

AGENDA

PERFORMANCE AND ENGAGEMENT COMMITTEE

WEDNESDAY, SEPTEMBER 7, 2016

MONARCH PASS CONFERENCE ROOM

1290 Broadway

→ 4:00 PM ←

1. Call to Order
2. Summary of August 3, 2016 Performance and Engagement Committee meeting
(Attachment A)

ACTION ITEM

3. *Discussion of Committee Guidelines/Articles of Association
(Attachment B) Douglas W. Rex, Director, Transportation Planning & Operations

INFORMATIONAL ITEMS

4. Board Workshop Survey Results
(Attachment C) Douglas W. Rex, Director, Transportation Planning & Operations

ADMINISTRATIVE ITEMS

5. Report of the Chair
6. Report of the Executive Director
7. Other Matters by Members
8. Next Meeting – October 5, 2016
9. Adjournment

***action requested**

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.

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ATTACH A

MINUTES
PERFORMANCE AND ENGAGEMENT COMMITTEE
Wednesday, August 3, 2016

Present:

Herb Atchison, Chair	Westminster
Bob Roth	Aurora
David Beacom	Broomfield
Rick Teter	Commerce City
Robin Kniech	Denver
Steve Conklin	Edgewater
Saoirse Charis-Graves	Golden
Ron Rakowsky	Greenwood Village
Shakti	Lakewood
Phil Cernanec	Littleton

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

Chair Herb Atchison called the meeting to order at 6:00 p.m. with a quorum present.

Going forward, the members agreed to move the time of the meeting up to 4 p.m. when the preceding Board work session is cancelled.

EXECUTIVE SESSION

Chair Atchison called the Executive Session to order at 6:02 p.m. The committee returned to open meeting at 7:10 p.m.

Ron Rakowsky **moved** to increase the Executive Director's salary by 4.5 percent annually, and add 200 hours to the Executive Director's general leave bank. These changes are effective July 16, 2016. The motion was **seconded** and **passed** unanimously.

Summary of July 6, 2016 Performance and Engagement Committee meeting
The summary was accepted as presented.

Discussion of Committee Guidelines /Articles of Association

Executive Director Schaufele noted the only changes from the last meeting are minor modifications to the Committee Guidelines for the Transportation Advisory Committee and Regional Transportation Committee. The change to the Regional Transportation Committee deals with clarifying that the Board of Directors makes the appointments to the committee; replacing the Metro Vision Issues Committee language. The changes to the Transportation Advisory Committee Guidelines deals with clarifying the CDOT seats on the committee, to delete references to the Director of CDOT Region 6, and include the Director of Division of Rail and Transit as a member. A change is made to allow the four CDOT members and RTD member to appoint a designee to represent them.

Phil Cernanec **moved** to recommend the draft changes to the Committee Guidelines and *Articles of Association*, as proposed by staff. The motion was **seconded**. There was discussion.

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Members discussed proposed changes to the Transportation Advisory Committee Guidelines. No further changes were recommended

A recommendation was made to allow the Chair to participate on the Performance and Engagement Committee as a voting ex-officio member. It was noted the Executive Committee has already discussed the results of the Executive Director performance evaluation with the Executive Director. A comment was made that the Board Chair should be included in the Executive Session while the Executive Director performance is being discussed and recommendations for compensation are being made. Staff was directed to come back to the group with some clarifying language in the Performance and Engagement Committee guidelines to include the Chair as an ex-officio voting member of the committee; noting that attendance by the Chair is at the Chair's discretion and the Chair's attendance is not considered when determining a quorum; add "and contract" at the end of "Develop process for..." in the third bullet under Responsibilities; and make sure the Articles and Guidelines match to reflect the changes.

Consensus of the group is to forward the revisions as a full packet to the Board after the additional revisions are completed.

No vote was taken on the motion.

Discussion of Collaborative Assessment results

Members continued discussion on the results of the assessment related to authenticity. Some members felt that since the comments were made some time ago the sentiments may have changed. Members discussed suggestions for further engaging Board Directors.

Board Workshop Survey

Members reviewed the workshop surveys from the previous two years. No suggestions for additions to the survey were made.

Report of the Chair

No report was provided.

Report of the Executive Director

No report was provided.

Other Matters by Members

No other matters were discussed.

Next Meeting

The next meeting is scheduled for 6 p.m., September 7, 2016

The meeting adjourned at 8:30 p.m.

ATTACH B

To: Chair and Members of the Performance and Engagement Committee

From: Douglas W. Rex, Director, Transportation Planning & Operations
(303) 480-6747 or drex@drcog.org

Meeting Date	Agenda Category	Agenda Item #
September 7, 2016	Action	3

SUBJECT

This item concerns review of the revised draft Committee Guidelines and proposed revisions to the *Articles of Association*.

PROPOSED ACTION/RECOMMENDATIONS

Staff recommends the Committee move the proposed revisions to the Board of Directors for approval.

ACTION BY OTHERS

N/A

SUMMARY

At the August meeting, Performance and Engagement Committee members suggested additional modifications to the *Articles of Association* and the Committee Guidelines. DRCOG staff and legal counsel drafted the proposed changes for Committee review. The attached drafts also include other revisions related to other committees.

PREVIOUS DISCUSSIONS/ACTIONS

[July 2016 Performance and Engagement Committee meeting](#)

PROPOSED MOTION

Move to recommend to the Board of Directors revisions to the Committee Guidelines and the *Articles of Association* as proposed.

ATTACHMENT

- *Draft Articles of Association*
- *Draft Committee Guidelines*

ADDITIONAL INFORMATION

Should you have any questions regarding this item, please contact Douglas W. Rex, Director, Transportation Planning & Operations at 303-480-6747 or drex@drcog.org; or Connie Garcia, Executive Assistant/Board Coordinator, at 303-480-6701 or cgarcia@drcog.org.

ARTICLES OF ASSOCIATION
OF
THE DENVER REGIONAL COUNCIL OF GOVERNMENTS

As Amended March 16, 2016

ARTICLE I. Organization.

These Articles of Association, hereinafter referred to as the "Articles," shall constitute the bylaws of the Denver Regional Council of Governments and shall regulate and govern the affairs of the nonprofit corporation organized pursuant to the Colorado revised Nonprofit Corporation Act, Articles 121-137 of Title 7, C.R.S., as amended, as a regional planning commission pursuant to Section 30-28-105, C.R.S., as amended, and an association of political subdivisions subject to Section 29-1-401 et seq., C.R.S., as amended, with the authority granted pursuant to intergovernmental contracting statutes at Section 29-1-201 et seq., C.R.S., as amended, known as the Denver Regional Council of Governments, hereinafter referred to as the "Council."

ARTICLE II. Purpose of the Council.

The Council shall promote regional cooperation and coordination among local governments and between levels of governments, and shall perform regional activities, services and functions for the Region as authorized by statute. The Council shall serve as a forum where local officials work together to address the Region's challenges. The Council shall serve as an advisory coordinating agency for investigations and studies for improvement of government and services in the Region, shall disseminate information regarding comprehensive plans and proposals for the improvement of the Region, and shall promote general public support for such plans and programs as the Council may endorse.

ARTICLE III. Definitions.

- A. "Chair" means the incumbent holding the position of president of the Council.
"Vice Chair" means the incumbent holding the position as vice president of the Council.
 - B. "Council" means the nonprofit corporation of the Denver Regional Council of Governments, with the duties and responsibilities specified by statute, which are to be carried out by the Board of Directors in accordance with the statutory authority.
 - C. "Board of Directors" hereinafter referred to as "Board," means the body of designated individual member representatives of municipalities, counties and city and counties maintaining membership in the Council.
 - D. "Member" means a participating county, municipality, or city and county that meets the requirements for membership in the Council as specified in Article VI.

