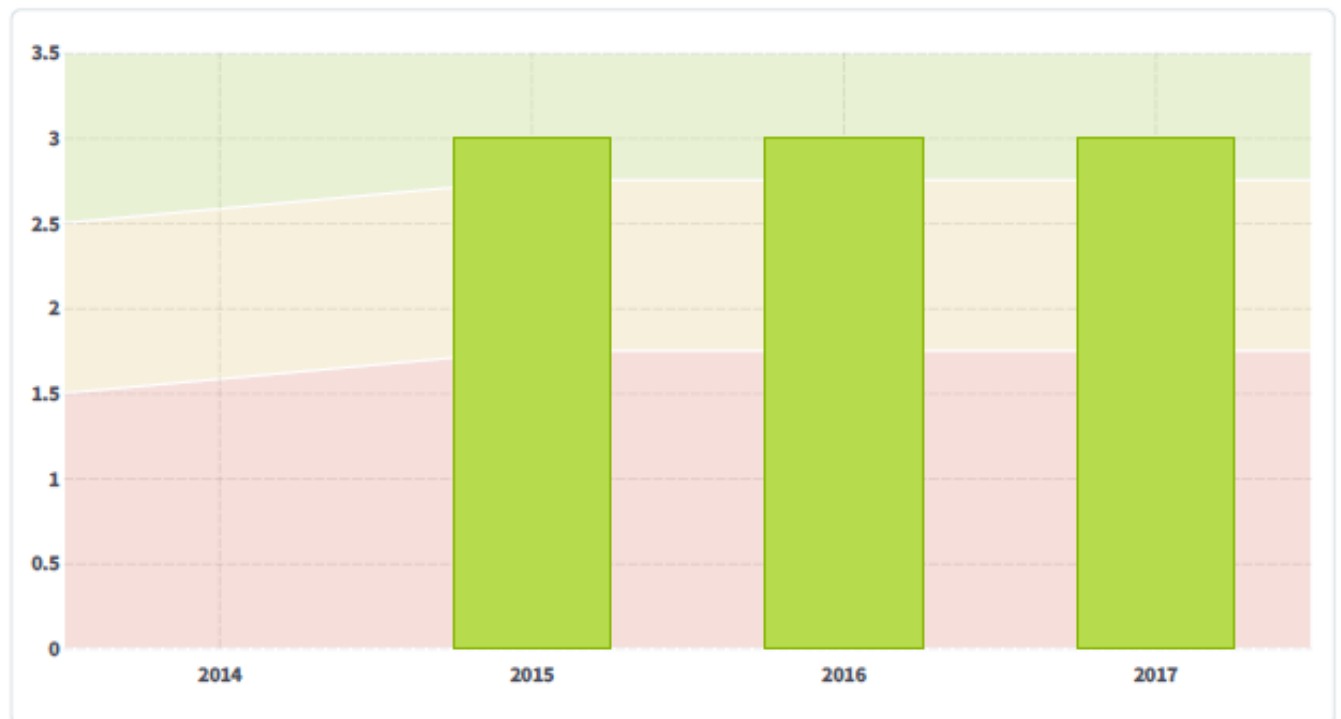
Weight

11.11%

Calendar

Yearly

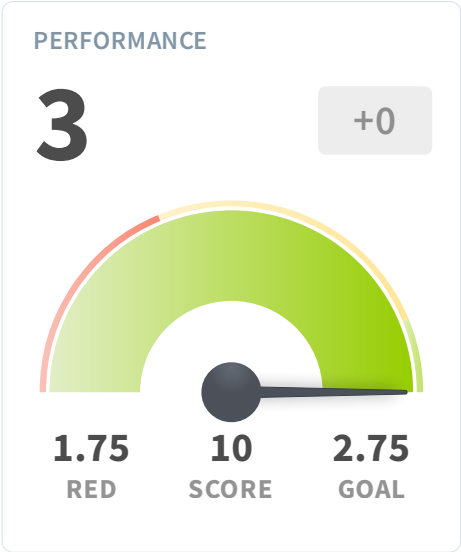
HISTORICAL PERFORMANCE



PERIOD	SCORE	ACTUAL	WORST	RED FLAG	GOAL	BEST
2014			1	1.5	2.5	3
2015	10	3	1	1.75	2.75	3
2016	10	3	1	1.75	2.75	3
2017	10	3	1	1.75	2.75	3

2.0 TREATMENT OF CITIZENS, TAXPAYERS, STAFF, INTERNS AND VOLUNTEERS

2017



Description
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.

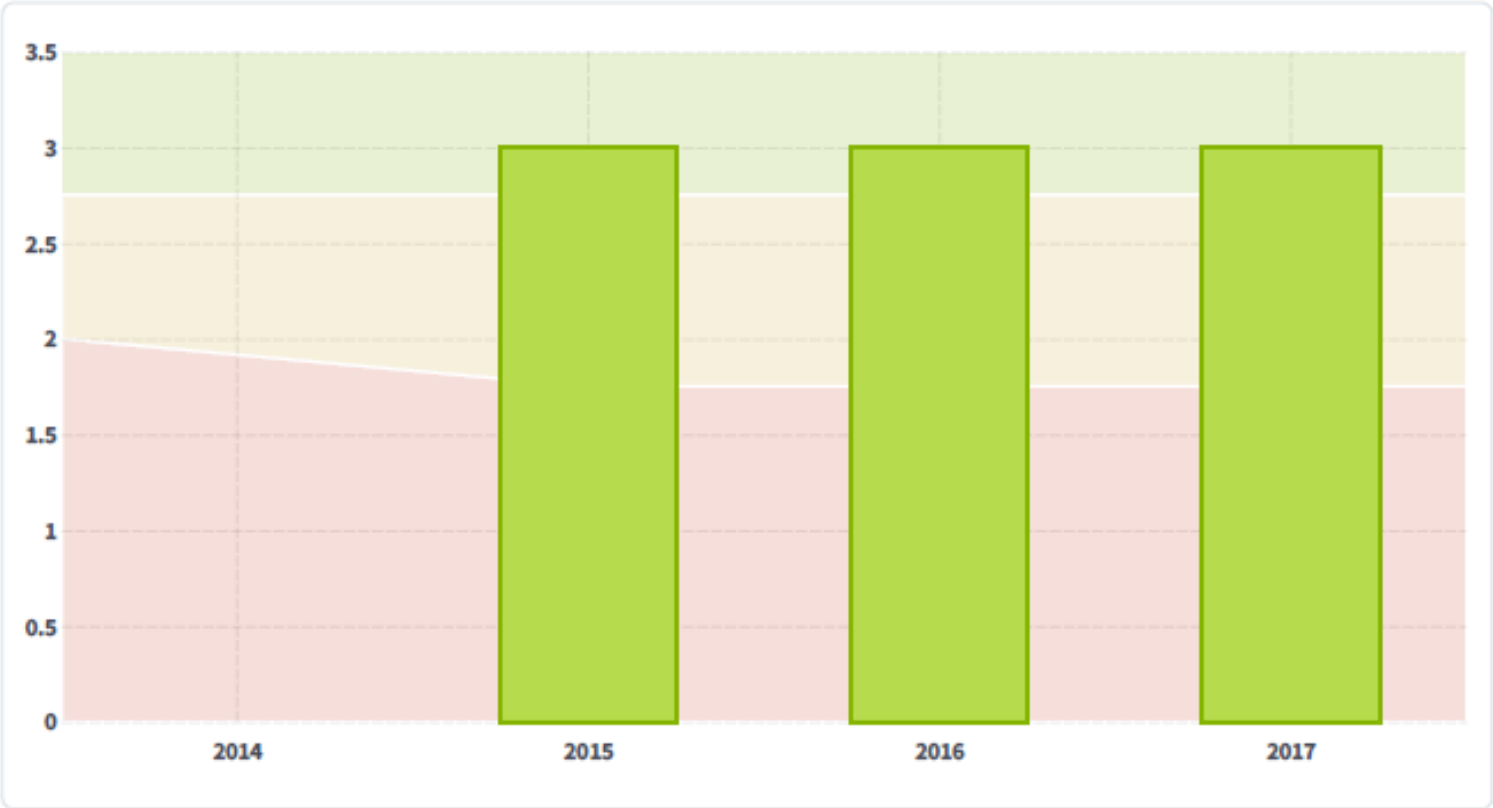
Accordingly, pertaining to paid staff, interns and volunteers within the scope of his/her authority, the Executive Director shall ensure:

- 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.

Details

Type	Weight	Calendar
Measure	11.11%	Yearly

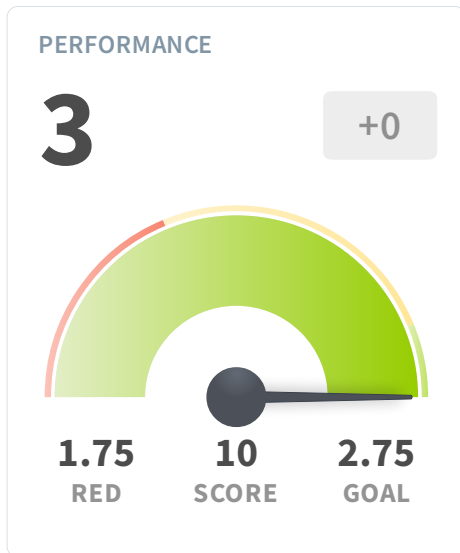
HISTORICAL PERFORMANCE



PERIOD	SCORE	ACTUAL	WORST	RED FLAG	GOAL	BEST
2014			1	2	2.75	3
2015	10	3	1	1.75	2.75	3
2016	10	3	1	1.75	2.75	3
2017	10	3	1	1.75	2.75	3

3.0 COMPENSATION, BENEFITS, EMPLOYMENT

2017



Description

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 Performance and Engagement Committee according to adopted procedures.

3.3 Compensation and benefits are consistent with wage data compiled in DRCOG's regular independent salary survey and approved in the annual budget.

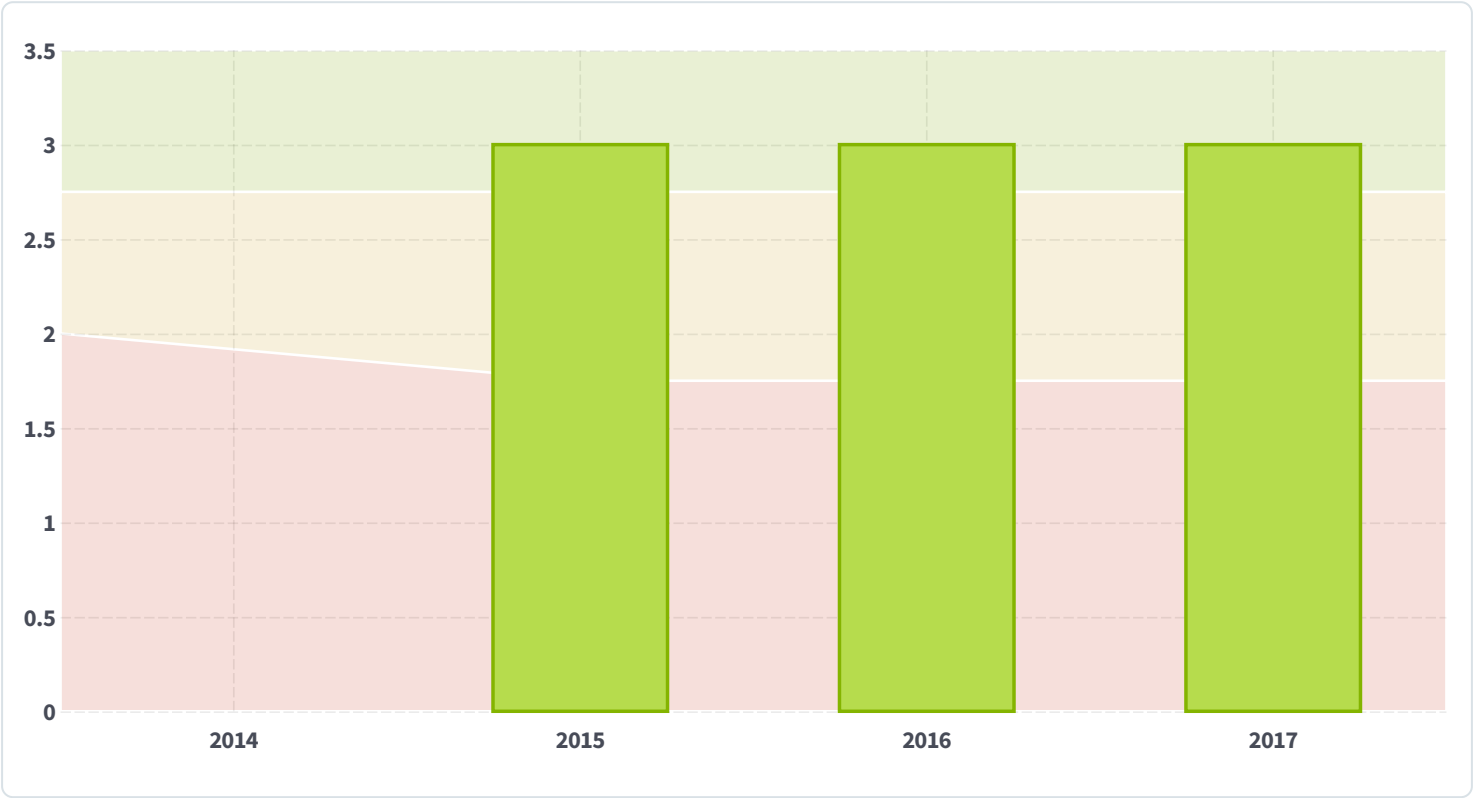
3.4 Adherence to appropriate employment law practices.

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

Details

Type	Weight	Calendar
Measure	11.11%	Yearly

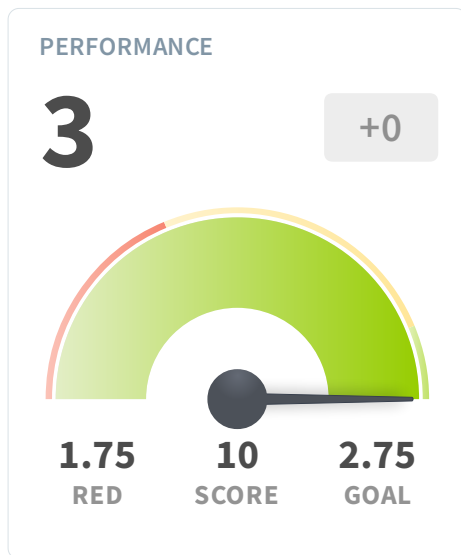
HISTORICAL PERFORMANCE



PERIOD	SCORE	ACTUAL	WORST	RED FLAG	GOAL	BEST
2014			1	2	2.75	3
2015	10	3	1	1.75	2.75	3
2016	10	3	1	1.75	2.75	3
2017	10	3	1	1.75	2.75	3

4.0 FINANCIAL PLANNING AND BUDGET

2017



Description

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

4.1 The programmatic and fiscal integrity of DRCOG is maintained.

Accordingly, the Executive Director shall ensure:

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

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

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

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

4.6 Adequate information is available to enable: Credible projections of revenues and expenses; separation of capital and operational items; cash flow projections; audit trails; identification of reserves, designations and undesignated fund balances; and disclosure of planning assumptions.

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

4.8 Maintain at a minimum 3 months of operating expenses, excluding amounts for in-kind and pass-through expense or as recommended by the independent auditor.

4.9 A budget Contingency Plan is capable of responding to significant shortfalls with the DRCOG budget.

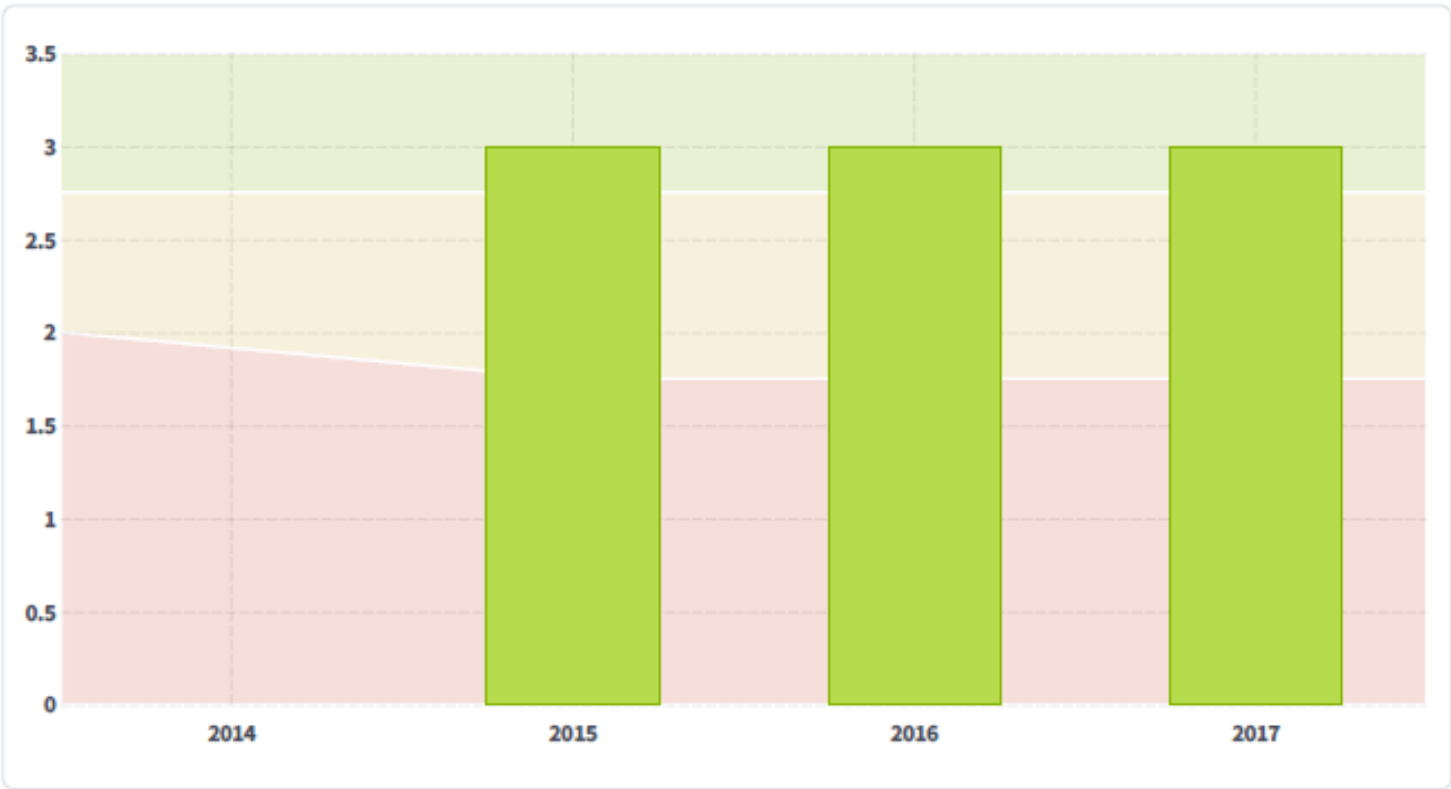
4.10 No risks are present based on situations described in the Fiscal Management Control Policy.

4.11 Board activities during the year have been adequately funded.

Details

Type	Weight	Calendar
Measure	11.11%	Yearly

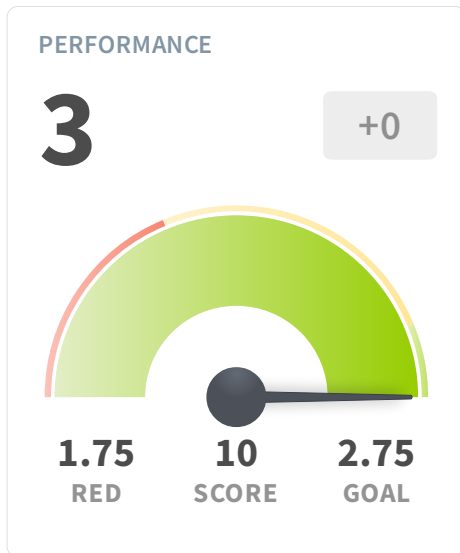
HISTORICAL PERFORMANCE



PERIOD	SCORE	ACTUAL	WORST	RED FLAG	GOAL	BEST
2014			1	2	2.75	3
2015	10	3	1	1.75	2.75	3
2016	10	3	1	1.75	2.75	3
2017	10	3	1	1.75	2.75	3

5.0 FISCAL MANAGEMENT AND CONTROLS

2017



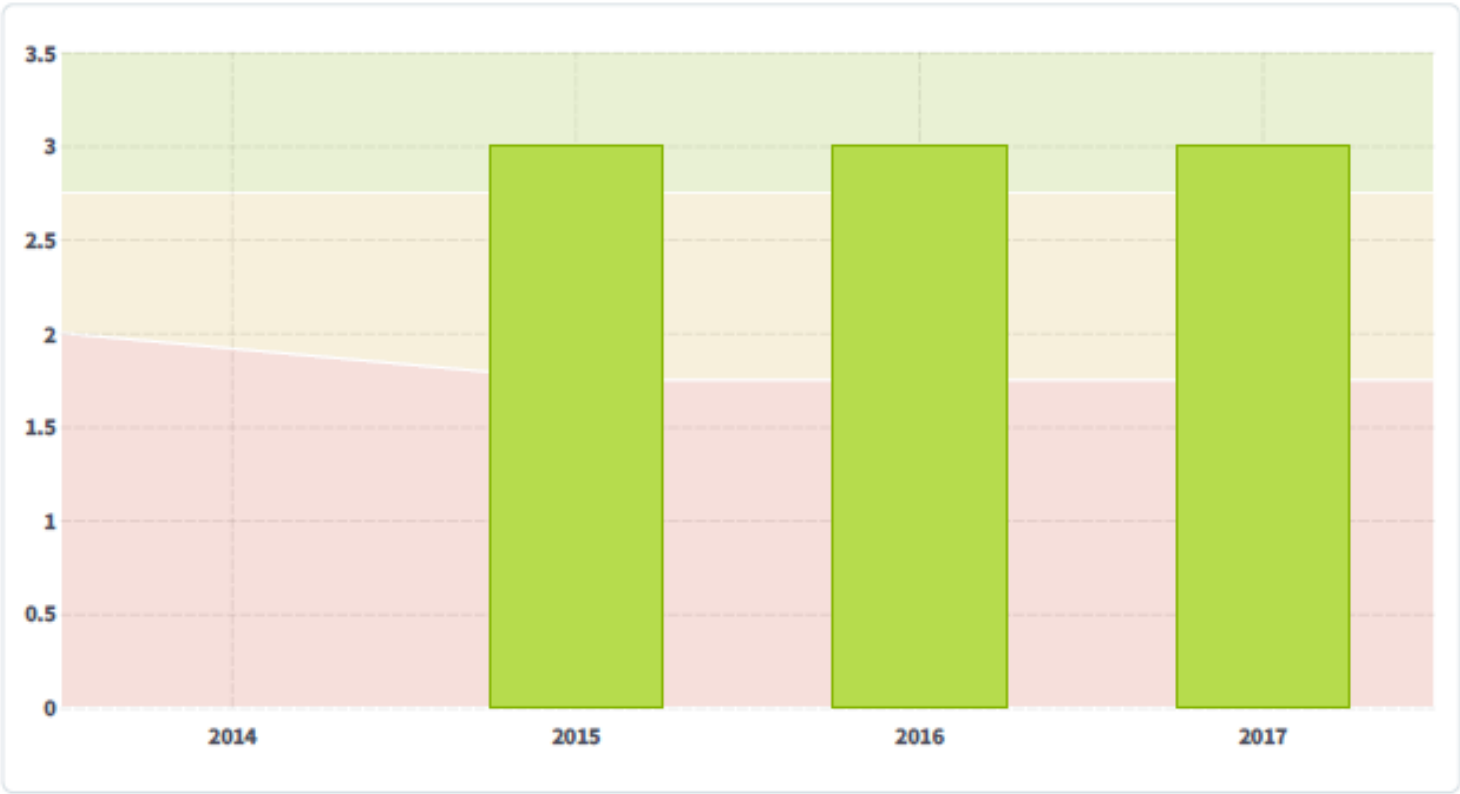
Description

- 5.1 Board-adopted strategic initiatives are adhered to and financial controls prevent fiscal jeopardy.
- 5.2 Funds for expenditures are available during each fiscal year.
- 5.3 DRCOG obligations are paid in a timely manner and within the ordinary course of business.
- 5.4 Prudent protection is given against conflicts of interest in purchasing and other financial practices, consistent with the law and established in DRCOG Fiscal Management Control Policy.
- 5.5 Funds are used for their intended purpose.
- 5.6 Competitive purchasing policies and procedures are in effect to ensure openness and accessibility to contract opportunities.
- 5.7 Purchases, contracts and obligations which may be authorized by the Executive Director do not exceed the financial authority approved by the Finance and Budget Committee. Purchases, contracts and obligations exceeding the Executive Director's authority are approved by the Finance and Budget Committee.
- 5.8 In the absence of the Executive Director, the Director of Transportation Planning and Operations signs on behalf of the Executive Director. If the Executive Director and Director of Transportation Planning and Operations are unavailable for a signature, the Administrative Officer provides authorizing signatures.
- 5.9 Adequate internal controls over receipts and disbursements prevent the material dissipation of assets.
- 5.10 DRCOG's audit is independent and external monitoring or advice is readily accepted and available.
- 5.11 Revenue sources are consistent with the Board-adopted strategic initiatives and operations are financed without incurring debt that exceeds the Executive Director's authority unless approved by the Finance and Budget Committee.
- 5.12 Reserved, designated and undesignated fund balances are at adequate levels to mitigate the risk of current and future revenue shortfalls or unanticipated expenditures.
- 5.13 Creditworthiness and financial position are maintained from unforeseen emergencies.

Details

Type	Weight	Calendar
Measure	11.11%	Yearly

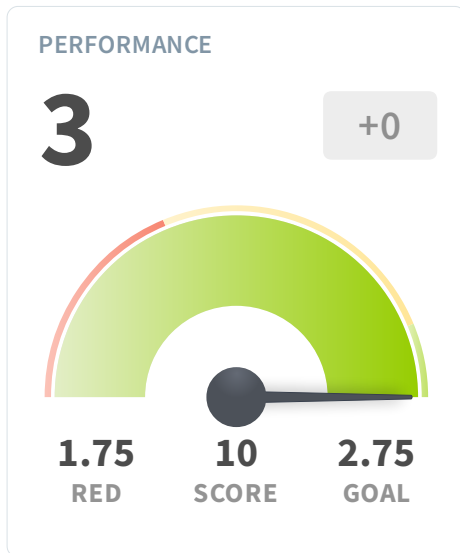
HISTORICAL PERFORMANCE



PERIOD	SCORE	ACTUAL	WORST	RED FLAG	GOAL	BEST
2014			1	2	2.75	3
2015	10	3	1	1.75	2.75	3
2016	10	3	1	1.75	2.75	3
2017	10	3	1	1.75	2.75	3

6.0 PROTECTION OF ASSETS

2017



Description

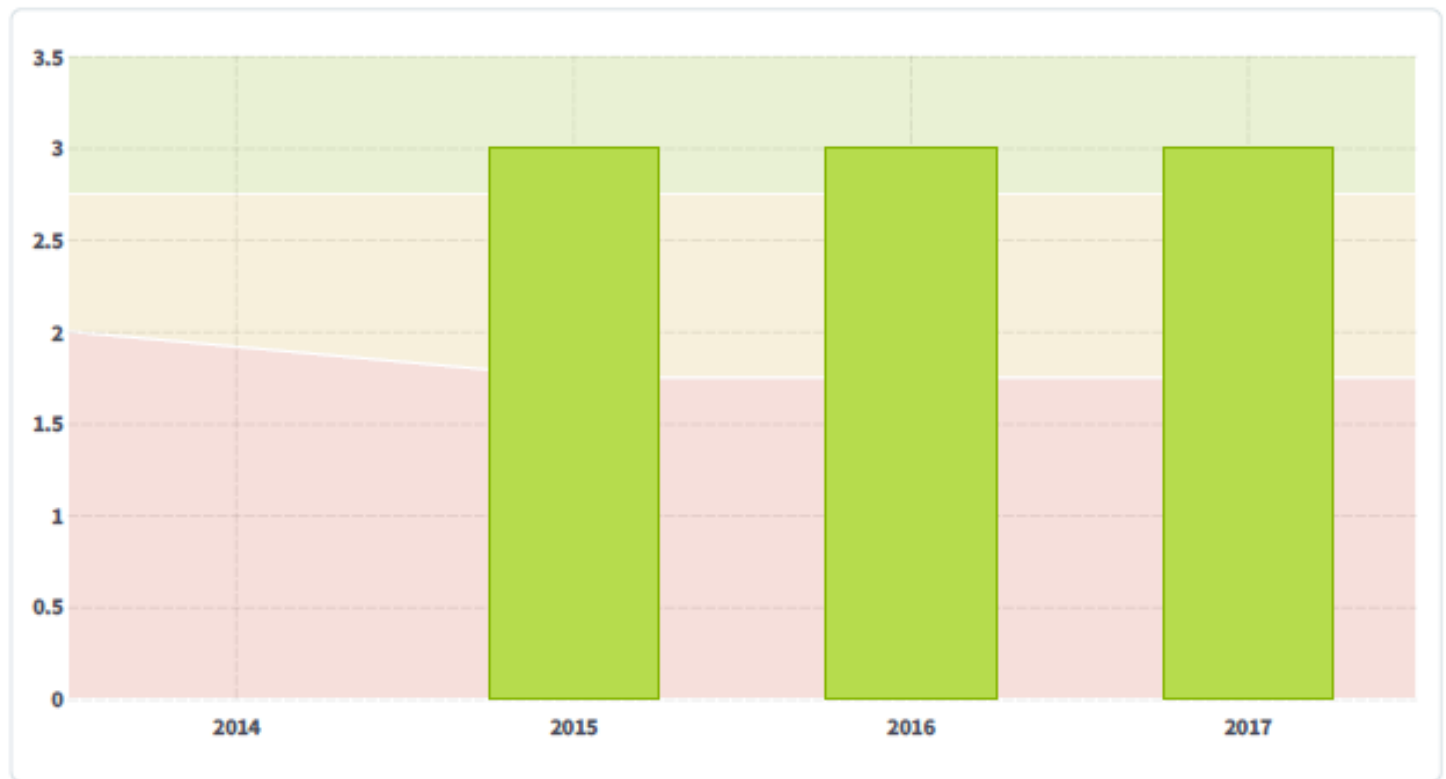
Within the scope of his/her authority in the Executive Director and given available resources, the Executive Director shall ensure:

- 6.1 Assets are protected and adequately maintained against unnecessary risk.
- 6.2 An insurance program exists to protect DRCOG in the event of a property and/or liability loss, including coverage insuring the Board, officers, employees, authorized volunteers and DRCOG against liabilities relating to the performance of their duties and DRCOG's activities in an amount equal to or greater than the average for comparable organizations and, for tort liabilities, in an amount equal to or greater than statutory limits on amounts DRCOG may be legally obligated to pay.
- 6.3 A policy exists to insure against employee dishonesty and theft.
- 6.4 Facilities and/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 A policy exists to ensure 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.

Details

Type	Weight	Calendar
Measure	11.11%	Yearly

HISTORICAL PERFORMANCE



PERIOD	SCORE	ACTUAL	WORST	RED FLAG	GOAL	BEST
2014			1	2	2.75	3
2015	10	3	1	1.75	2.75	3
2016	10	3	1	1.75	2.75	3
2017	10	3	1	1.75	2.75	3

7.0 IMMEDIATE SUCCESSION

2017

PERFORMANCE

Yes



10
SCORE

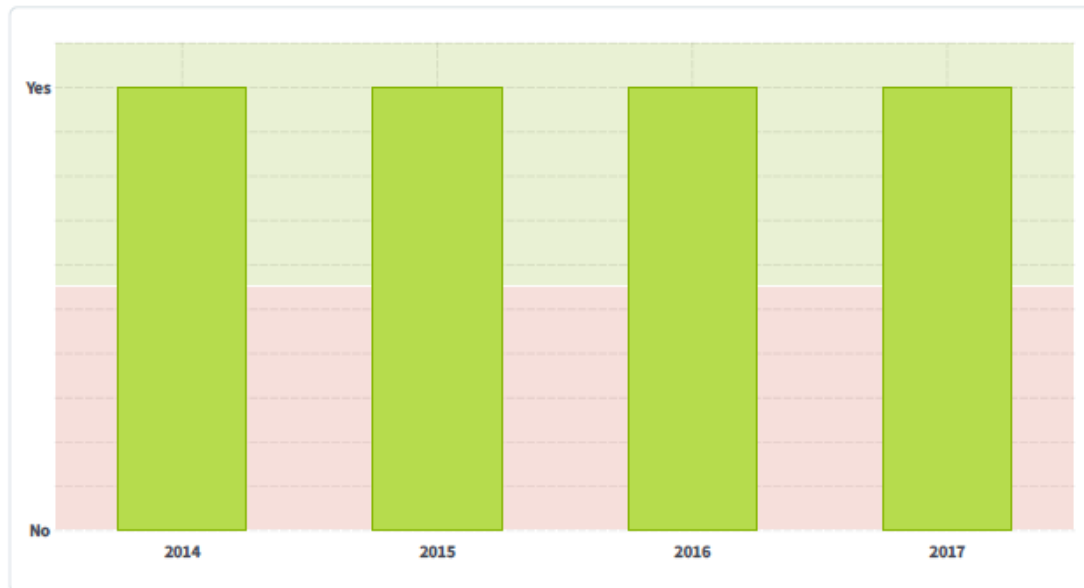
Description

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.

Details

Type	Weight	Calendar
Measure	11.11%	Yearly

HISTORICAL PERFORMANCE

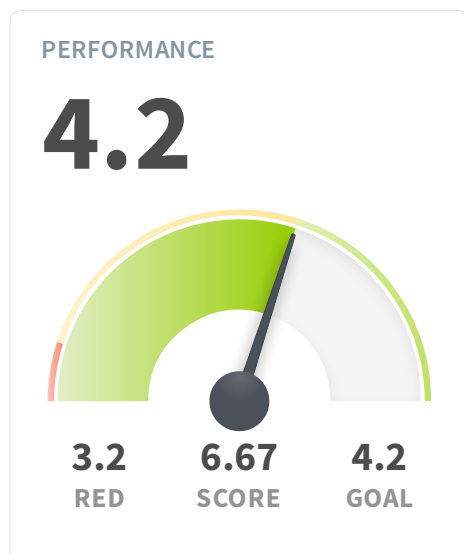


PERIOD	SCORE	ACTUAL
2014	10	Yes
2015	10	Yes
2016	10	Yes
2017	10	Yes

The Transportation and Operations Director is the immediate successor to the Executive Director should the services of the Executive Director be unavailable.