- 1 E. "Member Representative" means the local elected official, or local elected
2 official alternate, designated in writing by the chief elected official or the
3 governing body of a member county, municipality, or city and county to
4 represent that member on the Board as a voting representative.
5
- 6 F. "Plan" means a regional plan or a comprehensive master plan for the Region as
7 defined by statute, which Plan is currently denoted as Metro Vision.
8
- 9 G. "Region" means the geographic area composed of the City & County of Denver,
10 City & County of Broomfield, and the counties of Adams, Arapahoe, Boulder,
11 Clear Creek, Douglas, Gilpin and Jefferson, and portions of Weld County, and
12 other counties as may be necessary in the State of Colorado.
13

14 ARTICLE IV. Declaration of Policy.
15

- 16 A. The Board finds and declares that the need for a Council of Governments is
17 based on the recognition that, wherever people live in a metropolitan area, they
18 form a single community and are bound together physically, economically and
19 socially. It is the policy of this Council of Governments, through its members,
20 staff, and programs, to provide local public officials with the means of reacting
21 more effectively to the local and regional challenges of this regional community.
22
- 23 B. The Board finds and declares that the need for a Council of Governments is
24 based on the recognition that:
25
- 26 1. Plans and decisions made by each local government with respect to land
27 use, circulation patterns, capital improvements, and so forth, affect the
28 welfare of neighboring jurisdictions and therefore should be coordinated
29 on a voluntary basis; and
30
- 31 2. It is imperative for the regional planning process to be directly related to
32 the elected local government decision and policymakers, the locally
33 elected public officials.
34
- 35 C. The Board further finds and declares that the people within the Region have a
36 fundamental interest in the orderly development of the Region.
37
- 38 D. The Board further finds and declares:
39
- 40 1. That the members have a positive interest in the preparation and
41 maintenance of a Plan for the benefit of the Region and to serve as a
42 guide to the political subdivisions and other entities within the Region;
43
- 44 2. That the continuing growth of the Region presents challenges that are
45 not confined to the boundaries of any single governmental jurisdiction;
46
- 47 3. That the Region, by reason of its numerous governmental jurisdictions,
48 presents special challenges of development that can be dealt with best
49 by a regional council of governments that acts as an association of its

1 members and as a regional planning commission created under Section
2 30-28-105, C.R.S., as amended;

- 4 5. That the Region is well adapted to unified and coordinated consideration,
6 and;
7 5. That in order to assure, insofar as possible, the orderly and harmonious
8 development of the Region, and to provide for the needs of future
9 generations, it is necessary for the people of the Region to perform
10 regional activities and functions as defined by statute, and for the Council
11 to serve as an advisory coordinating agency to harmonize the activities
12 of federal, state, county and municipal agencies and special purpose
13 governments/districts concerned with the Region, and to render
14 assistance and service and create public interest and participation for the
15 benefit of the Region.

16

17 ARTICLE V. Functions.

18

- 19 A. The Council shall promote regional coordination and cooperation through
20 activities designed to:
- 21 1. Strengthen local governments and their individual capacities to deal with
22 local challenges;
- 23 2. Serve as a forum to identify, study, and resolve areawide challenges;
- 24 3. Develop and formalize regional policies involving areawide challenges;
- 25 4. Promote intergovernmental cooperation through such activities as
26 reciprocal furnishing of services, mutual aid, and parallel action as a
27 means to resolve local as well as regional challenges;
- 28 5. Provide the organizational framework to foster effective communication
29 and coordination among governmental bodies in the provision of
30 functions, services, and facilities serving the Region's local governments
31 or their residents;
- 32 6. Serve as a vehicle for the collection and exchange of information of
33 areawide interest;
- 34 7. Develop regional or master plans for the Region;
- 35 8. Serve as spokesperson for local governments on matters of regional and
36 mutual concern;
- 37 9. Encourage action and implementation of regional plans and policies by
38 local, state and federal agencies;
- 39

- 1 10. Provide, if requested, mediation in resolving conflicts between members
2 and between members and other parties; and
3
4 11. Provide technical and general assistance to members within its staff and
5 financial capabilities. These services are inclusive of, but not limited to,
6 assistance designed to:
7
8 a. Identify issues and needs that are regional and beyond the
9 realistic scope of any one local government;
10
11 b. Compile and prepare, through staff and from members, necessary
12 information concerning the issues and needs for Board discussion
13 and decision;
14
15 c. Debate and concur in a cooperative and coordinated regional
16 action to meet the need or issue;
17
18 d. Implement the details of the cooperative action among affected
19 member governments, using such devices as intergovernmental
20 contracts and agreements, parallel ordinances or codes, joint
21 performance of services, transfers or consolidations of functions,
22 or special operating agencies;
23
24 e. And, in general –
25
26 (1) arrange contracts among members on an
27 intergovernmental basis;
28
29 (2) publish reports and current information of regional interest;
30
31 (3) provide advice and assistance on physical land use
32 planning and other programs;
33
34 (4) sponsor regional training programs;
35
36 (5) sponsor, support, or oppose legislation on behalf of the
37 Region and its members.

- 38
39 B. The Council shall maintain a regional planning program and process. In
40 conducting such activities and functions, the Council shall:
41
42 1. Formulate goals and establish policies to guide regional planning;
43
44 2. Be responsible for developing, approving, and implementing a regional
45 Plan through member governments;
46
47 3. Be the approving and contracting agent for all federal and state regional
48 planning grants, as required;
49

- 1 4. Prepare and adopt a Plan and recommend policy for the development of
2 the Region and the provision of services in the region. The Plan shall be
3 based on careful and comprehensive surveys and studies of existing
4 conditions and probable future growth and service needs of the Region.
5 The Plan shall be made with the general purpose of guiding coordinated
6 and harmonious development that, considering present and future needs
7 and resources, will best promote the health, safety, and general welfare
8 of the inhabitants of the Region.
- 9
- 10 5. Perform all planning functions incident to the exercise of the powers and
11 duties set forth in Article XII; all plans adopted by the Board in
12 connection therewith shall constitute portions of the Plan.
- 13
- 14 6. Exercise such other planning powers and functions as are authorized by
15 statutes and the members.

17 ARTICLE VI. Membership.

- 19 A. Members. Each municipality, county, and city and county in the Region shall be
20 eligible to be a member of the Denver Regional Council of Governments.
21 Membership shall be contingent upon the adoption of these Articles of
22 Association by the governing body of any such municipality, county, or city and
23 county, and upon the payment of an annual assessment as agreed upon by the
24 Board.
- 25
- 26 B. Member Assessment. Each member's annual assessment is determined by the
27 Board when adopting the annual budget.
- 28
- 29 1. Assessments will be billed as follows, and are due within ninety days of
30 billing date:
- 31
- 32 a. Minimum assessment – billed annually.
- 33
- 34 b. 10% or more of the Council's total assessment – billed quarterly.
- 35
- 36 c. All others – billed semi-annually.
- 37
- 38 2. Failure by any member to remit payment of an assessment within ninety
39 days following billing date shall be grounds for termination of
40 membership and such member shall be denied voting privileges and any
41 other rights and privileges granted to members.
- 42
- 43 a. Not less than fifteen days prior to the termination of membership,
44 written notice shall be sent by registered mail informing the
45 member of the pending termination and loss of privileges and
46 requesting payment by a date certain to avoid termination.
- 47
- 48 b. A member whose membership has been terminated pursuant to
49 Section 2 shall be reinstated at any time during the calendar year

in which their membership was terminated, by payment of all assessments then currently due and owing.