8.0 COMMUNICATIONS WITH AND SUPPORT OF THE BOARD

2017



Description

Executive Policy 8 pertains to the Executive Director ensuring the communication to Board members is complete, accurate, and timely. This policy is assessed annually as part of the Executive Director's performance evaluation.

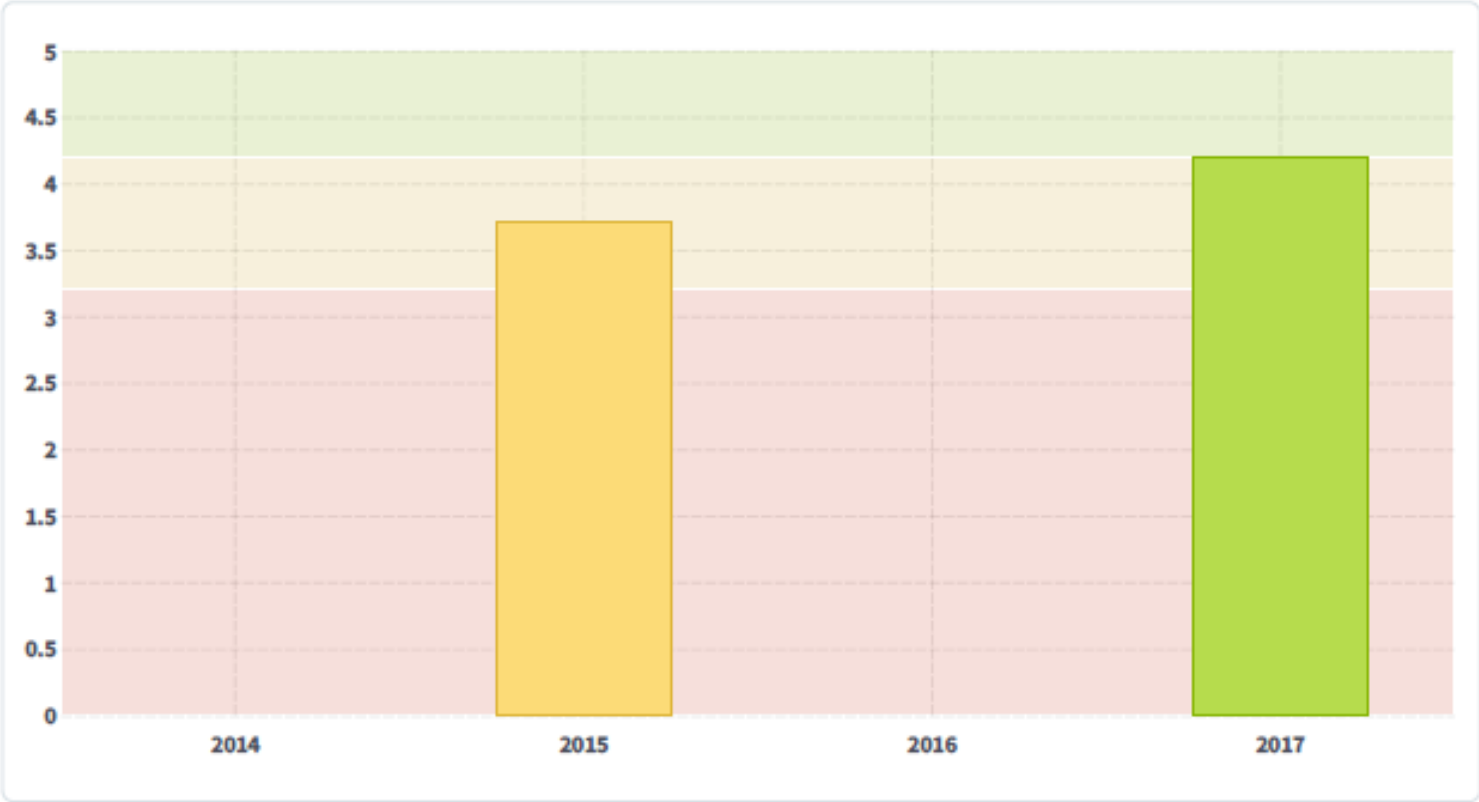
The Following are sub-policies of 8.0:

- 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 goals or Executive Policies.
- 8.6 The Board is provided decision information it requests.
- 8.7 The Board is aware of incidental information it requires.
- 8.8 In consultation with legal counsel, that the Executive Committee 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.
- 8.10 Information provided to the Board is not overly complex or lengthy.

Details

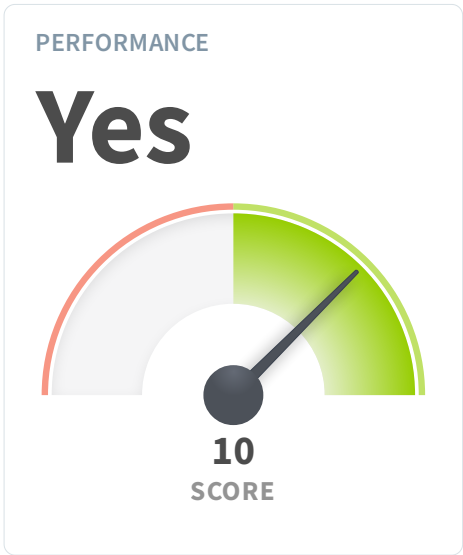
Type	Weight	Calendar
Measure	11.11%	Yearly

HISTORICAL PERFORMANCE



PERIOD	SCORE	ACTUAL	WORST	RED FLAG	GOAL	BEST
2014			2	3.2	4.2	5
2015	5.03	3.71	3	3.2	4.2	5
2016			2	3.2	4.2	5
2017	6.67	4.2	3	3.2	4.2	5

Successful Audit 2017

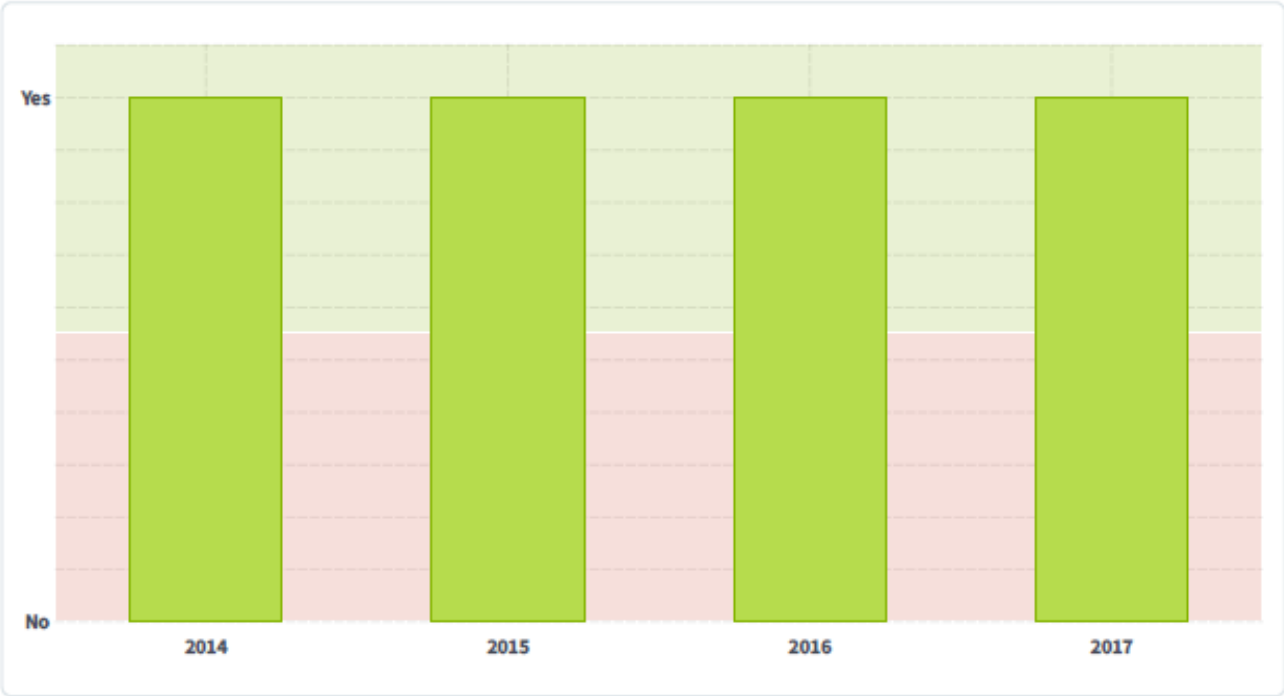


Description
This measure reports the result of annual independent audit as a Yes (successful) or No (unsuccessful). Relevant findings will be reported for all audits regardless of outcome.

Details

Type	Weight	Calendar
Measure	11.11%	Yearly

HISTORICAL PERFORMANCE



PERIOD	SCORE	ACTUAL
2014	10	Yes
2015	10	Yes
2016	10	Yes
2017	10	Yes

ATTACH G

To: Chair and Members of the Board of Directors

From: Douglas W. Rex, Executive Director
303-480-6701 or drex@drcog.org

Meeting Date	Agenda Category	Agenda Item #
September 19, 2018	Informational Item	15

SUBJECT

DRCOG Board Director Collaboration Assessment Results - 2018

PROPOSED ACTION/RECOMMENDATIONS

N/A

ACTION BY OTHERS

In May 2015, the first DRCOG Board Collaboration Assessment was completed. Numeric scores, comments and an analysis by the assessment developer, Dr. Carl E. Larson, were provided to Board Directors. The results of the first assessment in part led to the creation of two new Board committees: Finance and Budget, and Performance and Engagement. The Performance and Engagement Committee has reviewed the 2018 assessment results, which were presented to attendees of the DRCOG 2018 Board Workshop in Keystone, CO.

SUMMARY

The DRCOG Board Collaboration Assessment is a feedback mechanism to allow Board Directors to voice their opinions about their experience at DRCOG as it relates to Board Director collaboration and the achievement of desired results.

PREVIOUS DISCUSSIONS/ACTIONS

N/A

PROPOSED MOTION

N/A

ATTACHMENTS

DRCOG Board Collaboration Assessment Results – 2018

ADDITIONAL INFORMATION

If you have questions about the results, please contact John Diak, Chair, Performance and Engagement Committee or Jerry Stigall, Director, Organizational Development, at 303-480-6780 or jstigall@drcog.org.



**DRCOG Board
Collaboration Assessment Results
2018**

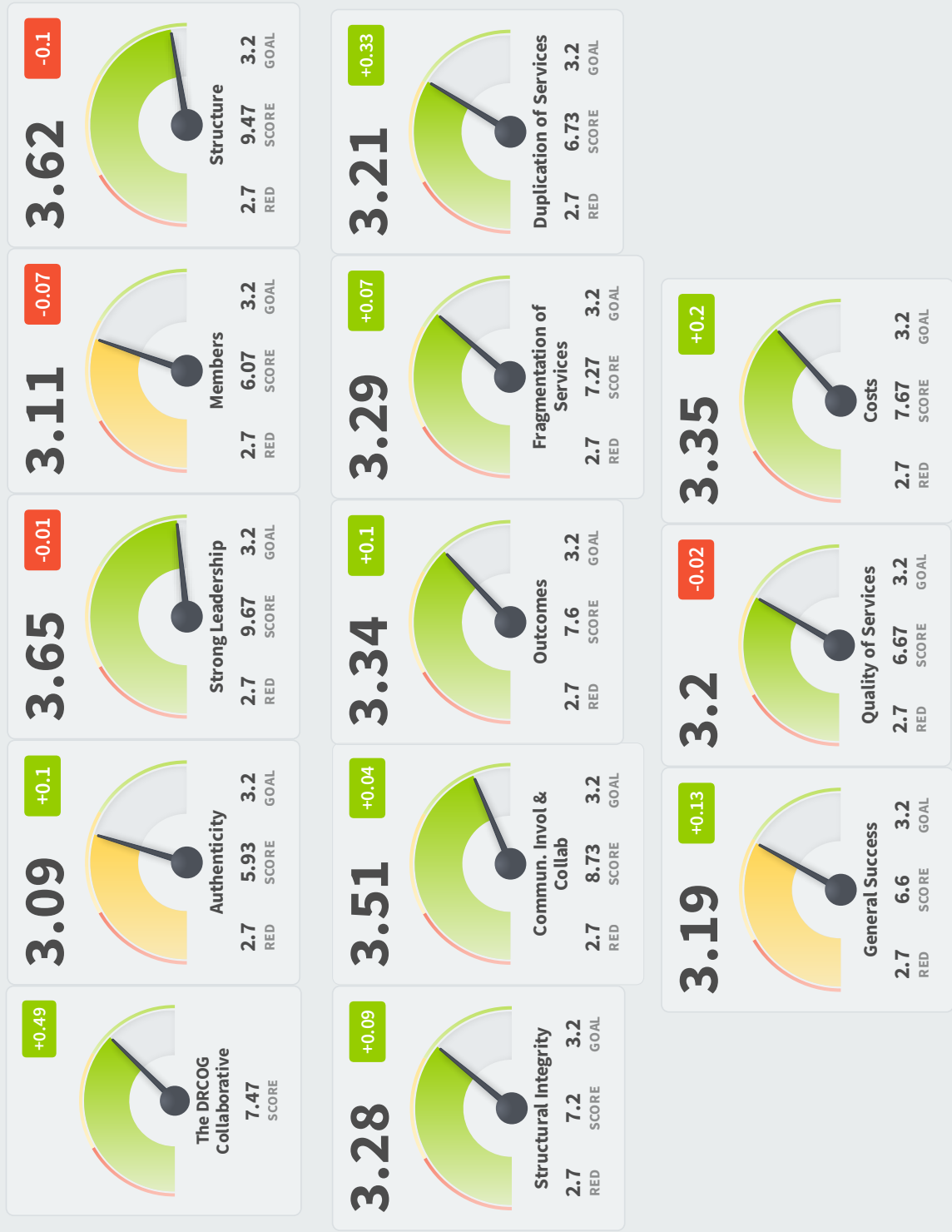
DRCOG Board Collaboration Assessment Results 2018

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<u>Collaboration Summary (Dr. Carl E. Larson)</u>	<u>8-11</u>
<u>Assessment results</u>	<u>14-32</u>
<u>Membership Value Score</u>	<u>33</u>
<u>Additional Comments</u>	<u>34</u>

The DRCOG Collaborative Scorecard - 2018 Overview

This dashboard shows the current result (number on upper left) and variance (number in green box) from the previous period for each section of the collaboration assessment. The assessment is a 4-point scale, True, More True than False, More False than True, False. Red is the low threshold and Goal is the high or goal threshold for the targets. The Score is calculated by the software application on a 0-10 scale based on the actual score for the section. The first graphic on the upper left is the cumulative change over all sections of the assessment. Clicking on any graphic below will take you to that component in the Scorecard section of Scoreboard. You can use the back arrow or click Dashboards on the left navigation pane to return to the Dashboards section.



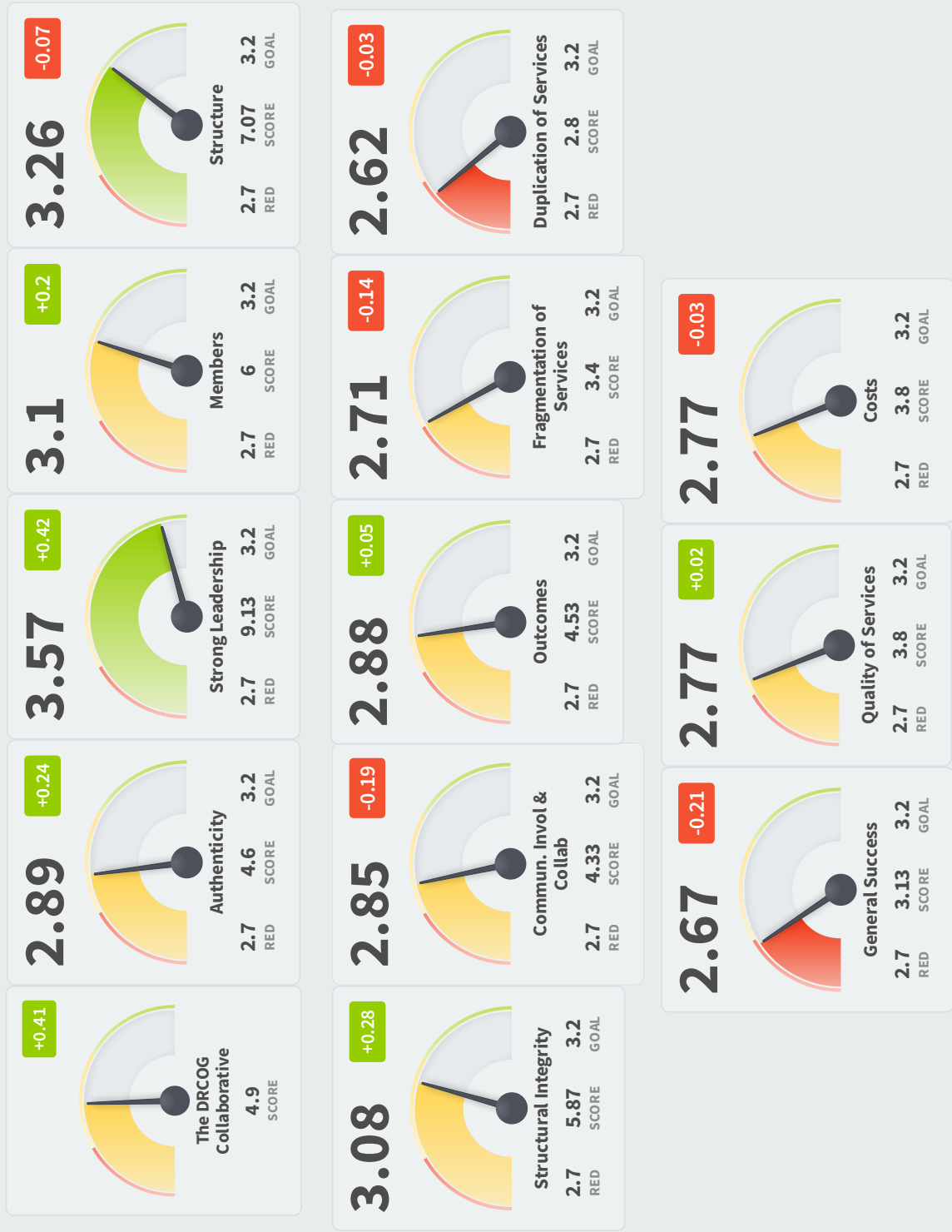
The DRCOG Collaborative Scorecard - 2017 Overview

This dashboard shows the current result (number on upper left) and variance (number in green box) from the previous period for each section of the collaboration assessment. The assessment is a 4-point scale, True, More True than False, More False than True, False. Red is the low threshold and Goal is the high or goal threshold for the targets. The Score is calculated by the software application on a 0-10 scale based on the actual score for the section. The first graphic on the upper left is the cumulative change over all sections of the assessment. Clicking on any graphic below will take you to that component in the Scorecard section of Scoreboard. You can use the back arrow or click Dashboards on the left navigation pane to return to the Dashboards section.



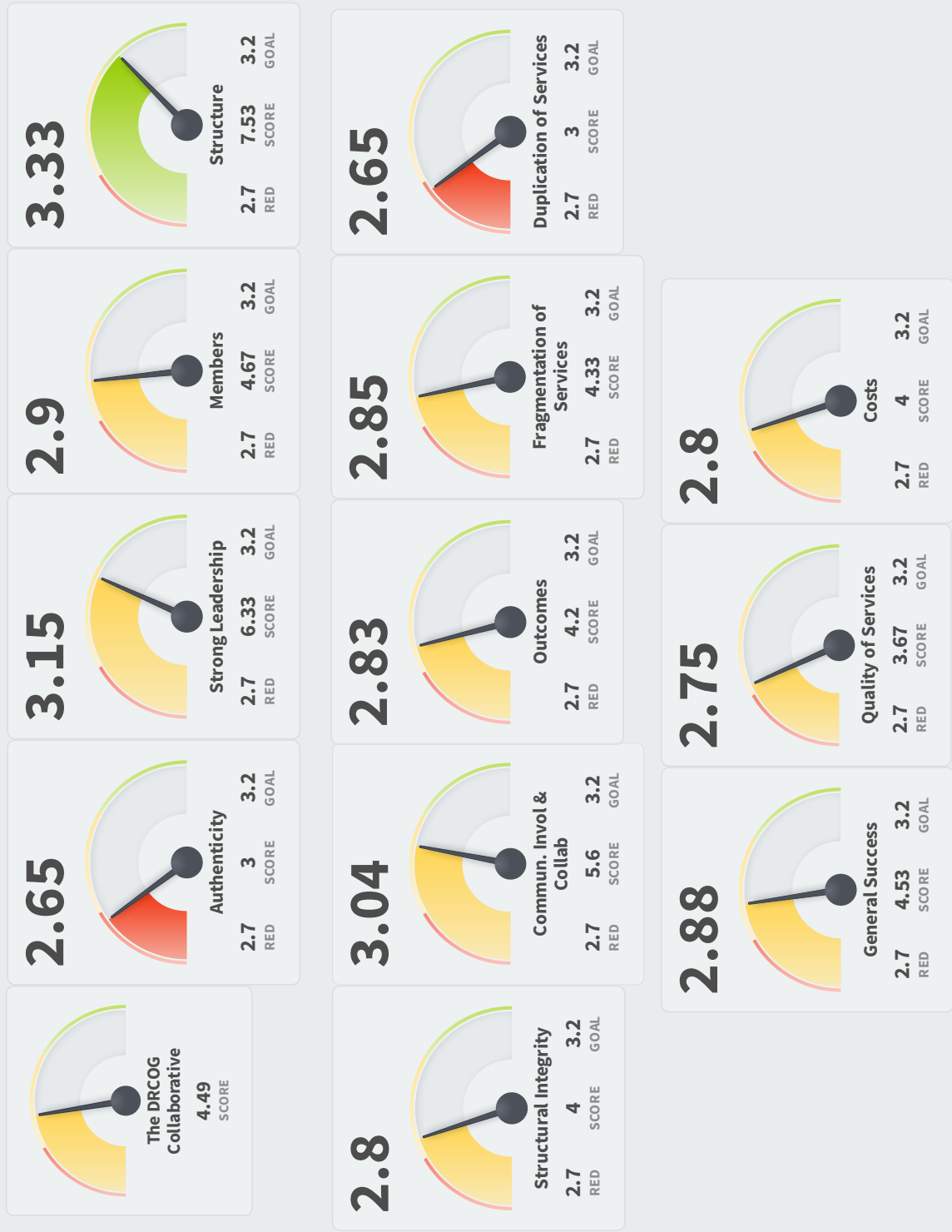
The DRCOG Collaborative Scorecard - 2016 Overview

This dashboard shows the current result (number on upper left) and variance (number in green box) from the previous period for each section of the collaboration assessment. The assessment is a 4-point scale, True, More True than False, More False than True, False. Red is the low threshold and Goal is the high or goal threshold for the targets. The Score is calculated by the software application on a 0-10 scale based on the actual score for the section. The first graphic on the upper left is the cumulative change over all sections of the assessment. Clicking on any graphic below will take you to that component in the Scorecard section of Scoreboard. You can use the back arrow or click Dashboards on the left navigation pane to return to the Dashboards section.



The DRCOG Collaborative Scorecard - 2015 Overview

This dashboard shows the current result (number on upper left) and variance (number in green box) from the previous period for each section of the collaboration assessment. The assessment is a 4-point scale, True, More True than False, More False than True, False. Red is the low threshold and Goal is the high or goal threshold for the targets. The Score is calculated by the software application on a 0-10 scale based on the actual score for the section. The first graphic on the upper left is the cumulative change over all sections of the assessment. Clicking on any graphic below will take you to that component in the Scorecard section of Scoreboard. You can use the back arrow or click Dashboards on the left navigation pane to return to the Dashboards section.



COLLABORATION ASSESSMENT – DRCOG 2018

This is one of the best assessments I've seen in several years, especially in light of the general state of public discourse the US has experienced lately. Let me highlight three observations.

- 1) The strengths present in last year's assessment remain strong. Last year's assessment showed an unusually dramatic change: 45 of 51 items exhibited positive change. This overall change was rare, especially for large mandated collaboratives. This year's ratings are still overwhelmingly positive.

One emerging strength in DCOG is worth emphasizing. Over the last 30 years of studying collaborative efforts, my colleagues and I have noticed a subtle but strong indicator of success. Unusually successful collaboratives tend to alter the norms present in the communities they serve. That is, successful collaboratives tend to improve the collaborative energies of the community at large. They "spill over" into other problem areas and generate more spontaneous collaborative efforts among community members, even those not involved in the original collaboration.

Your data has evidence of this effect. The ratings in the section labeled "Community Involvement and Collaboration" are:

- Our collaborative has led to broader and more meaningful engagement of diverse partners...3.57
- Our collaborative has resulted in the emergence of new leaders committed to collaboration...3.61
- Our collaborative had helped improve the way our participation jurisdictions work together...3.39
- Our collaborative has increased my knowledge of resources outside of my agency/organization...3.56
- Our collaborative has increased my access to resources outside of my agency/organization for my community...3.40

These are unusually high scores. This is especially noteworthy because we are encountering more collaboratives, at both national and community levels, that are suffering from the divisiveness and hostility that now characterizes our national public discourse. You are a clear exception to that trend.

- 2) You seem to be correcting the one potential problem that emerged in last year's assessment. Recall that there was a pattern in your data wherein five items showed negative change from 2016 to 2017:
 - The process responds fairly to the needs of its members (3.21 to 3.18, negative change last year, now 3.42)

- The allocation of resources is decided fairly (2.97 to 2.91, negative change last year, now 3.19)
- The criteria for allocations are fairly applied (3.27 to 3.06, negative change last year, now 3.29)
- The process gives some people more than they deserve while shortchanging others (3.0 to 2.85 negative change last year, now 2.88)

These four items moved in a positive direction this year. There is still room for improvement, but you have them moving in the right direction contrary to last year's assessment. The fifth item is:

Members are effective liaisons between their home organization and our group (3.38 to 3.32 negative change last year, now 3.27)

In 2018, you improved your scores on the first four items. This is important! This pattern is called "the fair process effect", or procedural justice. It is one of the most important qualities of both collaborative and legal processes. The fact that you have reversed the direction of change means that you are addressing one of the most serious threats to collaboration, especially legislated collaboration.

Now consider the fifth item (members are effective liaisons between their home organization and our group). Unfortunately, this is a constant tension that collaboration always experiences. Thousands of studies, including doctoral dissertations I have directed, have explored the tensions between "distributive" and "integrative" processes. Simply stated, moving toward distributive processes means that you devote more time and energy to "who gets what." If you move toward integrative processes you devote more time and energy to the problems you confront together. That's why the process has to be credible, fair, and transparent, because if it is not, the participants will move naturally and inevitably toward self-interest at the expense of collective problem-solving. You are doing an excellent job of surfacing and addressing this tension, but you may be the rare group in which this issue disappears completely.

- 3) Your data describe a healthy collaborative climate with great potential for success. There does not appear to be any major warning signals that urgently need to be recognized and acted upon. In fact, recognizing the progress that you have made may be the more urgent need.

Successful collaboratives tend to recognize and celebrate smaller steps toward larger goals. They recognize progress earlier and celebrate it more frequently. They actually try to build and sustain energy that is optimistic and action-oriented. The more oppressive the problem, the more they celebrate small inroads toward its solution.

Overall Observations in the Data

There is a phenomenon in the data where the change from 2016 to 2017 is relatively rare in a good way. Almost 90 percent (44) of the items in the assessment moved in a positive direction from 2016 to 2017. The general tone of the assessment reflects incredible positive change.

In 2018 all the scores changed as we would expect over time. The question is: Are they changing more or less “randomly?” Thirty of the 50 item scores increased during that period. Seventeen item scores decreased but remained above 3.0. There seems to be a continuation of positive change, less this year than last, but understandably since 2017 scores were overwhelmingly positive. The change in 2018 from 2017 scores would primarily be due to random variation of data and not necessarily a signal that problems are developing within the collaborative climate. Eight item scores were in the 2.0+ range in 2017 but all were above the 2.5 midpoint and in positive territory. For 2018, all these eight item scores increased.

The lowest scored item in the assessment for 2018, *“the process gives some people more than they deserve, while shortchanging others”* was 2.88, still in positive territory. Forty-nine out of 50 items are all above 3.0 for 2018. These are very high scores for collaboratives like DRCOG. Again, variance in most of the scores can be associated with random variation of data and not a substantive change in the collaborative climate. The **Total Process Quality** score, calculated by averaging the scores of Structural Integrity and Authenticity, have continued to improve since the first assessment in 2015; 2.72, 2.99, 3.09, 3.19 respectively for years 2015-2018. This is an important measure of success for your collaboration.

In reviewing the results overall, you may have reached a plateau where you are about as good as you can get considering the positive energy that seems evident in the assessment results and comments. The issue of ‘energy drain’ is worth contemplating given the positive energy of the collaborative at this point. What happens if energy starts to drain from the group and gets directed at issues that are not relevant to the group’s purpose? If higher levels of relationship tension emerge between members, the energy normally directed at solving regional problems gets ‘drained’ from the goal focus and is exerted in the direction of the relationship issue or dysfunction.

The Performance & Engagement Committee can serve a ‘vigilant’ function for the full Board in monitoring and addressing the potential for energy drain and other issues that may negate past successes. Given the members in the collaborative report overall high scores in virtually every area, it would be good to recognize the potential for losing optimism and momentum if either complacency surfaces due to the good results or if the perception of the score variances means something is not going well.

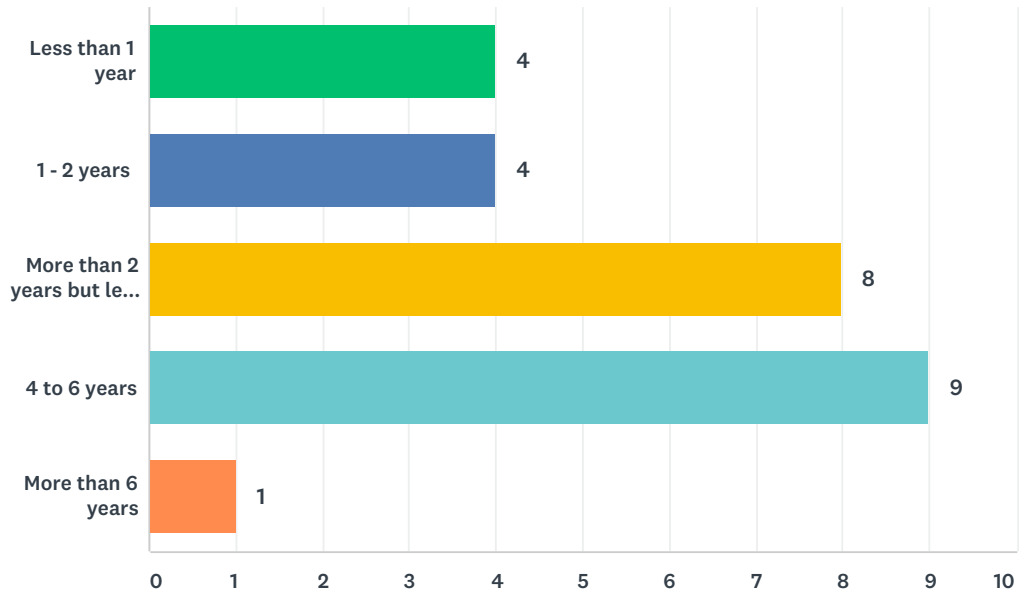
Those are typical reactions people can have so it’s important to keep in mind that a positive/optimistic climate helps maintain momentum and, data varies by its own natural tendencies. When you look at the largest variance in the assessment, it’s 0.2 of a point for two items. That does not say however; things have risen to perfection so periodic improvements and adjustments can help sustain your momentum.

As a supportive observer of DRCOG, I applaud your progress in dealing with important but difficult problems. Perhaps you deserve some form of celebration.... how about we at least order pizza!

Carl E. Larson, Ph.D.

Please indicate the length of time you have been a DRCOG Board Director.

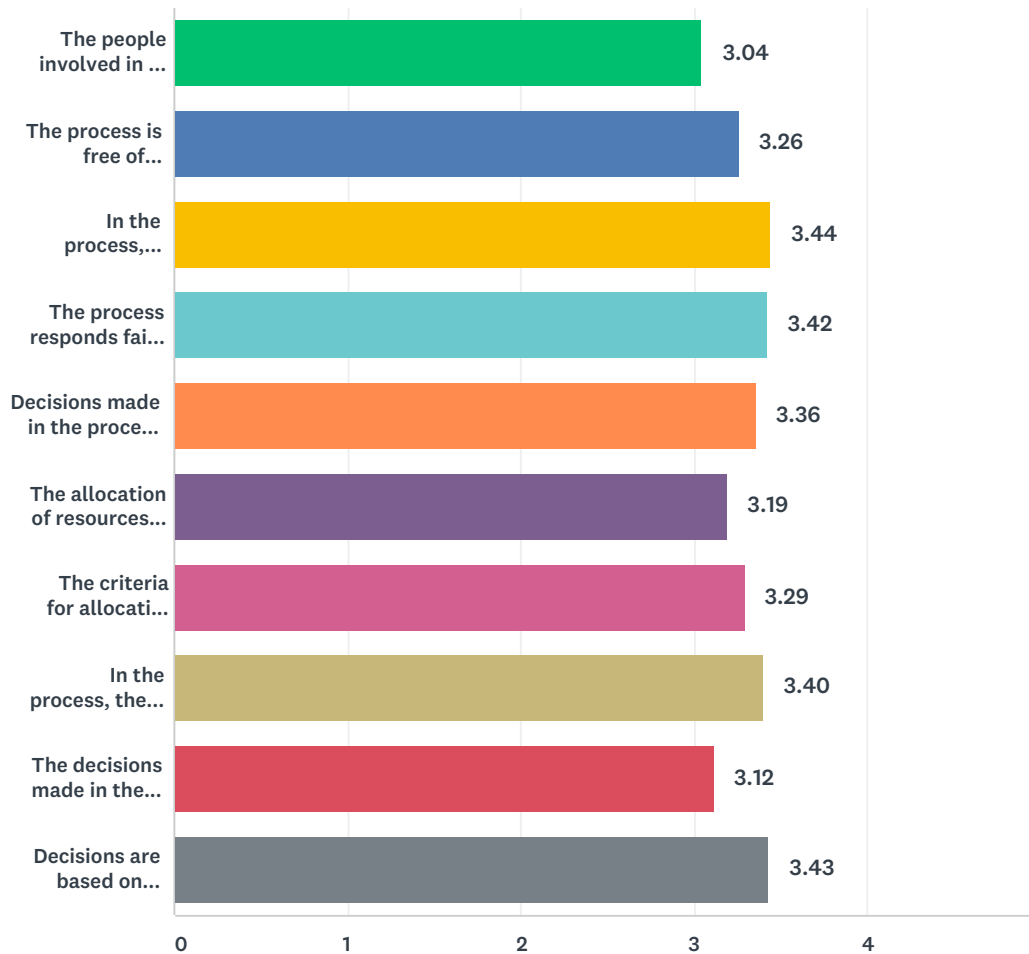
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ANSWER CHOICES	RESPONSES	
Less than 1 year	15.38%	4
1 - 2 years	15.38%	4
More than 2 years but less than 4 years	30.77%	8
4 to 6 years	34.62%	9
More than 6 years	3.85%	1
TOTAL		26

I. Structural Integrity refers to how Board Directors perceive the fairness of the collaborative process. A process that has high structural integrity applies criteria for making decisions and allocating resources in a fair and consistent manner, treats all members equitably, and allows sufficient opportunity for members to challenge and revise decisions.