- C. Member Representatives. Except as provided herein, only a local elected official of a member may be designated a member representative, and each member representative may have a designated elected alternate, as follows:
 - 1. One county commissioner and an alternate commissioner from each county, designated by the board of county commissioners.
 - 2. The mayor or one member of the governing body, and a similarly elected alternate, of each municipality and of the City and County of Broomfield, designated by said mayor or governing body, and
 - 3. Two representatives of Denver:
 - a. The mayor or, as the mayor's designee, any officer, elected or appointed, of the City & County of Denver and an alternate similarly designated, and
 - b. One city council member of the City and County of Denver and an alternate council member designated by said council or its president.
 - D. Term of Office. Member representatives shall serve until replaced, but shall hold such office and have Board privileges only during their terms as local elected officials, or an appointed official, if applicable, in the case of the alternate for the mayor of the City and County of Denver.
 - E. Non-voting Membership. The State of Colorado shall have three (3) non-voting members on the Board, appointed by the Governor, one of which shall be a representative of the Colorado Department of Transportation (either the Executive Director or a member of senior management). The Regional Transportation District shall have one non-voting member on the Board, to be appointed by the General Manager of the organization. The General Manager may appoint themselves to the Board, or they may designate a member of their senior staff.
 - F. Vacancies. Any vacancy shall be filled in the same manner as is provided for the original designation.
 - G. Receipt of Documents. Each member representative shall receive notice and minutes of meetings, a copy of each report and any other information or material issued by the Council.
 - H. Other Membership Categories. The Council may establish other categories of membership appropriate to carrying out the provisions of this Article.

1 ARTICLE VII. Board Officers.

2
3 A. Number and Title of Board Officers. The officers shall be Chair, Vice Chair,
4 Secretary, Treasurer, and Immediate Past Chair, all of whom shall be member
5 representatives, and the Executive Director.

6
7 B. Duties of Board Officers.

- 8
9 1. Chair. The Chair shall preside at all meetings of the Board and shall be
10 the chief officer of the Council in all matters acting as president. The
11 Chair shall serve as presiding officer of the Board of Directors meetings
12 and shall serve as a member of either the Finance & Budget Committee
13 or the Performance & Engagement Committee.
- 14
15 2. Vice Chair. The Vice Chair shall exercise the functions of the Chair in the
16 Chair's absence or incapacity acting in the capacity as vice president.
17 The Vice Chair shall serve as the presiding officer of all Board work
18 sessions and shall serve as a member of either the Finance & Budget
19 Committee or the Performance & Engagement Committee. If there is no
20 Immediate Past Chair, the Vice Chair shall serve on the Nominating
21 Committee.
- 22
23 3. Secretary. The Secretary shall exercise the functions of the Vice Chair in
24 the absence or incapacity of the Vice Chair and shall perform such other
25 duties as may be consistent with this office or as may be required by the
26 Chair. The Secretary shall serve as the chair of the Performance &
27 Engagement Committee.
- 28
29 4. Treasurer. The Treasurer shall exercise the functions of the Secretary in
30 the absence or incapacity of the Secretary and shall perform such other
31 duties as may be consistent with this office or as may be required by the
32 Chair. The Treasurer shall serve as the chair of the Finance & Budget
33 Committee.
- 34
35 5. Immediate Past Chair. The Immediate Past Chair, who shall be the most
36 recent past chair serving on the Board, shall exercise the duties of the
37 Chair in the absence or incapacity of the Chair, Vice Chair, Secretary,
38 and Treasurer. The Immediate Past Chair shall serve on the Nominating
39 Committee.
- 40
41 6. Executive Director. The Executive Director shall exercise the functions of
42 the Chief Administrative Officer of the Council and shall be empowered
43 to execute official instruments of the Council as authorized by the
44 Finance & Budget Committee or Board.

45
46 C. Election of Board Officers.

- 47
48 1. Officer and Terms. The Vice Chair, Secretary, and Treasurer shall be
49 elected by the Board at the February meeting of each year. Except as

provided in Article VII D.4, the incumbent holding the position of Vice Chair shall automatically assume the position of Chair. However, if the Vice Chair is unable to assume the position of Chair, the Board shall elect a Chair at the applicable February meeting. A notice of election of officers shall appear on the agenda. Each officer shall serve a one-year term, or until the next election of officers and his/her successor is elected, so long as the jurisdiction he/she represents is a member of the Council, and he/she remains that member's official member representative on the Board.

2. Nominating Committee for Board Officers.

- a. At the January meeting of each year, the Nominating Committee shall present to the Board nominations for Board officers to be elected at the February meeting.
- b. Board officer nominations may be made from the floor, provided that the consent of each nominee is obtained in advance.

D. Board Officer Vacancies. If the Chair, Vice Chair, Secretary or Treasurer resigns or ceases to be a member representative, a vacancy shall exist and shall be filled for the remainder of the term by:

1. Appointment by a majority of the remaining Board officers of a member representative to fill the vacancy; or
2. Referral of the vacancy to the Nominating Committee to present to the Board at least one nominee to fill the vacancy if called for by a majority of the remaining Board officers. No later than the meeting held on the month following the month in which the Nominating Committee was referred the vacancy, the Nominating Committee shall present to the Board at least one nominee for an officer to be elected by the Board at that meeting to fill such vacancy.
3. Nominations may be made from the floor, provided that the consent of each nominee is obtained in advance.
4. In the event the remaining Board officers appoint the incumbent Vice Chair to fill a vacancy in the position of Chair pursuant to D.1 of this Article VII, the Vice Chair so appointed shall serve the remainder of the term for such vacancy and shall thereafter automatically retain the position of Chair for an additional one-year term, subject to other requirements for holding such position.

E. Executive Committee. The incumbent Board officers shall constitute the Executive Committee of the Council. The Executive Committee shall be the primary executive leadership of the Council, providing leadership to the Board and guidance to the Executive Director. The Executive Committee has no policy making authority. The Executive Committee helps set Board meeting agendas;

1 provides guidance on resolution of conflicts; provides process guidance, and
2 receives updates from and assures the progress of committees of the Council.
3

4 ARTICLE VIII. Finance & Budget Committee.

- 5
- 6 A. Membership on the Finance & Budget Committee. The administrative
7 business of the Council concerning finances, contracts and related
8 matters shall be managed by a Finance & Budget Committee. The
9 Committee membership shall not exceed more than one-quarter of the
10 total membership of the Board. Members of the Finance & Budget
11 Committee shall be appointed by the Board upon recommendation
12 nomination of the Nominating Committee.
- 13
- 14 B. Finance & Budget Committee Officers. The incumbent Treasurer of the
15 Council shall serve as chair of the Finance & Budget Committee. The
16 vice chair of the Committee shall be elected by the Committee at its first
17 meeting following election of Board officers and to serve until the next
18 election of officers.
- 19
- 20 C. Powers and Duties. The following powers and duties are vested in the
21 Finance & Budget Committee:
- 22
- 23 1. To review contracts, grants and expenditures and authorize the
24 expenditure of funds and the entering into contracts, within the
25 parameters of the Council budget.
- 26
- 27 2. To execute official instruments of the Council.
- 28
- 29 3. To review and recommend to the Board the budget as provided in
30 Article XV.
- 31
- 32 4. To review the Council's audited financial statements with the
33 Council's auditor, and to undertake, oversee and/or review other
34 organization audits.
- 35
- 36 5. To receive and review other financial reports and provide regular
37 updates to the Board.
- 38
- 39 6. To compensate member representatives for expenses incurred in
40 attending to the proper business of the Council.
- 41
- 42 7. To be responsible for executing an employment contract with the
43 Executive Director.
- 44
- 45 8. 7. To exercise such other powers, duties, and functions as may be
46 authorized by the Board.
- 47
- 48 D. Meetings of the Finance & Budget Committee. The Finance & Budget
49 Committee shall meet every month and may hold special meetings at the

call of its chair or by request of at least three member representatives on the Finance & Budget Committee. The Committee chair, in consultation with the Executive Director, may cancel a meeting if there are no action items for the Committee's consideration. Members of the Finance & Budget Committee may attend meetings of the Committee by telephone in accordance with written policies adopted by the Committee, which policies shall define the circumstances under which attendance by telephone shall be permitted.

- E. Quorum. A quorum for the transaction of Finance & Budget Committee business shall be one-third (1/3) of its members, plus one.
- F. Voting. A majority of those present and voting shall decide any question brought before the meeting. The Budget & Finance Committee chair shall vote as a member of the Committee. A Committee member's designated alternate on the Board may attend meetings of the Committee and participate in deliberations, at the discretion of the chair, but may only vote in the absence of the member.