Answered: 26 Skipped: 0



	TRUE	MORE TRUE THAN FALSE	MORE FALSE THAN TRUE	FALSE	DON'T KNOW	TOTAL	WEIGHTED AVERAGE
The people involved in the process usually are focused on broader goals (outcomes) of the region, rather than individual agendas.	23.08% 6	61.54% 16	11.54% 3	3.85% 1	0.00% 0	26	3.04
The process is free of favoritism.	26.92% 7	57.69% 15	3.85% 1	0.00% 0	11.54% 3	26	3.26
In the process, everyone has an equal opportunity to influence decisions.	60.00% 15	24.00% 6	16.00% 4	0.00% 0	0.00% 0	25	3.44
The process responds fairly to the needs of its members.	42.31% 11	46.15% 12	3.85% 1	0.00% 0	7.69% 2	26	3.42

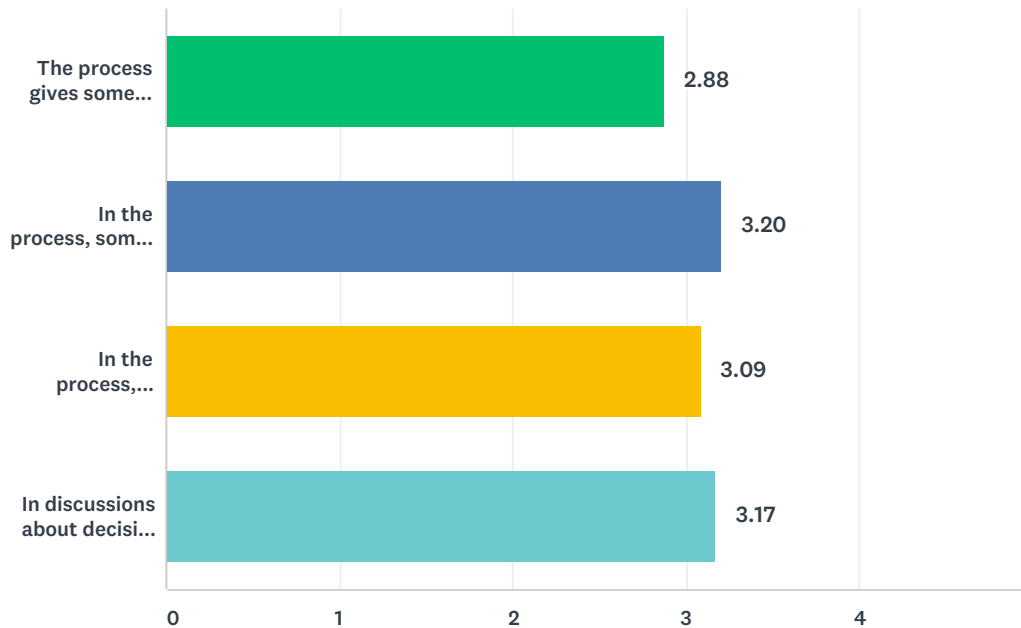
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Decisions made in the process are based on fair criteria.	46.15% 12	42.31% 11	3.85% 1	3.85% 1	3.85% 1	26	3.36
The allocation of resources is decided fairly.	26.92% 7	46.15% 12	3.85% 1	3.85% 1	19.23% 5	26	3.19
The criteria for allocations are fairly applied.	34.62% 9	53.85% 14	0.00% 0	3.85% 1	7.69% 2	26	3.29
In the process, there is sufficient opportunity to challenge decisions.	50.00% 13	34.62% 9	11.54% 3	0.00% 0	3.85% 1	26	3.40
The decisions made in the process are consistent.	23.08% 6	65.38% 17	3.85% 1	3.85% 1	3.85% 1	26	3.12
Decisions are based on accurate information.	44.00% 11	36.00% 9	0.00% 0	4.00% 1	16.00% 4	25	3.43

#	PLEASE PROVIDE COMMENTS FOR THE STRUCTURAL INTEGRITY SECTION IN THE SPACE BELOW.
1	The process seems more prescriptive than iterative.
2	My view is that the process appears fair and open, Some minor pressure and opinion may come from individuals and subgroups but they appear to be using discussion not pressure to move toward their point.
3	I believe that decisions are based on accurate information and the intent to be fair in allocation of resources is prevalent, however, there is still the feel that the "big" players (Denver, Aurora, Commerce City and Parker) have an advantage over smaller communities. This perception I believe keeps members from the smaller communities from speaking up, voicing their views, or challenging decisions.
4	New to board so lots of 'don't knows'
5	"Individual agendas" as referenced in question 1 may also be Directors advocating for their home jurisdiction's best interest. The DRCOG Board of Directors uses a consistent process of making decisions that allows for equal participation in discussing the criteria presented ("fair" or not is for the individual Director to decide in each case.)
6	DRCOG has come a long way in a short period of time. By essentially rebuilding the entity, the Board Members were able to achieve structural integrity by addressing any concerns and resolving region wide issues within the organization.
7	The majority of decisions are fair but as humans, there is some jostling at times. Our community views frequently cloud ability to embrace the regional needs.
8	All members are allowed to feel as those they are heard and part of the group.
9	There is favoritism in favor of the large cities and northwestern county
10	As a new member - it is challenging to figure out the specific committees and groups and how to engage and with which ones to engage. I believe all the information and opportunities to engage are out there - just sorting through all the committees/initiatives/groups is challenging as a newcomer. One suggestion would be that after a board members two meetings - following up with a brief (less than 30 minute) orientation session with someone from DRCOG staff. I wouldn't have known what I didn't know before I started - but now I have some basic questions - that will work themselves out naturally as I continue to participate, but having an orientation set up would be great.

II. Authenticity refers to the extent Board Directors perceive the collaborative process is free from undue outside influence. An authentic process is one where members are confident the group has the power to make independent judgments and evaluations of the issues, and can make decisions on how to respond to those issues that will be respected by all members as well as those in positions of authority.

Answered: 26 Skipped: 0



	TRUE	MORE TRUE THAN FALSE	MORE FALSE THAN TRUE	FALSE	DON'T KNOW	TOTAL	WEIGHTED AVERAGE
The process gives some people more than they deserve, while shortchanging others.	7.69% 2	15.38% 4	50.00% 13	19.23% 5	7.69% 2	26	2.88
In the process, some people's opinions are accepted while other people are asked to justify themselves.	3.85% 1	15.38% 4	34.62% 9	42.31% 11	3.85% 1	26	3.20
In the process, strings are being pulled from outside Board discussions which influence important decisions.	3.85% 1	19.23% 5	26.92% 7	34.62% 9	15.38% 4	26	3.09
In discussions about decisions or procedures, some people are discounted because of the organizations/jurisdictions that they represent.	7.69% 2	11.54% 3	30.77% 8	42.31% 11	7.69% 2	26	3.17

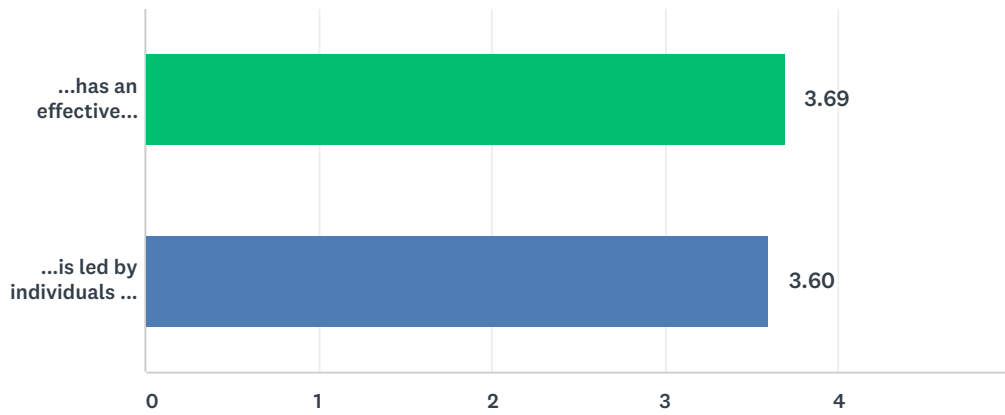
#	PLEASE PROVIDE COMMENTS FOR THE AUTHENTICITY SECTION IN THE SPACE BELOW.
1	I do not see a problem in this area. Yes, smaller jurisdictions may not have the same weight in a discussion or presentation but this appears to be reality of money and population not a orchestrated process. Attendance has an impact on this also.
2	I don't believe that any organization or jurisdiction is discounted or their opinions not heard but, I do believe that there is a sense that smaller communities feel intimidated by the "big" communities and that keeps them from participating fully in conversations and decisions.

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3	Although it's against open meeting rules, it seems like some parts of the region still discuss DRCOG business outside of DRCOG board meetings with the purpose of developing a unified stance or agenda that they then advocate for at board meetings.
4	There may be a perception that some jurisdictions have received more funding and have more "power" to swing votes in their direction. The decision to move to dual funding model, at the 20% regional & 80% sub-region split, may have been a result of those perceptions. The fact that the group chose that method for the next TIP cycle shows that the process works. Majority rules. That is the way these things work at DRCOG and on our councils and boards of commissioners. There are very highly respected folks whose opinions are also highly valued. Others may not yet have that level of trust from the other Directors.
5	Can't change the spots on a politician.
6	DRCOG is working to be an organization that creates a forum for all members to address community challenges and use the power of collaboration to uncover ways resolve issues and achieve success - small communicators initiative to create discussion group on challenges and the new dual model approach have allowed the entity to empower the communities to seek resolution on a number of challenges.
7	Each area is given the opportunity to share their opinions and are heard by the group if they speak.
8	I think that the preliminary meeting each month is where many decisions get made. For jurisdictions that don't attend those meetings it may seem that matters coming before the board have insufficient discussion.

III. Strong Leadership reflects the perception the Board has an effective organizing/coordinating body and, is led by committed and effective leaders. The role of the organizing/coordinating body is to provide a convening location, collaborative environment and relevant information for Board Director deliberation and decision-making. Note: The first item below regarding Organizer/coordinator refers to DRCOG's role as the convener/convening location. The second item refers to Board Director leadership. Our collaborative...

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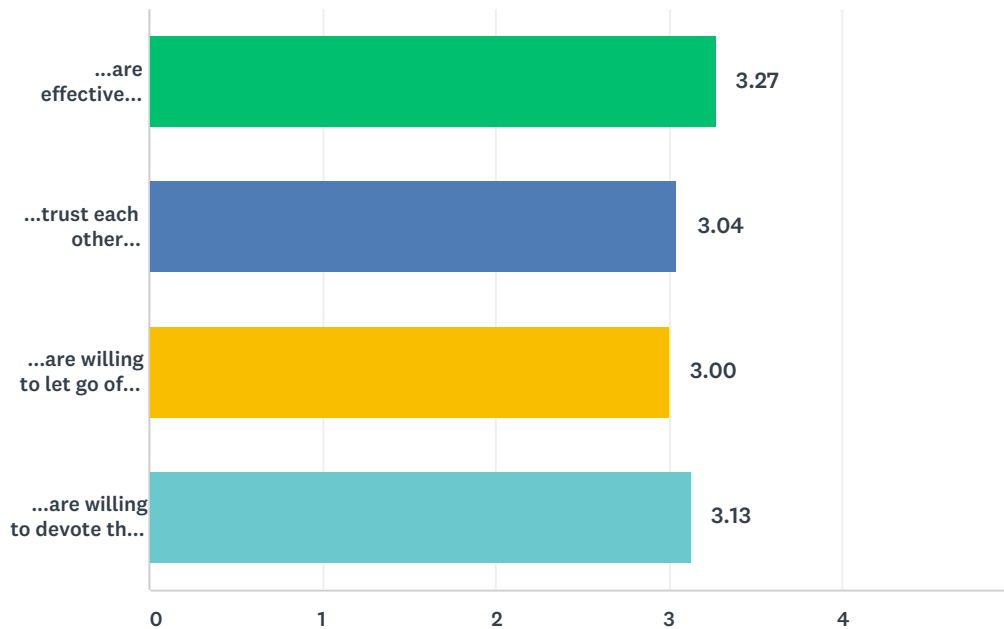


	TRUE	MORE TRUE THAN FALSE	MORE FALSE THAN TRUE	FALSE	DON'T KNOW	TOTAL	WEIGHTED AVERAGE
...has an effective organizer/coordinator.	73.08% 19	23.08% 6	3.85% 1	0.00% 0	0.00% 0	26	3.69
...is led by individuals who are strongly dedicated to the Mission and Vision of DRCOG.	61.54% 16	30.77% 8	3.85% 1	0.00% 0	3.85% 1	26	3.60

#	PLEASE PROVIDE COMMENTS FOR THE STRONG LEADERSHIP SECTION IN THE SPACE BELOW.
1	This second question is closer to True than the choice implies. I place it to very nearly absolutely True.
2	The DRCOG leadership is exemplary and highly respected. They provide everything the Directors need and everything they are asked to provide. Board Director leadership is committed to the mission and vision of the DRCOG Board.
3	The leadership is effective in leading and dedicated to making the process work.
4	Exce;;ant Executive Director

IV. Members refers to how Board Directors perceive other Director's capacity to collaborate: Are they willing to devote their efforts to furthering the goals of the collaborative rather than simply garner additional resources for their individual programs? Will they support the ideas that have the most merit even at the expense of their own interests? And, do they think there is sufficient trust among members to honestly share information and feedback? Members...

Answered: 26 Skipped: 0



	TRUE	MORE TRUE THAN FALSE	MORE FALSE THAN TRUE	FALSE	DON'T KNOW	TOTAL	WEIGHTED AVERAGE
...are effective liaisons between their home organizations and our group.	30.77% 8	65.38% 17	3.85% 1	0.00% 0	0.00% 0	26	3.27
...trust each other sufficiently to honestly and accurately share information, perceptions, and feedback.	15.38% 4	76.92% 20	3.85% 1	3.85% 1	0.00% 0	26	3.04
...are willing to let go of an idea for one that appears to have more merit.	23.08% 6	50.00% 13	15.38% 4	3.85% 1	7.69% 2	26	3.00
...are willing to devote the effort necessary to achieve Metro Vision Outcomes.	30.77% 8	46.15% 12	11.54% 3	3.85% 1	7.69% 2	26	3.13

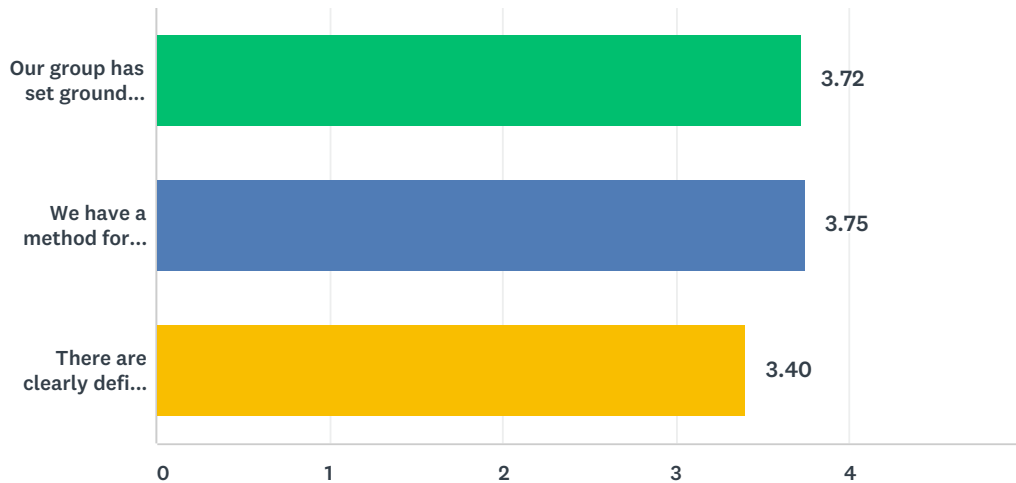
#	PLEASE PROVIDE COMMENTS FOR THE MEMBERS SECTION IN THE SPACE BELOW.
1	Directors are faced with two pressures, the first is their home jurisdiction (not always in agreement on an issue themselves) and the second, the greater good that also is very good for most if not all our jurisdictions. I have not interacted with any Board member that is not seeking the greater good of the region, their path to achieve it may differ.

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2	I think members' commitment to some pieces of DRCOG's Metro Vision varies widely across the region.
3	Generally, the Directors realize why they serve on the DRCOG Board and work in the interest of the "region" as long as their home jurisdictions interests are met. The majority of the Directors know and trust the other Directors in this light. I guess there might be some personal or political "clashes" in the past history of some of the Directors that occurred outside of the DRCOG environment.
4	All individuals are trying to make the process work for the group.
5	Again I think that for those who don't attend the preliminary monthly meeting it may seem to them that they are getting short shrift. Also if they haven't read the materials and ask questions that are not relevant they get understandably shut down quicker, which may cause them not to come exacerbating the problem. I am from a small community and I am constantly trying to get other small communities to come but they are their own worst enemies.

V. Structure refers to the clarity members have about the scope of the Board's authority and the roles and responsibilities assigned to its Directors. Note: This section also pertains to Board Committees. Please use the space below to provide comments on committees as they relate to (Board Structure.

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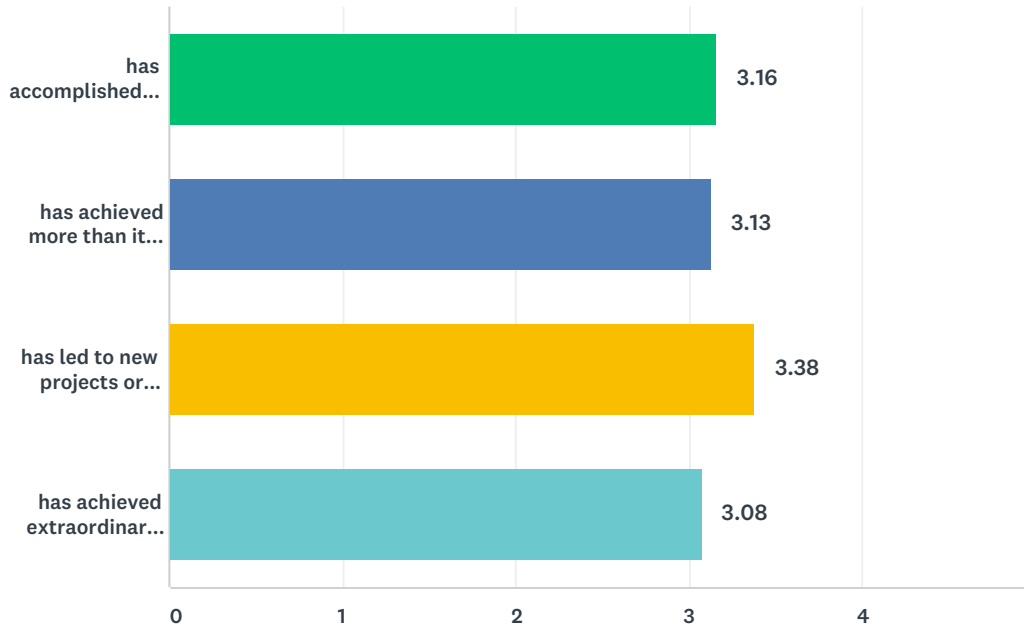


	TRUE	MORE TRUE THAN FALSE	MORE FALSE THAN TRUE	FALSE	DON'T KNOW	TOTAL	WEIGHTED AVERAGE
Our group has set ground rules and norms about how we will work together.	69.23% 18	26.92% 7	0.00% 0	0.00% 0	3.85% 1	26	3.72
We have a method for communicating the activities and decisions of the group to all members.	72.00% 18	24.00% 6	0.00% 0	0.00% 0	4.00% 1	25	3.75
There are clearly defined roles for group members.	42.31% 11	50.00% 13	3.85% 1	0.00% 0	3.85% 1	26	3.40

#	PLEASE PROVIDE COMMENTS FOR THE STRUCTURE SECTION IN THE SPACE BELOW.
1	There are written and unwritten rules and norms. These are generally very effective. Since this is a journey we have not reach a point where True is the correct answer for any of these. We are moving towards True.
2	The committees report to the larger Board of Directors at every meeting. The Finance and Budget Committee has a great working relationship and our leadership runs the meetings very efficiently. We take care of business and discuss issues or concerns an appropriate length of time before motions, seconds and votes. Motions are usually unanimous.
3	The meetings are held and effective format that moves the meeting forward.

VI. General Success reflects the perceived level of success achieved by the collaborative and assesses the extent to which members accomplished the objectives set out for the most recent performance period. The term objectives in this section refers to for example; Reduce VMT, Improve Air Quality, Reduce GHG, etc. as opposed to 'outcomes' that describe an end state or destination point. Our Collaborative...

Answered: 26 Skipped: 0



	TRUE	MORE TRUE THAN FALSE	MORE FALSE THAN TRUE	FALSE	DON'T KNOW	TOTAL	WEIGHTED AVERAGE
has accomplished its specific objectives	26.92% 7	57.69% 15	11.54% 3	0.00% 0	3.85% 1	26	3.16
has achieved more than its original objectives.	26.92% 7	46.15% 12	15.38% 4	0.00% 0	11.54% 3	26	3.13
has led to new projects or efforts.	46.15% 12	46.15% 12	7.69% 2	0.00% 0	0.00% 0	26	3.38
has achieved extraordinary success.	30.77% 8	46.15% 12	7.69% 2	7.69% 2	7.69% 2	26	3.08

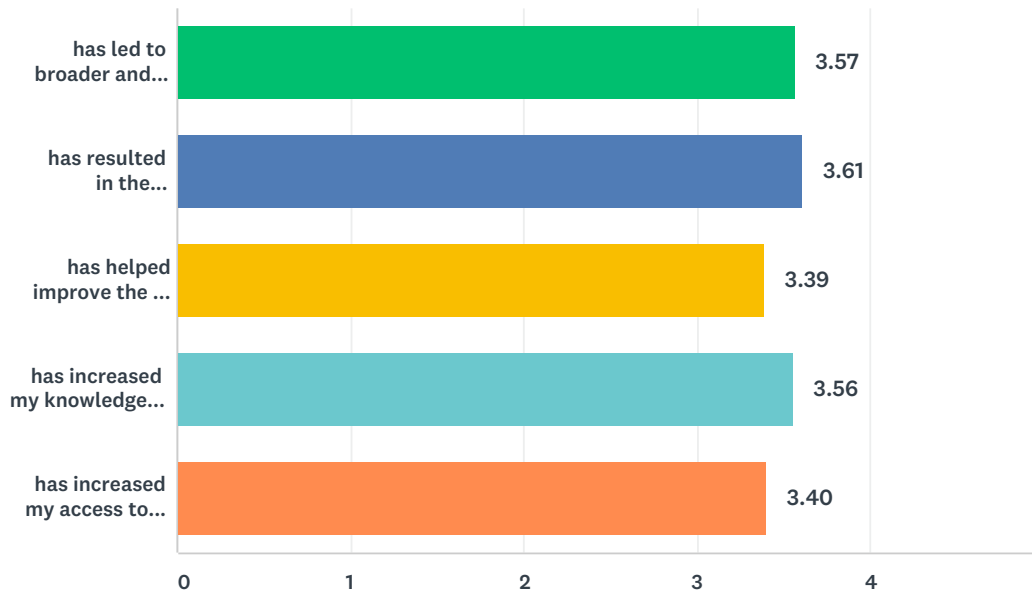
#	PLEASE PROVIDE COMMENTS FOR THE GENERAL SUCCESS SECTION IN THE SPACE BELOW.	
1	Objectives, even as set by DRCOG, are actually pushed down to us from Federal Government and their organization and other private organizations. This means that we are dealing in an universe not of our making and working with the limits imposed by that. However, we are able to and have pushed the concepts imposed to reflect our direct universe.	
2	While we are making progress towards achieving many of our Metro Vision objectives, we still have a long way to go, especially as our population grows.	

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3	Metro Vision took a very long time to complete. The journey towards the goal was well worth taking and the finished product is something we can all be proud of. Setting the vision has been completed, now we have the difficult role of working to make it reality.
4	I would like to see some time allocated to review how we are doing on Metro Vision - what are the trends and, if not going the right way, have a discussion on what we can do, if anything, to resolve. Additionally, having the organization report out on how they are going relative to their goals via performance measure disclosure. I felt that everything is positive and going in the right direction but looking at the goals and performance measures will confirm this...hopefully.
5	I believe that the effort to include a broad spectrum of communities, large and small has provided more access to a much broader list of communities than in the past. Thank you!
6	The group has worked towards achieve success for all parties involved.
7	Judging by what other multijurisdictional communities have achieved we are hitting it out of the ballpark. If people want to judge us against a perfect utopian setup, well utopia is always difficult to achieve.

VII. Community Involvement & Collaboration refers to the extent to which the collaborative has engaged a wider or more diverse set of partners, or has stimulated greater commitment to collaboration among communities/jurisdictions. Our Collaborative...

Answered: 26 Skipped: 0



	TRUE	MORE TRUE THAN FALSE	MORE FALSE THAN TRUE	FALSE	DON'T KNOW	TOTAL	WEIGHTED AVERAGE
has led to broader and more meaningful engagement of diverse partners.	57.69% 15	23.08% 6	7.69% 2	0.00% 0	11.54% 3	26	3.57
has resulted in the emergence of new leaders committed to collaboration.	53.85% 14	34.62% 9	0.00% 0	0.00% 0	11.54% 3	26	3.61
has helped improve the way our participating jurisdictions work together.	42.31% 11	38.46% 10	7.69% 2	0.00% 0	11.54% 3	26	3.39
has increased my knowledge of resources outside of my agency/organization.	61.54% 16	30.77% 8	0.00% 0	3.85% 1	3.85% 1	26	3.56
has increased my access to resources outside of my agency/organization for my community.	57.69% 15	26.92% 7	3.85% 1	7.69% 2	3.85% 1	26	3.40

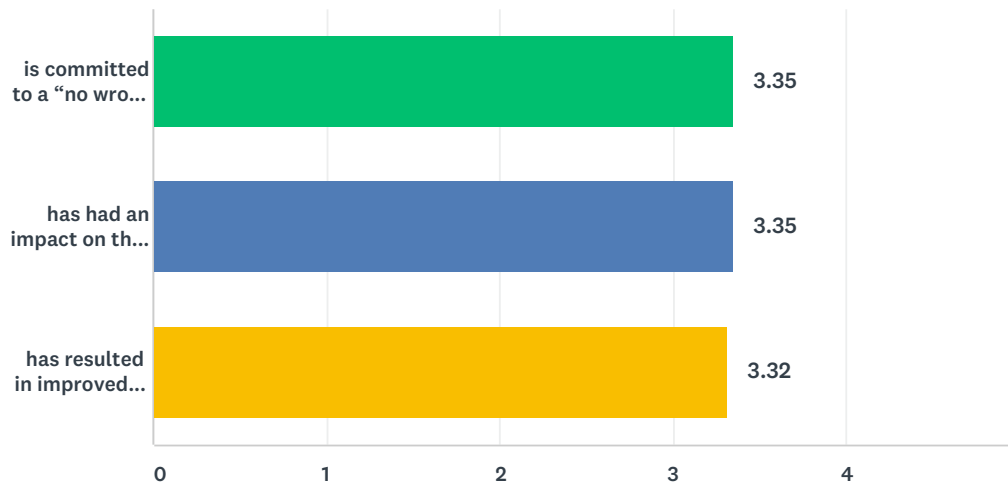
#	PLEASE PROVIDE COMMENTS FOR THE COMMUNITY INVOLVEMENT & COLLABORATION SECTION IN THE SPACE BELOW.
1	This area has been and continues to be a learning experience for me. Where we are today is vastly different than the world of DRCOG I have watched or been part of for over four decades. I like how and where we are headed. Lots to do yet.
2	A specific example of this is the efforts to create the new sub-region transportation forums. This process will bring each of the cities and towns in the eight counties into a mini-DRCOG process that will require meaningful engagement of the partners. The leaders of these eight sub-region forums are being given an opportunity to demonstrate leadership and increase the level of collaboration.

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3	The dual model has increased communication within the subregion and the overall region. Our subregion has come together and more interactive on discussing subregional challenges. Hearing that staff is working with other subregions and talking about their priorities and how we can phase in a project or work with them on a project that crosses boundaries is exciting. I'm encouraged the structure continues to evolve with subregional chair phone calls to be added for further communication. We, as a region, are talking about solving our problems that contribute to the overall regional success of Metro Vision. Most importantly, we are now empowered to identify our own projects of need and fund so the overall regionally objectives can be furthered.
4	Again, thank you.
5	The Collaborative has worked to bring all areas together.
6	As a small community, and being new, I appreciate the experience of other communities and the shared resources my community can tap into.

VIII. Outcomes refer to the extent to which members believe the collaborative has had an impact on the outcomes it is targeting. For example an outcome is; The built environment accommodates the needs of residents of all ages, incomes, and abilities; Development patterns are easy to navigate, enhance multimodal connectivity, and maximize the ability for all people to access opportunities. (Metro Vision) Our Collaborative...

Answered: 26 Skipped: 0

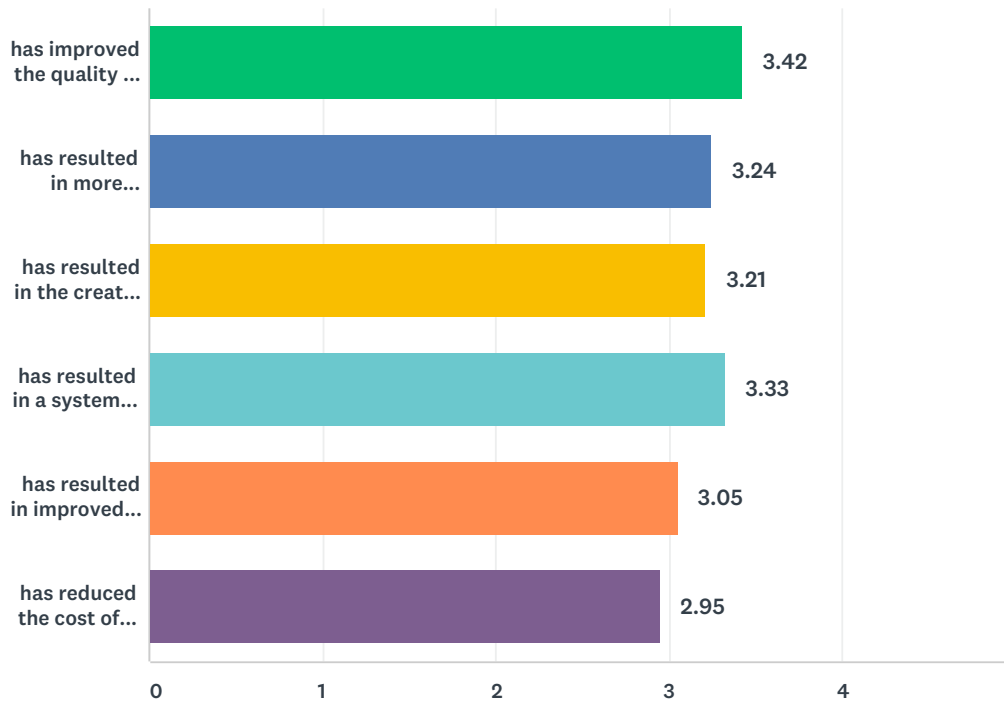


	TRUE	MORE TRUE THAN FALSE	MORE FALSE THAN TRUE	FALSE	DON'T KNOW	TOTAL	WEIGHTED AVERAGE
is committed to a "no wrong door" approach where any idea can be considered.	38.46% 10	57.69% 15	3.85% 1	0.00% 0	0.00% 0	26	3.35
has had an impact on the outcomes it is targeting.	38.46% 10	57.69% 15	3.85% 1	0.00% 0	0.00% 0	26	3.35
has resulted in improved outcomes for the population served.	42.31% 11	42.31% 11	11.54% 3	0.00% 0	3.85% 1	26	3.32

#	PLEASE PROVIDE COMMENTS FOR THE OUTCOMES SECTION IN THE SPACE BELOW.
1	There are no easy answers nor usually any single answer to the targeted outcomes comes we seek. DRCOG isn't stuck in "we have always done it this way" but is seeking "how can we do this better". That is the true road to achieving the desired outcome.
2	The role of DRCOG as the Area Agency on Aging is one example of the improved outcomes for the populations being served. This is very well organized and contracts with providers ore productive or changed if needed.
3	It's still too early to tell on if Outcomes are being achieved. Adding the awareness by having the outcomes regularly reviewed from staff to Board on status would be a good practice when enough information is available to create a trend on the performance measures of the underlying outcomes.
4	I am proud to have been privileged to be part of the journey!
5	The outcomes have been successful for all groups involved.

IX. Quality of Services assesses members' perceptions about the level of improvement in the quality of services for the population served, in areas such as access to needed services, navigating the system of services, time to obtain services, etc. Our Collaborative...