ARTICLE IX. Performance & Engagement Committee.

- A. Membership on the Performance & Engagement Committee. The administrative business of the Council concerning the performance and evaluation of the Executive Director, the oversight of onboarding of new Board members and related matters shall be managed by a Performance & Engagement Committee. The Committee membership shall not exceed more than one-quarter of the total membership of the Board, plus the Board Chair who shall be an ex officio, voting member of the Committee. The Board Chair's attendance at meetings is at the Chair's discretion. Members of the Performance & Engagement Committee shall be appointed by the Board upon recommendationnomination of the Nominating Committee.
- B. Performance & Engagement Committee Officers. The incumbent Secretary of the Council shall serve as chair of the Performance & Engagement Committee. The vice chair of the Committee shall be elected by the Committee at its first meeting following election of Board officers and to serve until the next election of officers.
- C. Powers and Duties. The following powers and duties are vested in the Performance & Engagement Committee:
 1. To develop the process for recruitment of the Executive Director to the Board.
 2. To recommend appointment of the Executive Director to the Board.

1 1.3. To execute an employment contract with the Executive Director,
2 within the parameters of the Council budget.

4 2.4. To develop the process for, and execute and document the
5 annual performance evaluation for the Executive Director,
6 including approval and execution of amendments to the Executive
7 Director employment contract in connection therewith, within the
8 parameters of the Council budget.

10 3.5. To hold quarterly meetings with the Executive Director to provide

11 performance feedback to the Executive Director.

13 4.6. To recommend to the Board, as needed, policies and procedures
14 for the effective administration of the Executive Director.

16 5.7. To provide oversight ofoversee onboarding programs for new

17 Board appointees.

19 6.8. To implement and review Board structure and governance
20 decisions.

22 9. To plan the annual Board workshop.

24 7.10. Review results of the annual Board Director Collaboration
25 Assessment and recommend improvements

27 8.11. To receive and review reports related to the business of the
28 Committee and provide regular updates to the Board.

30 9.12. To exercise such other powers, duties, and functions as may be
31 authorized by the Board.

32 D. Meetings of the Performance & Engagement Committee. The
33 Performance & Engagement Committee shall meet every month and
34 may hold special meetings at the call of its chair or by request of at least
35 three member representatives on the Performance & Engagement
36 Committee. The Committee chair, in consultation with the Executive
37 Director, may cancel a meeting if there are no action items for the
38 Committee's consideration. Members of the Performance & Engagement
39 Committee may attend meetings of the Committee by telephone in
40 accordance with written policies adopted by the Committee, which
41 policies shall define the circumstances under which attendance by
42 telephone shall be permitted.

44 E. Quorum. A quorum for the transaction of Performance & Engagement
45 Committee business shall be one-third (1/3) of its members, plus one,
46 not including the ex-officio Board chair.

1 F. Voting. A majority of those present and voting shall decide any question
2 brought before the meeting. The Performance & Engagement Committee
3 chair shall vote as a member of the Committee. A Committee member's
4 designated alternate on the Board may attend meetings of the
5 Committee and participate in deliberations, at the discretion of the chair,
6 but may only vote in the absence of the member.
7

8 ARTICLE X. Nominating Committee.

9
10 A. Membership on the Nominating Committee. The Nominating Committee
11 shall be appointed in November of each year and consist of member
12 representatives herein designated:

- 14 1. The Immediate Past Chair of the Board (or the Vice Chair if there
15 is no Immediate Past Chair);
16
17 2. One Board member representing the City and County of Denver;
18
19 3. One member selected by the Performance & Engagement
20 Committee, except that in the initial establishment of the
21 Nominating Committee, such member shall be selected by the
22 Board;
23
24 4. One member selected by the Finance & Budget Committee,
25 except that in the initial establishment of the Nominating
26 Committee, such member shall be selected by the Board;
27
28 5. One member selected by the Board; and
29
30 6. One member selected by the Board Chair.

31 B. Member Qualifications.

- 32 1. Members of the Nominating Committee shall have served not less
33 than one year on the Board before being eligible to serve on the
34 Nominating Committee.
35
36 2. No more than one Board officer and no more than one member
37 from the City and County of Denver may serve on the Nominating
38 Committee.
39
40 3. A designated alternate may not serve on the Nominating
41 Committee.
42
43 4. In the appointment of the Nominating Committee, consideration
44 shall be given to providing representation of a broad cross-section
45 of the Board, taking into account community size, geographic
46 location, the rate of growth, county and municipality, rural and
47 suburban and other factors.

1
2 5. If a vacancy arises on the Nominating Committee, the person or
3 entity that selected the departing member shall select a
4 replacement.
5

6 C. Nominating Committee Officers. At its first meeting upon annual
7 appointment of its members, the Nominating Committee shall elect its
8 chair and vice chair.
9

10 D. Powers and Duties. The following powers and duties are vested in the
11 Nominating Committee:
12

13 1. To make recommendations regarding nominations for Board
14 officers and Board officer vacancies as provided in these Articles.
15 A Nominating Committee member may not be a nominee for
16 Board officer.
17

18 2. To recommend nominate member representatives for
19 appointment by the Board to the Finance & Budget Committee
20 and the Performance & Engagement Committee. Such
21 nominations and appointments shall be made in accordance with
22 the following procedures and requirements:
23

24 a. The combined membership of the two Committees shall
25 include The Nominating Committee shall make nominations
26 for such Committees from a pool of candidates that
27 consists of the following:
28

29 (1) One member representative who is designated as
30 the member representative to the Board of each
31 elected board of county commissioners and each
32 city council, provided each such county and city
33 contains a population of 120,000 or more as
34 estimated by the U.S. Census, the Council, or the
35 State Demographer.
36

37 (2) The Mayor or, as the Mayor's designee, any elected
38 or appointed officer of the City and County of Denver
39 who is designated as the member representative to
40 the Board.
41

42 (3) One Denver City Council member who is designated
43 as the member representative to the Board.
44

45 (4) The Immediate Past Chair of the Board and
46

47 (5) Ten other member representatives to the Board
48 not previously included in (1), (2), (3) or (4) of this

section, selected by the Nominating Committee up to the maximum permitted membership.

- b. The Nominating Committee shall recommend to the Board ~~nominate one half of the candidates for appointment in the pool~~ to the Finance & Budget Committee and candidates for appointment ~~one half~~ to the Performance & Engagement Committee. In addition to the recommendations of the Nominating Committee, nominations for membership to the Committees may be made from the floor, provided that the consent of each nominee is obtained in advance. No individual shall be a member of the two Committees at the same time, except the Board Chair, who may serve on both committees at the same time. In the event the pool consists of an odd number of potential appointees, the Nominating Committee shall select and nominate an eleventh member representative pursuant to section D.2.a.(5) above.
 - c. Consideration shall be given to member representatives' requests to be appointed to a particular Committee, and to providing representation of a broad cross-section of the Board, taking into account community size, geographic location, the rate of growth, county and municipality, rural and suburban and other factors.
 - d. The City and County of Denver shall have one representative on each Committee.
 - e. Committee members shall be appointed to two-year terms, except that in the initial establishment of the Committees the Nominating Committee shall nominate and the Board shall appoint one half of the members of each Committee to an initial one-year term so as to achieve staggered terms. Terms extend until Board appointment of successors, provided no term is thereby shortened by more than 30 days. A Committee member may seek re-appointment at the expiration of his or her term, but the Board shall have no obligation to re-appoint any member to successive terms.
 - f. Committee members are eligible to serve so long as the jurisdiction he/she represents is a member of the Council, and he/she remains that member's official member representative on the Board.
 - g. Membership on the Finance & Budget Committee and the Performance & Engagement Committee shall be designated to the member's jurisdiction. Therefore, if a

1 member appointed to a Committee is no longer able to
2 serve, membership on the Committee shall transfer to the
3 succeeding member representative of that jurisdiction on
4 the Board, for the remainder of the term of the Committee
5 appointment.