Answered: 26 Skipped: 0



	TRUE	MORE TRUE THAN FALSE	MORE FALSE THAN TRUE	FALSE	DON'T KNOW	TOTAL	WEIGHTED AVERAGE
has improved the quality of services for the population served.	50.00% 13	42.31% 11	7.69% 2	0.00% 0	0.00% 0	26	3.42
has resulted in more streamlined service provision across participating jurisdictions/organizations.	26.92% 7	65.38% 17	3.85% 1	0.00% 0	3.85% 1	26	3.24
has resulted in the creation of a system that is easier for the population served to navigate.	23.08% 6	42.31% 11	7.69% 2	0.00% 0	26.92% 7	26	3.21
has resulted in a system that makes it easier for population served to access needed services.	32.00% 8	48.00% 12	4.00% 1	0.00% 0	16.00% 4	25	3.33
has resulted in improved quality of services within my agency/organization due to our participation on the DRCOG Board.	32.00% 8	32.00% 8	20.00% 5	4.00% 1	12.00% 3	25	3.05
has reduced the cost of delivering services for the population served by my agency/organization that are also served by DRCOG.	24.00% 6	32.00% 8	12.00% 3	8.00% 2	24.00% 6	25	2.95

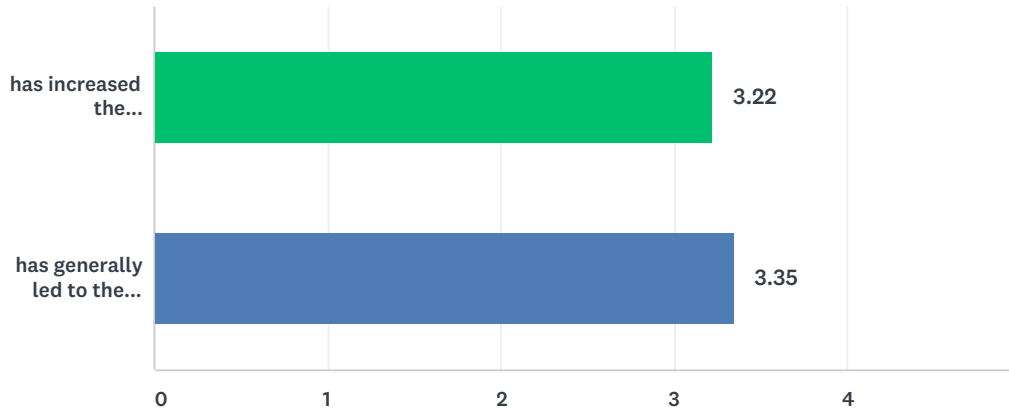
#	PLEASE PROVIDE COMMENTS FOR THE QUALITY OF SERVICES SECTION IN THE SPACE BELOW.
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1	I see DRCOG and the jurisdictions improving on this. We have a very long journey to make in order to succeed here. We will never get it perfect but we still must continue to try hard to reach that goal. We also must remember we are people and we are serving people. There are no two people that are the same.
2	DRCOG is very successful about achieving its AAA goals, less so its Metro Vision goals.
3	Regional coordination of efforts to provide quality services to the communities is essential.
4	Other than the annual DRCOG letter that outlines local impact - photogrammetry services, etc. - there is not any concrete information on how the regional assist the local municipality. I know there is some type of benefit but don't have any concrete information that has been provided. If possible, demonstrate local impact of DRCOG on local communities with fact/figures/measures.
5	Quality of Service has been improved for the greater good of the community.
6	It would benefit members to bring back elevator inspections; this has become more costly by having it decentralized.
7	I participated in the COG in Detroit for a while when I worked/lived there, so I have enjoyed getting to join DRCOG and learn how the process works in Denver. The cooperative atmosphere you have created, and the regional thinking perspective of DRCOG is extremely important and productive in ensuring that services and programs are coordinated across our region to minimize any negative effects of jurisdictional boundaries. That did not work well in Detroit - and citizens suffered.

X. Fragmentation of Services refers to the extent to which members of the collaborative perceive a reduction in the fragmentation of services for the population served. This reduced fragmentation may result from increased availability of continuous and uninterrupted services, greater integration of services, more comprehensive service plans, or other improvements. Our Collaborative...

Answered: 26 Skipped: 0

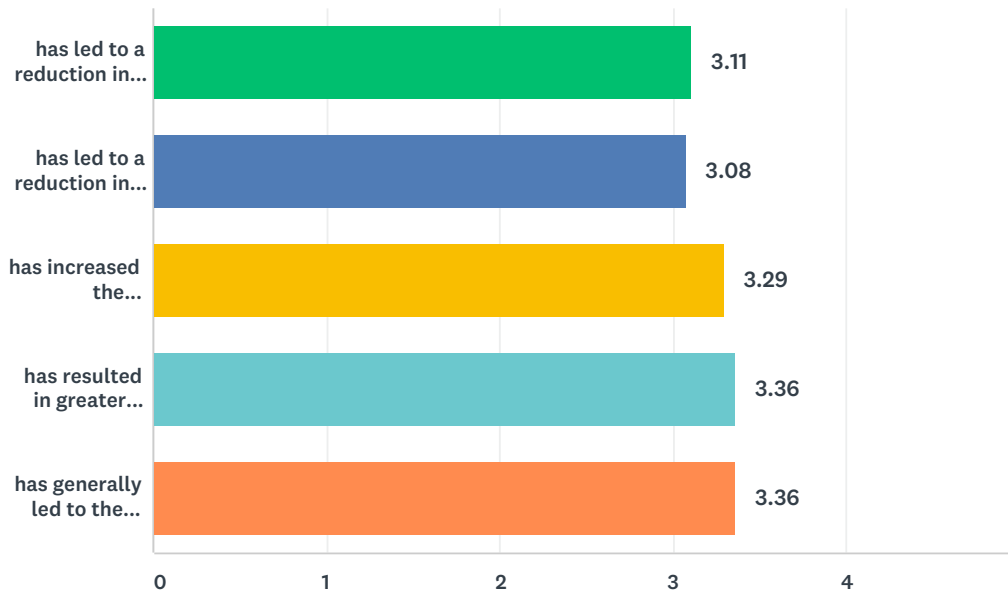


	TRUE	MORE TRUE THAN FALSE	MORE FALSE THAN TRUE	FALSE	DON'T KNOW	TOTAL	WEIGHTED AVERAGE
has increased the availability of continuous and uninterrupted services for the population served by DRCOG, regardless of the funding source.	23.08% 6	61.54% 16	3.85% 1	0.00% 0	11.54% 3	26	3.22
has generally led to the creation of more comprehensive services plans for the population served by participating jurisdictions/organizations.	32.00% 8	60.00% 15	0.00% 0	0.00% 0	8.00% 2	25	3.35

#	PLEASE PROVIDE COMMENTS FOR THE FRAGMENTATION OF SERVICES SECTION IN THE SPACE BELOW.	
1	So much to do and so little time and money. DRCOG does wonders with what we and our jurisdictions have. Need to keep pushing forward.	
2	Again, true for AAA, less so for Metro Vision work.	
3	Fragmentation leaves certain segments of the population unable to take advantage of services they are eligible for. DRCOG staff does a very good job of coordinating services and reducing fragmentation	
4	Planning wise, it is my hope that DRCOG is receiving timely information from members so they have the information to knit together a regional plan and put their consultative hat on and identify inconsistencies or awareness between municipalities, when needed. Having another person looking at the region from a different perspective is invaluable. Also, if you are a small community, suggesting different ways to overcome challenges from their experiences is very helpful.	
5	Improvements of service have been provided for the community.	

XI. Duplication of Services refers to two qualities of duplication: a reduction in the duplication of services; and a reduction in the number of professionals providing services for the population served by DRCOG. Our Collaborative...

Answered: 26 Skipped: 0



	TRUE	MORE TRUE THAN FALSE	MORE FALSE THAN TRUE	FALSE	DON'T KNOW	TOTAL	WEIGHTED AVERAGE
has led to a reduction in the duplication of overlapping services across all participating jurisdictions/organizations when serving the region's population.	15.38% 4	46.15% 12	7.69% 2	0.00% 0	30.77% 8	26	3.11
has led to a reduction in the number of professionals providing overlapping services for the population served.	11.54% 3	30.77% 8	7.69% 2	0.00% 0	50.00% 13	26	3.08
has increased the availability of continuous and uninterrupted services for the population served, regardless of the funding source.	28.00% 7	52.00% 13	4.00% 1	0.00% 0	16.00% 4	25	3.29
has resulted in greater integration of services for the population served.	30.77% 8	53.85% 14	0.00% 0	0.00% 0	15.38% 4	26	3.36
has generally led to the creation of more comprehensive services plans for the population served.	40.00% 10	40.00% 10	8.00% 2	0.00% 0	12.00% 3	25	3.36

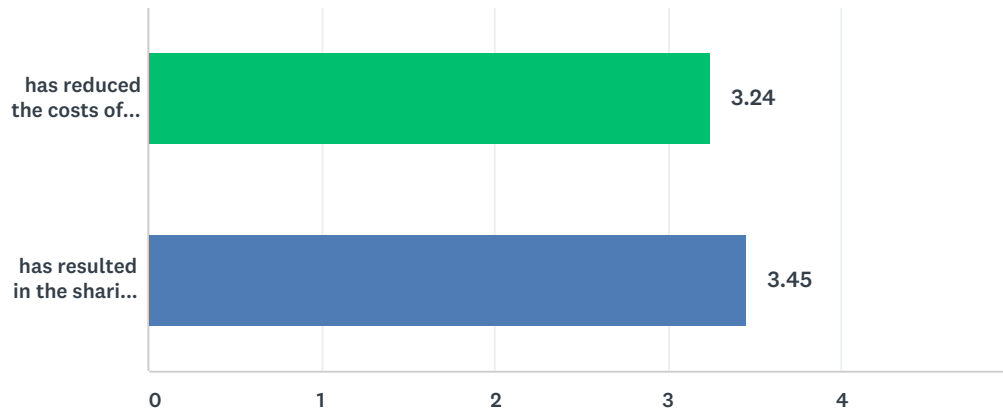
#	PLEASE PROVIDE COMMENTS FOR THE DUPLICATION OF SERVICES SECTION IN THE SPACE BELOW.	
1	This area is difficult in that rules, regs and money are tightly controlled and flexibility is not easily exercised. KISS is the best way forward but is resisted by control through regs mentality of the Fed, State and Local government. This results in the need to keep on trying.	

DRCOG Board Collaboration Assessment - 2018

2	Reducing the duplication of services is important, but in some case overlapping services helps to ensure there are no gaps in service for certain members of our community. In tough times, citizens expect efficient services with little waste of their tax dollars.
3	Most of these answers are based on feel and not concrete information. It would be great if the staff can report out in some fashion - Board briefing or a narrative/resume on specific tasks the entity has achieved in this area. I would also like the Executive Director to focus on creating relationships with our regional partners (CDOT, RTD, E-470) to understand challenges, align strategy and determine if there are any ways to collaborate and eliminate duplicative services or use our own entities strengths for the best interests of the region.
4	Processes have been streamlined.
5	This is getting better, but we still have a way to go on this one. I just don't see any evidence that duplication of services has decreased, but certainly a worthy goal.

XII. Costs refers to the extent to which members view the collaborative as reducing costs, either by reducing the costs of delivering services to the population served or by promoting a sharing of costs between jurisdictions/organizations participating in the collaborative. Our Collaborative...

Answered: 26 Skipped: 0

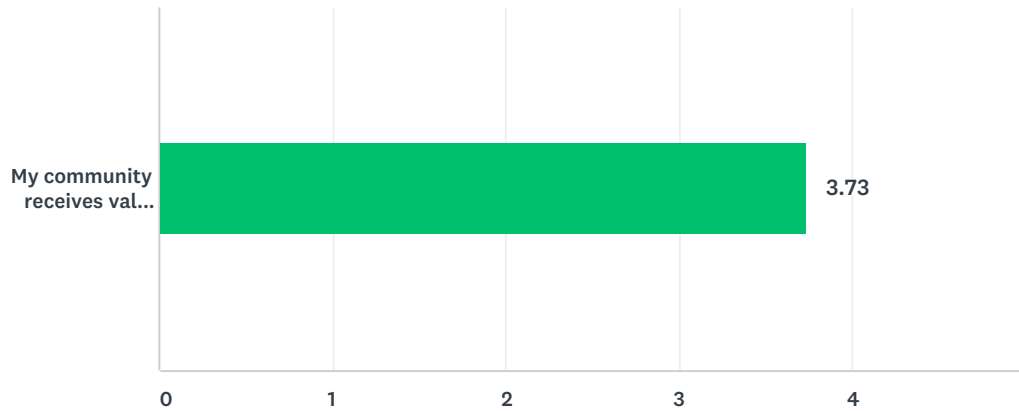


	TRUE	MORE TRUE THAN FALSE	MORE FALSE THAN TRUE	FALSE	DON'T KNOW	TOTAL	WEIGHTED AVERAGE
has reduced the costs of delivering services to the population served.	19.23% 5	42.31% 11	3.85% 1	0.00% 0	34.62% 9	26	3.24
has resulted in the sharing of costs between jurisdictions/organizations participating in the collaborative.	40.00% 10	48.00% 12	0.00% 0	0.00% 0	12.00% 3	25	3.45

#	PLEASE PROVIDE COMMENTS FOR THE COSTS SECTION IN THE SPACE BELOW.
1	While we are in the DRCOG region and do seek collaborative efforts to lessen cost we also are in a political world that pulls in many directions and often does not see the "better" path to take. Again, we are first and foremost people dealing with people. We are not objects interacting with other objects.
2	There is no question that the AAA services provided through DRCOG to each of our home communities allows us to combine resources and "buy in bulk" for reduced costs of services. I think that we can always improve in sharing costs among jurisdictions.
3	The fee for service push to define other streams of revenue outside of the traditional funding sources - is refreshing and welcome. I don't want quality of service on existing programs or collaboration with DRCOG and municipalities harmed in this process.
4	The group has worked to bring the process to a better process and reduce costs.

Membership Value

Answered: 26 Skipped: 0



	TRUE	MORE TRUE THAN FALSE	MORE FALSE THAN TRUE	FALSE	DON'T KNOW	TOTAL	WEIGHTED AVERAGE
My community receives value from being a member of DRCOG.	73.08% 19	26.92% 7	0.00% 0	0.00% 0	0.00% 0	26	3.73

#	PLEASE PROVIDE COMMENTS FOR THE MEMBERSHIP VALUE SECTION IN THE SPACE BELOW.	
1	Overall my community is better off for being part of DRCOG. This is in terms of staff support, AAA, traffic etc. Could we all get more, yes but that is the journey we are on.	
2	My jurisdiction values being a part of the regional conversation around transportation, growth and aging, and helping influence the region's future.	
3	The community I represent expects our participation in regional efforts to fund transportation and aging services.	
4	As a non-MPO member, our benefit is less.	
5	Having DRCOG articulate how the entity impacts the local municipality with more facts/figures/measures would be welcome.	
6	My community has received a benefit from our involvement in DRCOG.	

Please provide additional comments in the section below.

Answered: 2 Skipped: 24

#	RESPONSES	
1	Remembering that we are people trying to do our best for achieving improvement of the lives of other people. Individuals all but trying to work as a coherent group is the challenge. We seem to be facing that challenge successfully with what we have to work with and work for, it is a moving target.	
2	The quality, value including fairness has become much more meaningful to all, including small communities. We never feel that we are inferior to the "bib boys and girls," and that has currency. The leadership and the officer, Executive Committee and all who have such quality, character. They not only provide leadership, but set a high standard for the future.	

ATTACH H

To: Chair and Members of the Board of Directors

From: Douglas W. Rex, Executive Director
303 480-6701 or drex@drcog.org

Meeting Date	Agenda Category	Agenda Item #
September 19, 2018	Informational Item	16

SUBJECT

September administrative modifications to the *2018-2021 Transportation Improvement Program*.

PROPOSED ACTION/RECOMMENDATIONS

No action requested. This item is for information.

ACTION BY OTHERS

N/A

SUMMARY

Per the DRCOG Board-adopted [Policy on Transportation Improvement Program \(TIP\) Preparation](#), administrative modifications to the [2018-2021 TIP](#) are reviewed and processed by staff. Administrative modifications represent revisions to TIP projects that do not require formal action by the DRCOG Board.

Once processed, the projects are posted on the [DRCOG 2018-2021 TIP web page](#) and emailed to the TIP Notification List, which includes members of the Regional Transportation Committee, the Transportation Advisory Committee, TIP project sponsors, staff of various federal and state agencies, and other interested parties.

The September 2018 administrative modifications are listed and described in the attachment. Highlighted items in the attachment depict project revisions.

PREVIOUS DISCUSSIONS/ACTIONS

N/A

PROPOSED MOTION

N/A

ATTACHMENT

1. 2018-2021 TIP Administrative Modifications (September 2018)

ADDITIONAL INFORMATION

If you need additional information, please contact Douglas W. Rex, Executive Director, at (303) 480-6701 or drex@drcog.org; or Todd Cottrell, Senior Transportation Planner, at (303) 480-6737 or tcottrell@drcog.org.

ATTACHMENT 1

To: TIP Notification List

From: Douglas W. Rex, Executive Director

Subject: **September 2018 Administrative Modifications to the 2018-2021 Transportation Improvement Program**

Date: September 19, 2018

SUMMARY

- Per the [Policy on Transportation Improvement Program \(TIP\) Preparation](#) covering the [2018-2021 TIP](#), administrative modifications are reviewed and processed by staff. They are emailed to the TIP Notification List, and posted on the [DRCOG 2018-2021 TIP web page](#).
- The TIP Notification List includes the members of the DRCOG Regional Transportation Committee and Transportation Advisory Committee, TIP project sponsors, staffs of various federal and state agencies, and other interested parties. The notification via email is sent when Administrative Modifications have been made to the 2018-2021 TIP. If you wish to be removed from the TIP Notification List, please contact Mark Northrop at (303) 480-6771 or via e-mail at mnorthrop@drcog.org.
- Administrative Modifications represent minor changes to TIP projects not defined as “regionally significant changes” for air quality conformity findings, or per CDOT definition.
- The projects included through this set of Administrative Modifications are listed below. The attached describes these modifications.

PROJECTS TO BE MODIFIED

- **2008-076: Region 1 FASTER Pool**
 - Add pool projects and remove funding
- **2012-121: Region 4 Non-Regionally Significant RPP Pool**
 - Add pool project and funding
- **2018-011: Region 1 Permanent Water Quality Pool**
 - Add pool project and funding

2008-076: Add seven new pool projects using unallocated pool funds. Remove funding in FY 2019 and transfer to TIP ID 2016-055, I-25: 120th Ave to SH-7 Managed Lanes (one part of a future amendment to that project beginning with September 24 TAC)

Existing

Title: **Region 1 FASTER Pool**

Project Type: **Safety**

TIP-ID: **2008-076**

STIP-ID: **SR17002**

Open to Public:

Sponsor: **CDOT Region 1**

Project Scope

Pool contains safety-related improvements and upgrades based on the new FASTER-Safety funding program (Colorado Senate Bill 108) in CDOT Region 1.

Affected County(ies)

Adams
Arapahoe
Broomfield
Denver
Douglas
Jefferson



All pool project funding depicts federal and/or state funding only.

Facility Name	Start-At and End-At	Cost (1,000s)	Facility Name (Cont)	Start-At and End-At	Cost (1,000s)	Facility Name (Cont)	Start-At and End-At	Cost (1,000s)
SH-75 and Mineral Ave	Curb ramp and B/P crossing improvements	\$200	SH-2 Traffic Signal Upgrades		\$440	VMS for I-25 south of Denver	VMS Installation	\$500
SH-95 Intersection Improvements	64th Ave	\$851	I-70-A Pecos	Roundabout Improvements	\$700	Long mast arm signal design (3 locations)	88 @ Revere, 121 @ Ken Caryl, 121 @ C-470 (2)	\$2,000
SH-121/72nd Ave	Right turn accel lanes	\$961	Wadsworth	Right Turn Lane Extensions	\$1,621	Aurora Signal Package	I-70 at Tower	\$600
SH-177 Sidewalks	Mineral Ave to Orchard Rd	\$521	US-85	I-76 to 168th	\$1,443	SH224 @ Dahlia St.	Traffic Signal Replacement	\$450
High Line Canal Trail Underpass	Parker/Mississippi	\$3,201	I-70 between MP 252 & 255	Median Barrier	\$2,000	Ramp Metering	I-76	\$1,500
Cable Median Barrier	104th to 168th Ave	\$2,000	SH 121 @ Deer Creek Canyon, C-470 @ Kipling, SH-95 @ WB I-76 Ramp Mod, SH-88 @ US 285, SH-93 @ Washington St, SH-177 @ Otero, SH-121 @ Chatfield	Traffic Signal Replacements	\$2,500	US-285/SH-30	Resurfacing	\$1,400
Founders Pkwy Intersection Reconstruct	Crowfoot Valley Rd	\$1,602	SH-95 @ 1st Ave, 32nd Ave, 38th Ave, 46th Ave, Wellington Ave	Traffic Signal Replacements	\$2,000	North Signal Replacement Package	SH-128 @ Eldorado, SH-287 @ Midway, 6th, and SH-121 @ Ralston	\$1,000
Wadsworth TOD left turn protection	Girton, Eastman and Yale	\$200	US-85 @ Dartmouth	Hampden to Florida SUR	\$2,500	SH-40 and SH-121	Signal Improvements	\$900
FASTER Safety Design		\$4,000	Roundabouts at C-470 @ Ken Caryl and I-70 @ Harlan	Roundabouts - design	\$500	SH391 (Kipling) @ 13th Ave and 13th Place	Intersection Improvements	\$660

Amounts in \$1,000s	Prior Funding	FY18	FY19	FY20	FY21	Future Funding	Total Funding
Federal		\$0	\$0	\$0	\$0		
State (Faster-S)		\$21,950	\$21,416	\$22,500	\$22,200		
Local		\$0	\$0	\$0	\$0		
Total	\$23,148	\$21,950	\$21,416	\$22,500	\$22,200	\$0	\$111,214

Revised

Facility Name	Start-At and End-At	Cost (1,000s)	Facility Name (Cont)	Start-At and End-At	Cost (1,000s)	Facility Name (Cont)	Start-At and End-At	Cost (1,000s)
SH-75 and Mineral Ave	Curb ramp and B/P crossing improvements	\$200	US-85	I-76 to 168th	\$1,443	North Signal Replacement Package	SH-128 @ Eldorado, SH-287 @ Midway, 6th, and SH-121 @ Ralston	\$1,000
SH-95 Intersection Improvements	64th Ave	\$851	I-70 between MP 252 & 255	Median Barrier	\$2,000	SH-40 and SH-121	Signal Improvements	\$900
SH-121/72nd Ave	Right turn accel lanes	\$961	SH 121 @ Deer Creek Canyon, C-470 @ Kipling, SH-95 @ WB I-76 Ramp Mod, SH-88 @ US 285, SH-93 @ Washington St, SH-177 @ Otero, SH-121 @ Chatfield	Traffic Signal Replacements	\$2,500	SH391 (Kipling) @ 13th Ave and 13th Place	Intersection Improvements	\$660
SH-177 Sidewalks	Mineral Ave to Orchard Rd	\$521	SH-95 @ 1st Ave, 32nd Ave, 38th Ave, 46th Ave, Wellington Ave	Traffic Signal Replacements	\$2,000	I-25 and Plum Creek/Meadows	Signal poles, storage, and left turn lane and restriping improvements	\$2,300
High Line Canal Trail Underpass	Parker/Mississippi	\$3,201	US-85 @ Dartmouth	Hampden to Florida SUR	\$2,500	I-70 EB Aux Lanes	Ward Rd to Kipling	\$2,300
Cable Median Barrier	104th to 168th Ave	\$2,000	Roundabouts at C-470 @ Ken Caryl and I-70 @ Harlan	Roundabouts - design	\$500	I-70: 32nd to 44th	guardrails	\$220
Founders Pkwy Intersection Reconstruct	Crowfoot Valley Rd	\$1,602	VMS for I-25 south of Denver	VMS Installation	\$500	South Federal Blvd	safety improvements	\$300
Wadsworth TOD left turn protection	Girton, Eastman and Yale	\$200	Long mast arm signal design (3 locations)	88 @ Revere, 121 @ Ken Caryl, 121 @ C-470 (2)	\$2,000	SH2 and SH95 Traffic Signals	SH2@Arizona, Kentucky, Bayaud, 1st. SH95@14th, 16th, 44th, 38th, 1st	\$1,500
FASTER Safety Design		\$4,000	Aurora Signal Package	I-70 at Tower	\$600	SH83	Mississippi to Colorado	\$3,500
SH-2 Traffic Signal Upgrades		\$440	SH224 @ Dahlia St.	Traffic Signal Replacement	\$450	SB I-225 Parker Rd Ramp	safety project	\$2,000
I-70-A Pecos	Roundabout Improvements	\$700	Ramp Metering	I-76	\$1,500			
Wadsworth	Right Turn Lane Extensions	\$1,621	US-285/SH-30	Resurfacing	\$1,400			
Amounts in \$1,000s	Prior Funding	FY18	FY19	FY20	FY21	Future Funding	Total Funding	
Federal		\$0	\$0	\$0	\$0			
State (Faster-S)		\$21,950	\$19,616	\$22,500	\$22,200			
Local		\$0	\$0	\$0	\$0			
Total	\$23,148	\$21,950	\$19,616	\$22,500	\$22,200	\$0	\$109,414	

2012-121: Add one new pool project and associated funding**Existing**Title: **Region 4 Non-Regionally Significant RPP Pool**Project Type: **Roadway Operational Improvements**TIP-ID: **2012-121**

STIP-ID:

Open to Public:

Sponsor: **CDOT Region 4****Project Scope**

Pool contains projects selected under the Non-Regionally Significant Regional Priority Program in CDOT Region 4 (DRCOG-TIP area only).

Affected County(ies)

Boulder

Weld



All pool project funding depicts federal and/or state funding only.

Facility Name	Start-At and End-At	Cost (1,000s)	Facility Name (Cont)	Start-At and End-At	Cost (1,000s)	Facility Name (Cont)	Start-At and End-At	Cost (1,000s)
SH-66: WCR 7 Intersection Imp		\$1,000	SH-7: Adaptive Signals - SH-287 to 28th St		\$1,474	SH-119: Bike/Ped Study	Boulder to Longmont	\$250
SH-66: Lyons to I-25 Access and PEL		\$2,187	Cherryvale Rd to N. 75th St		\$550			
Amounts in \$1,000s	Prior Funding	FY18	FY19	FY20	FY21	Future Funding	Total Funding	
Federal		\$0	\$0	\$0	\$0			
State (R P P)		\$2,697	\$850	\$1,887	\$0			
Local		\$0	\$0	\$0	\$0			
Total	\$3,900	\$2,697	\$850	\$1,887	\$0	\$0	\$9,334	

Revised

Facility Name	Start-At and End-At	Cost (1,000s)	Facility Name (Cont)	Start-At and End-At	Cost (1,000s)	Facility Name (Cont)	Start-At and End-At	Cost (1,000s)
SH-66: WCR 7 Intersection Imp		\$1,000	SH-7: Adaptive Signals - SH-287 to 28th St		\$1,474	SH-119: Bike/Ped Study	Boulder to Longmont	\$250
SH-66: Lyons to I-25 Access and PEL		\$2,187	Cherryvale Rd to N. 75th St		\$550	SH119 & SH52 Interchange	MP 49.1 to 50.1	\$500
Amounts in \$1,000s	Prior Funding	FY18	FY19	FY20	FY21	Future Funding	Total Funding	
Federal		\$0	\$0	\$0	\$0			
State (R P P)		\$2,697	\$1,350	\$1,887	\$0			
Local		\$0	\$0	\$0	\$0			
Total	\$3,900	\$2,697	\$1,350	\$1,887	\$0	\$0	\$9,834	

2018-011: Add one new pool project and associated funding**Existing**Title: **R1 Permanent Water Quality Pool**Project Type: **Other Enhancement Projects**TIP-ID: **2018-011**

STIP-ID:

Open to Public:

Sponsor: **CDOT Region 1****Project Scope**

CDOT R1 pool for permanent water quality projects.

**Affected County(ies)**

Adams
Arapahoe
Broomfield
Denver
Douglas
Jefferson

All pool project funding depicts federal and/or state funding only.

Facility Name	Start-At and End-At	Cost (1,000s)	Facility Name (Cont)	Start-At and End-At	Cost (1,000s)	Facility Name (Cont)	Start-At and End-At	Cost (1,000s)
Engineer's Lake Trailhead	74th Ave adjacent to the South Platte River	\$99	Federal Blvd	Green infrastructure/Water Quality Facilities	\$1,995			
Amounts in \$1,000s	Prior Funding	FY18	FY19	FY20	FY21	Future Funding	Total Funding	
Federal		\$0	\$0	\$0	\$0			
State (Water Qlty)		\$234	\$1,860	\$0	\$0			
Local		\$750	\$1,493	\$0	\$0			
Total	\$0	\$984	\$3,353	\$0	\$0	\$0	\$4,337	

Revised

Facility Name	Start-At and End-At	Cost (1,000s)	Facility Name (Cont)	Start-At and End-At	Cost (1,000s)	Facility Name (Cont)	Start-At and End-At	Cost (1,000s)
Engineer's Lake Trailhead	74th Ave adjacent to the South Platte River	\$99	Federal Blvd	Green infrastructure/Water Quality Facilities	\$1,995	Littleton Skunk Hollow Regional Water Quality Facility	Design for 2300 ft of NB Santa Fe Drive	\$80
Amounts in \$1,000s	Prior Funding	FY18	FY19	FY20	FY21	Future Funding	Total Funding	
Federal		\$0	\$0	\$0	\$0			
State (Water Qlty)		\$234	\$1,920	\$0	\$0			
Local		\$750	\$1,493	\$0	\$0			
Total	\$0	\$984	\$3,413	\$0	\$0	\$0	\$4,397	

ATTACH I

Network of Care

STAFF | 9News

August 3

The Denver Regional Council of Governments (DRCOG) Area Agency on Aging is the place to be for help for older adults, people with disabilities, caregivers and their families. We're dedicated to making sure you get connected to the resources you need to age well and independently. Network of Care is a free, comprehensive online resource to help you find assistance with a wide variety of topics and to access providers in your community - everything from transportation, housing, meals, health care and more.

The Network of Care library features:

- More than 30,000 health articles
- A comprehensive list of medications, with a photo library to help you identify medications
- Medical tests, with explanations of what to expect and how to prepare
- Information on support groups for different illnesses and diagnoses for individuals and their families
- Interactive tools to help you make smart decisions about your health
- A symptom checker by area of the body to learn possible causes of conditions

The Network of Care website can be translated into 54 different languages with a simple click. Use the "Large Print" function to make the site easier to read, or access the site with screen readers for low vision. You can also email or print health articles and provider listings directly from the site.

Sign up for the online Personal Health Record to keep health and advance directive information at no cost to you. This information is kept in a secure file that only you and your designees can access. The Personal Health Record feature proves especially helpful to families living long distances from each other who need to stay in touch about a loved one.

Free Carpool Program Helps Parents & Students Get Extra Sleep

ANDREA FLORES | CBS4

August 28

Parents are coming together to get their kids to school and cut down on traffic thanks to a free carpool program through Way to Go.

It's the start of a new school year for Laura, a student at Denver School of the Arts. Her mom has to get her out the door on time.

Instead of catching the bus at 6:30 a.m., Laura and her mom, Wendy Folger, have opted to use Schoolpool.

"I don't want to have to get up that early and spend most of my morning on a bus because of the extra routes we have to take," Laura said.

Schoolpool is a carpool program through Way to Go, a division of the Denver Regional Council of Governments, that pairs up parents and students.

"Schoolpool shows you exactly where the other parents are so you don't need to contact any parent that's out of your way, you contact parents that are already on your route, and that live in your area," Folger said.

Celeste Stragand with DRCOG says Schoolpool builds community and offers alternatives for busy families.

"It allows them to save money, share the responsibility, as well as reduces congestion," Stragand said.

"It increases safety at drop off and pick up, and you've got less cars on the road."

When it's Wendy's turn to take the wheel each week, she picks up three teenagers along her route. They buckle up, hit the road and share stories from summer vacation along the way.

"I know some of the carpool students from previous schools because they live in the neighborhood so it was a reconnection for us," Laura said.

The teens usually pile out at their final stop. Laura says even though they go their separate ways, her tiny carpool community is better than the bus.

"It's easier than being with strangers on a bus who you don't know at all," said Laura.

Way to Go organizers say last year Schoolpool reduced 10 million miles of travel. Folger says setting it up was simple, and she only has to drive carpool once a week.

Where to expect campus construction at CU Boulder this year

CASSA NIEDRINGHAUS | Daily Camera

Aug 1

As the University of Colorado prepares for the start of fall classes later this month, construction work continues across campus.

Construction is ongoing for a slate of big-ticket projects, and design work is ongoing for another slate of planned projects. Some of the ongoing and planned projects address CU's deferred maintenance backlog, which now totals \$452.1 million for general-fund buildings. Other projects include entirely new buildings and large additions to existing buildings.

In the coming weeks, too, a CU department will launch a yearlong "visioning" process to set 30-year goals for campus facilities. Each college, school and program will be asked to provide their strategic plans to the planning, design and construction department, which will aggregate those plans and set a vision for the campus by next summer. The process also will be used to inform the next campus master plan, which will be completed in 2021.

"We're engaging with constituents across campus to understand their strategic plans, their vision for the next 15, 20, 30 years — 30 years at the outermost — and to really understand where we're going and be better prepared to meet those needs of the future," said Chris Ewing, the department's assistant vice chancellor, "so every decision we make today is in position to support the future."

19th Street bridge construction: Work is expected to start, tentatively, in 2019. The new bridge will cost an estimated \$6 million — with 80 percent covered by the Denver Regional Council of Governments — and is expected to be completed some time in 2020. The bridge will provide another ADA accessible connection between the area north of Boulder Creek and the main campus. It will replace the old 19th Street bridge that was destroyed in the 2013 flood.

CAR-LESS in COLORADO

Ditching your auto in the metroplex is possible, and a wheel pain

STAFF | Aurora Sentinel

August 26

Hi. I'm Kara. And I'm a car-a-holic. I said it. I feel better. But you and your car know, I'm hardly alone here in the metro area. There are 1,035 buses, 172 light rail vehicles and 142 public transportation routes in metro Denver — according to the Denver Metro District — and yet each morning and afternoon the region's major roadways fill with cars, many occupied by just a single person making the commute from their 9-to-5. Like me, you're probably one of them.

In preparing for a week of being carless — which lasted about 2.75 days for me — I was confident living so close wouldn't make things bad at all. Just under two miles from door to door. It takes me about five minutes on an average day. But firing up Google Maps proved that is not the case, and also I'm far more impatient than even I thought. Eighteen minutes by bus and 34 minutes if I would have walked. Neither of those commutes are terribly long, but they also don't land me anywhere close to a coffee shop, which has embarrassingly become part of my morning routine.

I Uber'd my way home those two days for one major reason: I'm a bag lady. I often carry three bags — my work bag, my lunch bag and my handbag.

When I did consolidate, I'd forget something, like my press badge or business cards. I'm sure after that initial reorganizing things would become easier.

Winna MacLaren, a public relations coordinator for the Denver Regional Council of Governments, confirmed that for me. She said sometimes it just takes a little persuasion to get people to switch over from driving to taking public transportation. Like me, they don't think they can do it until they do. I ended up enjoying walking to events close to my house that I wouldn't have even considered were within walking distance even a week prior.

DRCOG, which partners with more than 50 regional government bodies in the nine counties in the metro Denver region, encourages people to eliminate driving alone as much as possible through its Way To Go program. The program's website features tips and help for people looking to eliminate driving — such as a tracker that compares modes of transportation and connect with other people who are traveling the same route to make carpooling a better option.

For the month of October, companies big and small across the region compete with each other to not drive their work commute.

DRCOG's main reason for getting people out of cars is to reduce traffic congestion in an effort to help the environment. As a major metro region government council, DRCOG is required to work to reduce carbon emissions — Go-Tober and Way To Go are part of that.