- 6
- 7 3. To make recommendations~~nominations~~ to the Board for
8 appointment to fill any vacancy on the Finance & Budget
9 Committee and the Performance & Engagement Committee,
10 which vacancy shall be filled in accordance with the requirements
11 herein.

- 12
- 13 E. Meetings of the Nominating Committee. The Nominating Committee shall
14 meet as needed to exercise the powers and duties vested herein in the
15 Committee. The Nominating Committee may hold meetings at the call of
16 its chair or by request of at least two of its members.
- 17
- 18 F. Quorum. A quorum for the transaction of Nominating Committee
19 business shall be all six (6) of its members.
- 20
- 21 G. Voting. A majority of those present and voting shall decide any question
22 brought before the meeting.
- 23

24 ARTICLE XI. Meetings of the Board.

25

- 26 A. Frequency. The Board shall meet at least quarterly and may hold special
27 meetings at the call of the Chair, or by request of at least three member
28 representatives.
- 29
- 30 B. Notice. Notice of meetings shall be given by E-mail, fax or telephone,
31 made at least two days in advance of the meeting, or by first class mail,
32 post-marked at least five days in advance of the meeting.
- 33
- 34 C. Agenda. Any member representative shall have the right to request of
35 the officers the addition of any matter to the agenda of any Board
36 meeting fifteen days in advance of the meeting, or by consent of a
37 majority of the member representatives at the meeting.
- 38
- 39 D. Record of Meetings. The Board shall keep records of all its meetings.
40 The meeting records shall be public records available for inspection by
41 any interested person at reasonable times during regular office hours.
- 42
- 43 E. Open Meetings. All meetings of the Board and committees of the Council
44 shall be open to the public, except as provided otherwise by state
45 statutes.
- 46
- 47 F. General Board of Directors Procedural Provision.
- 48

- 1 1. Quorum. A quorum for the transaction of Board business shall be
2 one-third (1/3) of the member representatives.
3
4 2. Voting.
5
6 a. Regular. Only member representatives or alternates shall
7 have voting privileges. Such privileges shall be exercised
8 personally and voting by proxy is not permitted. The vote of
9 a majority of the member representatives present and
10 voting shall decide any question except as otherwise
11 provided in these Articles. The Chair shall vote as a
12 member representative.
13
14 b. Weighted.
15
16 (1) Upon the specific request of any member
17 representative, whether seconded or not, a weighted
18 vote must be taken in compliance with the weighted
19 vote resolution in effect at the time of the request.
20
21 (2) Denver Allotment. In any weighted vote, the Mayor
22 of the City and County of Denver, or the Mayor's
23 alternate, is authorized to cast two-thirds (2/3) of the
24 total vote allotted to the City and County of Denver
25 and the member representative designated by the
26 City Council of the City and County of Denver or its
27 President is authorized to cast one-third (1/3) of the
28 total vote allotted to the City and County of Denver.
29
30 (3) Plans and Articles of Association. Adoption and
31 amendment of plans pursuant to statute and
32 amending the Articles of Association shall be
33 accomplished without the use of the weighted voting
34 system.
35
36 c. Plan Adoption and Amendment. An affirmative vote of a
37 majority of member representatives shall be required for
38 the adoption or amendment of the Plan, or portion thereof,
39 in accordance with Article XII.
40
41 d. Amendment of Articles of Association. An affirmative vote
42 of a majority of member representatives shall be required
43 for the amendment of these Articles, in accordance with
44 Article XVI.
45
46 e. Positions Taken on Ballot Measures and Legislative Issues.
47

- (1) An affirmative vote of a majority of member representatives shall be required to adopt a resolution taking a position on any ballot measure.

(2) An affirmative vote of two-thirds (2/3) of members present and voting shall be required to take a position on any legislative issue.

f. Mail Vote. The Chair shall, on the Chair's own initiative, or when so directed by the Board, declare that action on any motion or resolution, including plan adoption or amendment and amendment of the Articles of Association, shall be taken by certified mail vote of member representatives or their alternates, or if neither has been appointed by a member, its chief elected official may vote instead. Certified mail votes shall be returned by the next regular Board meeting, and any action becomes effective on the date the Chair certifies the results to the Board.

Rules of Order. Except as otherwise required by these Articles, the rules of order of the Council shall be in accordance with the latest edition of Robert's Rules of Order, Revised.

ARTICLE XII. Powers and Duties.

- A. Regional Plan. The Council shall prepare, maintain and regularly review and revise a Plan for the Region. In preparing, maintaining, reviewing and revising the Plan, the Council shall seek to harmonize the master or general comprehensive plans of municipalities, counties, cities and counties, and other public and private agencies within or adjacent to the Region. The Council shall seek the cooperation and advice of municipalities, counties, cities and counties, state and federal agencies, organizations and individuals interested in the functions of the Council. The Plan may consist of such plans, elements and provisions as required or authorized by statute or the members.
 - B. Plan Adoption. The Board may adopt the Plan or portions thereof, or amendments or additions thereto, by a majority vote of member representatives. Adoption of the Plan or portions thereof shall be preceded by notice and public hearing as required by statute. Action by the Board on the Plan or any amendments thereof shall be recorded in the minutes of the Board meeting and as otherwise required by statute.
 - C. Certification of Plan. To the extent required by statute, the Council shall certify copies of the adopted Plan, or portion thereof, or amendment or addition thereto, to the board of county commissioners and planning commission of each county and the governing body and planning commission of each municipality lying wholly or partly within the Region.

- 1 D. Review of Local Plan Referrals. The Council shall review all matters
2 referred to it in accordance with law. The Council may review local laws,
3 procedures, policies, and developments, including any new or changed
4 land use plans, zoning codes, sign codes, urban renewal projects,
5 proposed public facilities, or other planning functions that clearly affect
6 two or more local governmental units, or that affect the Region as a
7 whole, or that are subjects of primary responsibility for the Council.
8 Within thirty days after receipt of any referred case, the Council shall
9 report to the concerned commission or body. An extension of time may
10 be mutually agreed upon.
- 11 E. Metropolitan Planning Organization. As may be authorized or required by
12 federal and state law, the Council shall serve as the metropolitan
13 planning agency (MPO) for the area and shall exercise such powers and
14 perform such functions as are required or authorized by statute in
15 connection therewith.
- 16 F. Area Agency on Aging. As may be authorized or required by federal and
17 state law, the Council shall serve as the Area Agency on Aging (AAA) for
18 such planning and service areas as are designated to it, and shall
19 exercise such powers and perform such functions as are required or
20 authorized by statute in connection therewith. The Council shall be the
21 approving and contracting agent for distribution of Older Americans Act
22 funds and other aging services federal and state funds and grants, as
23 authorized.
- 24 G. Other Activities, Services and Functions. The Council shall undertake
25 and perform such other activities, services or functions as are authorized
26 to it by its members or as are designated to it by federal or state law,
27 consistent with its purposes and in service and support of its member
28 governments.
- 29 H. Committees. The standing committees of the Council shall consist of the
30 Executive Committee, the Nominating Committee, the Finance & Budget
31 Committee and the Performance & Engagement Committee, as
32 established in these Articles. The Board may establish other committees
33 of the Board and advisory committees to the Board as necessary, and
34 the Chair of the Board, except as otherwise provided by the Board, shall
35 appoint the membership of these committees.
- 36 I. Cooperation with Others. The Council may promote and encourage
37 regional understanding and cooperation through sponsorship and
38 participation in public or private meetings, through publications, or
39 through any other medium. The Council may offer its facilities and
40 services to assist in the solution and mediation of issues involving two or
41 more political jurisdictions.
- 42 J. Functional Review. The Council may study and review the nature, scope,
43 and organization under which the functions of the Council may best be

1 carried on, and report to federal, state, and local jurisdictions, and
2 agencies thereof, on ways to improve proposals concerning legislation,
3 regulations, and other actions taken for the effectuation of the provisions
4 of these Articles.

- 5
- 6 K. Coordination of Research. The Council may make recommendations to
7 legislative bodies, planning commissions, and other organizations and
8 agencies within the Region for the coordination of research, collection of
9 data, improvement of standards, or any other matter related to the
10 activities of the Council.
- 11
- 12 L. Contracts. The Council may contract for any service necessary or
13 convenient for carrying out the purposes of the Council.
- 14
- 15 M. Real Property. As provided in the Council's Articles of Incorporation, the
16 Council shall have all the powers granted to nonprofit corporations by
17 Articles 121 through 137 of Title 7, C.R.S., as amended, but the Board
18 reserves final approval of the acquisition and disposition of real property.
- 19

20 ARTICLE XIII. Council Executive Director.

21

- 22 A. The Board after receiving a recommendation of the Performance &
23 Engagement Committee and by the affirmative vote of a majority of member
24 representatives shall appoint an Executive Director hereinafter referred to
25 as the "Director," who shall serve at the pleasure of the Board. The
26 Performance & Engagement Committee shall develop the process for, and
27 execute and document an annual performance evaluation for the Executive
28 Director.
- 29
- 30 B. The Director shall be the Chief Administrative Officer and authorized
31 recording officer of the Council. The Director shall administer and
32 execute all other functions and duties determined by the Board, including
33 but not limited to the following:
- 34
- 35 1. Appointment, removal, compensation and establishment of the
36 number and duties of the Council staff;
- 37
- 38 2. Establish and implement policies and procedures for the efficient
39 administration of personnel matters;
- 40
- 41 3. Serve, or designate personnel to serve, as recording secretary of
42 the Council and be responsible for preparing and maintaining all
43 records and information required by law to be kept by nonprofit
44 corporations, including those records required to be kept by
45 Section 7-136-101, C.R.S., and for authenticating the records of
46 the Council;
- 47
- 48 4. Designate personnel to provide staff services to committees; and
- 49

- 1 5. Serve as registered agent for the Council and register as such
2 with the Colorado Secretary of State.
3

4 ARTICLE XIV. Filing of Local Reports.
5

6 To facilitate planning and development of the Region, all legislative bodies, planning
7 agencies, and others within the Region are requested to file with the Council all public plans,
8 maps, reports, regulations and other documents, as well as amendments and revisions
9 thereto, that clearly affect two or more local government units, or that affect the Region as a
10 whole, or that are subjects or primary responsibility for the Council.
11

12 ARTICLE XV. Financial Provisions.
13

- 14 A. Budget Submission to the Finance & Budget Committee. Each year, no later
15 than the regular October meeting of the Finance & Budget Committee, the
16 Director shall submit an estimate of the budget required for the operation of the
17 Council during the ensuing calendar year.
18
- 19 B. Budget Approval by the Board. Each year, no later than the regular November
20 meeting of the Board, the budget recommended by the Finance & Budget
21 Committee shall be presented for approval by the Board. The funds required
22 from each member in the Region shall be apportioned as determined by the
23 Board in the approved budget.
24
- 25 C. Contract and Other Funds. The Council is specifically empowered to contract or
26 otherwise participate in and to accept grants, funds, gifts, or services from any
27 federal, state, or local government or its agencies or instrumentality thereof, and
28 from private and civic sources, and to expend funds received therefrom, under
29 provisions as may be required of and agreed on by the Council, in connection
30 with any program or purpose for which the Council exists.
31
- 32 D. Records and Audit. The Council shall arrange for a systematic and continuous
33 recordation of its financial affairs and transactions and shall obtain an annual
34 audit of its financial transactions and expenditures.
35
- 36

37 ARTICLE XVI. Adoption and Amendment of Articles of Association.
38

- 39 A. The Articles shall become effective upon their adoption by the boards of county
40 commissioners, and the governing body of any municipality or city and county
41 within or adjacent to the Region desiring to participate in the Council activities.
42
- 43 B. These Articles may be amended at any regular meeting of the Board by an
44 affirmative vote of a majority of the member representatives, provided that at
45 least one week's notice in writing be given to all member representatives setting
46 forth such amendment. These Articles may also be amended by an affirmative
47 vote of a majority of member representatives obtained through a certified mail
48 vote in accordance with Article XI, F.2.f when so directed by the Board or on the
49 initiative of the Board Chair.

AMENDMENT HISTORY

- AMENDED July 19, 1966. Provided for local elected official representation.
- AMENDED April 18, 1967. General assembly representation added. Policy Advisory Committee created.
- AMENDED July 18, 1967. Quorum changed from 1/2 to 1/3.
- AMENDED April 15, 1968. (Effective July 1, 1968) Name changed to “Denver Regional Council of Governments”
- AMENDED December 17, 1968. Changed election date to first meeting in year. Added municipal representation of Executive Committee.
- AMENDED March 25, 1970. Provided for membership on Executive Committee by either the mayor of the City and County of Denver or the deputy mayor.
- EXTENSIVELY AMENDED February 16, 1972. Incorporated the changes of the Committee on Structure and Organization. See S & O Report.
- AMENDED November 15, 1972. (effective January 1, 1973) Provided for a weighted voting formula for the participating membership.
- AMENDED May 16, 1973. Incorporated a section regarding members which are delinquent in payment of annual assessments.
- AMENDED January 16, 1974. Included the Counties of Clear Creek, Douglas and Gilpin on the Executive Committee, provided each such county contained a population of 120,000 or more.
- AMENDED June 18, 1974. Clarified the section on officers and their election, and provided for a nominating committee for election of officers each year.
- AMENDED January 19, 1977. Added three non-voting members, to be named by the Governor, to the full Board as outlined in the Metropolitan Planning Organization Memorandum of Agreement.
- AMENDED August 3, 1977. (through mail ballot) Increase the membership on the DRCOG Executive Committee from 6 to 8 by adding the Vice Chairman and Secretary-Treasurer of the Board to the Executive Committee membership.
- AMENDED December 19, 1979. Made the Immediate Past Chairman of the Board an officer of the Board, and by virtue of being a Board officer, the Immediate Past

Chairman would also be a member of the Executive Committee. This increased the Board officers from 4 to 5 and the Executive Committee from 8 to 9.

- AMENDED December 16, 1981. Changed the name of the policymaking body from “Council” to “Board of Directors”; Provided definitions of Council, Board of Directors, member, and member representative; Provided for Executive Committee alternates; Provided clarification and modification of certain agency procedures; and made extensive editorial changes.
- AMENDED June 22, 1983. Changed the structure of DRCOG from an unincorporated association to a nonprofit corporation, designated officers of the corporation, and provided for Board approval of real property transactions.
- AMENDED March 19, 1986. Changed to provide for election of Executive Committee officers at the first meeting following election of Board officers.
- AMENDED February 15, 1989. Expanded Executive Committee membership from 9 to 12 members with the three new members elected by the Board; provided for Board designation of a member representative of a county or a municipality to the Executive Committee in instances where the officers of the Board are already included as members of that Committee.
- AMENDED July 17, 1991. Provided the Mayor of Denver with a designee and an alternate to the Board; added a process for filling Executive Committee vacancies; changed the Mayor of Denver’s alternate on the Executive Committee from the Deputy Mayor to the Mayor’s designated representative to the Board; clarified the powers and duties of the Executive Committee regarding personnel matters and the Executive Director; revised the process for certification of adopted plans; and made extensive editorial changes to conform to statutory language.
- AMENDED June 17, 1998. Made technical changes in accordance with the newly adopted Colorado Revised Nonprofit Corporation Act regarding notice of meetings, termination of membership, and responsibilities for record keeping.
- AMENDED July 21, 1999. Revised to provide membership on the Executive Committee for counties with 120,000 or more estimated by either the U.S. Census, the Council or the state demographer.
- AMENDED April 18, 2001. Revised to change the Executive Committee name to Administrative Committee and provide membership on the Administrative Committee for each county and city containing a population of 120,000 or more.
- AMENDED January 15, 2003. Revised to split the Board Officer position of Secretary-Treasurer, creating the positions of Secretary and Treasurer, thus expanding the Administrative Committee membership, and to recognize the City and County of Broomfield.

- AMENDED February 19, 2003. Revised Board and Administrative Committee officer terms and revised Administrative Committee quorum.
- AMENDED November 19, 2008. Added voting requirements for taking positions on ballot measures and legislative issues.
- AMENDED May 20, 2009. Editorial revisions addressing superfluous and/or outdated items, items requiring clarification and/or elaboration, and items requiring updating as a result of the inclusion of Southwest Weld County communities.
- AMENDED July 21, 2010. Amended Section VII.C.1., to revise the procedure for election of Chair, and VII.C.2, to revise the number of members of the nominating committee.
- AMENDED April 20, 2011. Amended Section X, to remove reference to Water Quality Planning and reorder following lettered sections. Amended Section XIII, to revise the month that the budget will be provided to the Administrative Committee and Board for approval.
- AMENDED January 18, 2012. Amended Article VIII D to add language related to telephonic participation at Administrative Committee meetings.
- AMENDED May 15, 2013. Amended Article VI.E, to stipulate that the State of Colorado shall have three (3) non-voting members on the Board, appointed by the Governor, one of which shall be a representative of the Colorado Department of Transportation (either the Executive Director or a member of senior management), and the Regional Transportation District shall have one non-voting member on the Board, to be appointed by the General Manager of the organization. The General Manager may appoint themselves to the Board, or they may designate a member of their senior staff.
- AMENDED July 16, 2014. Amended Article VII C.1 and add VII D.3 to address a vacancy at Chair created when a Chair resigns mid-term. The amendment allows the incumbent Vice Chair to be appointed to serve the remainder of the term vacated, as well as serving their own full-year term.
- AMENDED March 16, 2016. Amended to reflect committee structure changes as recommended by the Structure and Governance group. Formalize the Board Officers as an Executive Committee; split the Administrative Committee into two new committees: Finance and Budget and Performance and Engagement; and revising the membership of the Nominating Committee to add two permanent members: Board Immediate Past Chair and a representative of the City and County of Denver, and defines how the remaining members of the Nominating Committee will be selected.
- **AMENDED** , 2016. Amended to reflect additional modifications/clarifications to membership and duties of the Finance and Budget Committee and Performance and Engagement Committee. Adding the Board Chair as

an ex-officio voting member of the Performance and Engagement Committee, and clarifying responsibilities of the Performance and Engagement Committee regarding performance evaluation and contract amendments for the Executive Director.

COMMITTEE POLICY, GUIDELINES AND DESCRIPTIONS

JULY 2008

AMENDED FEBRUARY 18, 2009

AMENDED JULY 21, 2010

AMENDED OCTOBER 20, 2010

AMENDED JANUARY 19, 2011

AMENDED SEPTEMBER 21, 2011

AMENDED JANUARY 18, 2012

AMENDED JANUARY 16, 2013

AMENDED MARCH 19, 2014

AMENDED APRIL 20, 2016

AMENDED , 2016

**DENVER REGIONAL COUNCIL OF GOVERNMENTS
1290 Broadway, Suite 100
Denver, Colorado 80203**

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I. POLICY STATEMENT

The Denver Regional Council of Governments declares its desire to obtain the broadest possible involvement in its programs and decision-making process. The principal means of obtaining this participation is through the Board of Directors and its standing and advisory committees.

II. GUIDELINES

A. PURPOSE

The Board of Directors' decision-making process is designed to achieve the following goals:

1. increase participation by Board members and Board alternates in the policy process;
2. integrate technical and political issues into policy discussions and actions under the umbrella of Metro Vision;
3. undertake specific tasks as requested by the Board;
4. develop proposals and recommendations, with DRCOG staff assistance, for Board consideration;
5. interact with staff and Board members so the concerns of local governments are fully understood in the formulation of region policies; and
6. actively seek the involvement of other regional agencies, and business and citizen groups so that their perspective can be incorporated in DRCOG's program activities and decisions.

B. AUTHORITY FOR FORMATION

The categories for DRCOG committees include:

- Standing committees
- Ad hoc committees

Each is formed as provided by Board action, interagency agreement, federal or state statutes, memorandum of understanding or memorandum of agreement signed by the Board Chair or Executive Director. Descriptions follow.

C. MEETINGS

Committees may meet as needed or as specified in the committee description. If a committee wishes to request a meeting that is not regularly scheduled, the committee

chair must consult with DRCOG on staffing and meeting room availability. It will be the responsibility of DRCOG staff to maintain membership lists of the committees. Meeting notices will be distributed through DRCOG.

D. COMMUNICATIONS BY COMMITTEES

It is important for committees to understand their relationship to the staff of DRCOG and to the Board.

Most committees have a direct relationship with the DRCOG Board of Directors, while some have an indirect relationship with recommendations made through a designated committee. DRCOG staff provides information and administrative support to all committees and the Board.

To provide for effective communication throughout the committee structure, the following guidelines will apply.

1. The Board may provide direction to any committee on issues for consideration.
2. Committees with a direct relationship to the Board will review communications from committees with an indirect relationship and make a policy action recommendation to the Board.
3. Recommendations from ad hoc committees to the Board may be supplemented by specific information relative to implications and options for consideration.
4. Committee officers are encouraged to make presentations of committee actions to the Board.
5. Correspondence from committees to agencies, organizations or individuals outside DRCOG are to be prepared and forwarded to the Executive Director for review. The Executive Director has the discretion to obtain approval of the full Board for correspondence before signing.

E. MEMBERSHIP

Committee membership is based on differing authorities, which authorities address the number of members, qualifications, terms of office, and other requirements concerning committee membership. Specific committee membership information is as set forth in the authorities establishing or describing committees, and summarized for each committee in the below committee descriptions.

Standing Committees

Authorities for these committees and their criteria for membership come from the DRCOG Articles of Association, memoranda of agreement, intergovernmental

agreements, federal or state statutes, or Board authorization. These committees include:

- Executive Committee
- Finance & Budget Committee
- Performance & Engagement Committee
- Nominating Committee
- Regional Transportation Committee
- Transportation Advisory Committee
- Advisory Committee on Aging
- Steering Committee of the Baghdad-Denver Regional Partnership
- Fire Personnel Recruitment Advisory Committee

Ad Hoc Committees

The Board of Directors ~~and the Metro-Vision Issues Committee~~ may create ad hoc committees to review and study specific issues within a specified timeframe. Ad hoc committees will have a written charge or scope of work set by the Board. The number of ad hoc committees must be aligned and within available DRCOG budgetary and staffing resources.

Ad hoc committee membership will comprise at least a half-plus-one of interested Board members and Board alternates. Other elected officials, as well as local staff and other stakeholders may be appointed, as appropriate. The Board Chair will appoint members to those committees created by the Board and will designate the committee chair. Members of ad hoc committees may not appoint an alternate to the committee. Meetings will be conducted on an informal basis and the spirit/intent is to reach consensus decisions.

F. ELECTION OR APPOINTMENT OF OFFICERS

Officers of a committee are designated or elected as provided in the authorities establishing or describing the committee. If not specifically stated in such authority, the chair and vice chair for a committee shall be elected from among the members annually.

G. SCOPE OF RESPONSIBILITY

Each committee has the scope of responsibility as provided in the authorities establishing or describing the committee.

H. QUORUM AND VOTING

Quorum and voting requirements are as provided in the authorities establishing or describing the committee. If not specifically stated in such authority, a quorum consists of one-third of the total voting members, a quorum is required for formal

action, and a simple majority of those present, assuming a quorum, carries a motion or other action.

I. OTHER PROCEDURES

In general, committee proceedings should be conducted on an informal basis. The rules of order shall be in accordance with the latest edition of Roberts Rules of Order, Revised.

All committee meetings will have an agenda that will be posted in the designated area for posting notice of meetings at least 48 hours in advance of the meeting. Agendas may also be posted to the DRCOG website. If the committee wishes to solicit input, it should schedule a specific time and notify all stakeholders of that opportunity. Seating for the public will be provided in an area of the meeting room that is distinct from that of the committee members. A meeting summary should be kept to the extent necessary to record decisions made. All motions must be recorded, including the person making the motion and the outcome of the vote. -A committee may convene in executive session solely for purposes authorized by and in compliance with the procedures and requirements of the Colorado Open Meetings Law.- Participation in an executive session shall be limited to members of the committee and such other persons identified by the committee as participants as part of the request or motion to convene in executive session.

Review of these guidelines and committee descriptions will occur periodically, but at least every four years.

III. COMMITTEE DESCRIPTIONS

EXECUTIVE COMMITTEE

Type: Standing Committee

Authority: Articles of Association, revised March 16, 2016

MEMBERSHIP

The incumbent Board officers shall constitute the Executive Committee of the Council.

OFFICERS

The incumbent DRCOG Chair and Vice Chair shall serve in such capacity on the Executive Committee.

RESPONSIBILITIES

- The Executive Committee shall be the primary executive leadership of the Council, providing leadership to the Board and guidance to the Executive Director.
- The Executive Committee has no policy making authority.
- The Executive Committee helps set Board meeting agendas; provides guidance on resolution of conflicts; provides process guidance, and receives updates from and assures the progress of committees of the Council.

QUORUM

A quorum for the transaction of Executive Committee business shall be four (4) of its members.

VOTING

A majority of those present and voting shall decide any question brought before the meeting.

FINANCE & BUDGET COMMITTEE

Type: Standing Committee

Authority: Articles of Association, revised March 16, 2016

MEMBERSHIP

The administrative business of the Council concerning finances, contracts and related matters shall be managed by the Finance & Budget Committee. The Committee membership shall not exceed more than one-quarter of the total membership of the Board. Members of the Finance & Budget Committee shall be appointed by the Board upon recommendation nomination of the Nominating Committee, in accordance with procedures and requirements set forth in the Articles of Association.

Committee members are appointed to two-year terms, except that in the initial establishment of the Committee, one half of the members are appointed to an initial one-year term so as to achieve staggered terms. A Committee members are is eligible to serve so long as the jurisdiction he or /she represents is a member of the Council, and he or /she remains that member's official member representative on the Board. Membership on the Committee is designated to the member's jurisdiction; therefore, if a member appointed to the Committee is no longer able to serve, membership on the Committee shall transfer to the succeeding member representative of that jurisdiction on the Board, for the remainder of the term of the Committee appointment. A Committee member may seek re-appointment at the expiration of his or her term two-year term, in accordance with the procedures and requirements set forth the in Articles of Association, but the Board shall have no obligation to re-appoint any member.

OFFICERS

The incumbent Treasurer of the Council shall serve as chair of the Finance & Budget Committee. The vice chair of the Committee shall be elected by the Committee at its first meeting following election of Board officers and to serve until the next election of officers.

RESPONSIBILITIES

The following powers and duties are vested in the Finance & Budget Committee:

- To review contracts, grants and expenditures and authorize the expenditure of funds and the entering into contracts, within the parameters of the Council budget.
- To execute official instruments of the Council.
- To review and recommend to the Board the budget as provided in Article XV of the Articles of Association.
- To review the Council's audited financial statements with the Council's auditor, and to undertake, oversee and/or review other organization audits.
- To receive and review other financial reports and provide regular updates to the Board.

- To compensate member representatives for expenses incurred in attending to the proper business of the Council.
- ~~To be responsible for executing an employment contract with the Executive Director.~~
- To exercise such other powers, duties, and functions as may be authorized by the Board.

QUORUM

A quorum for the transaction of Finance & Budget Committee business shall be one-third (1/3) of its members, plus one.

VOTING

A majority of those present and voting shall decide any question brought before the meeting. The Budget & Finance Committee chair shall vote as a member of the Committee. A Committee member's designated alternate on the Board may attend meetings of the Committee and participate in deliberations, at the discretion of the chair, but may only vote in the absence of the member.

PERFORMANCE & ENGAGEMENT COMMITTEE

Type: Standing Committee

Authority: Articles of Association, revised March 16, 2016

MEMBERSHIP

The administrative business of the Council concerning the performance and evaluation of the Executive Director, the oversight of onboarding of new Board members and related matters shall be managed by a Performance & Engagement Committee. The Committee membership shall not exceed more than one-quarter of the total membership of the Board, plus the Board Chair who shall be an ex officio, voting member of the Committee. The Board Chair's attendance at meetings is at the Chair's discretion. Members of the Performance & Engagement Committee shall be appointed by the Board upon recommendation~~nomination~~ of the Nominating Committee, in accordance with procedures and requirements set forth in the Articles of Association.

Committee members are appointed to two-year terms, except that in the initial establishment of the Committee, one half of the members are appointed to an initial one-year term so as to achieve staggered terms. A Committee members are ~~is~~ eligible to serve so long as the jurisdiction he or ~~/~~ she represents is a member of the Council, and he or ~~/~~ she remains that member's official member representative on the Board. Membership on the Committee is designated to the member's jurisdiction; therefore, if a member appointed to the Committee is no longer able to serve, membership on the Committee shall transfer to the succeeding member representative of that jurisdiction on the Board, for the remainder of the term of the Committee appointment. A Committee member may seek re-appointment at the expiration of his or her term two-year term, in accordance with the procedures and requirements set forth the in Articles of Association, but the Board shall have no obligation to re-appoint any member.

OFFICERS

The incumbent Secretary of the Council shall serve as chair of the Performance & Engagement Committee. The vice chair of the Committee shall be elected by the Committee at its first meeting following election of Board officers and to serve until the next election of officers.

RESPONSIBILITIES

The following powers and duties are vested in the Performance & Engagement Committee:

- To develop the process for recruitment of the Executive Director to the Board.
- To Recommend~~recommend~~ appointment of the Executive Director to the Board.
- To execute an employment contract with the Executive Director, within the parameters of the Council budget.

- ~~To Develop~~develop the process for, ~~and~~ execute and document Executive Director~~the~~ annual ~~review~~ performance evaluation for the Executive Director, including approval and execution of amendments to the Executive Director employment contract in connection therewith, within the parameters of the Council budget.
- To hold quarterly meetings with the Executive Director to provide performance feedback to the Executive Director.
- ~~To Recommend~~recommend to the Board, as needed, policies and procedures for the effective administration of the Executive Director ~~to the Board as need~~.
- ~~To provide oversight of onboarding programs for new Board appointees~~
~~Oversees/approves new member orientation program and onboarding of new~~
~~Boardcommittee members~~.
- ~~To~~ Implement and review Board structure and governance decisions.
- ~~To~~ Plan the annual ~~strategic planning~~ Board workshop.
- Review results of the annual Board Director Collaboration Assessment and recommend improvements.
- To receive and review reports related to the business of the Committee and provide regular updates to the Board.
- ~~To~~ Exercise such other powers, duties, and functions as may be authorized by the Board.

QUORUM

A quorum for the transaction of Performance & Engagement Committee business shall be one-third (1/3) of its members, plus one, not including the ex-officio Board chair.

VOTING

A majority of those present and voting shall decide any question brought before the meeting. The Performance & Engagement Committee chair shall vote as a member of the Committee. A Committee member's designated alternate on the Board may attend meetings of the Committee and participate in deliberations, at the discretion of the chair, but may only vote in the absence of the member.

NOMINATING COMMITTEE

Type: Standing Committee

Authority: Articles of Association, revised March 16, 2016

MEMBERSHIP

The Nominating Committee will consist of six Board members who shall be appointed in November of each year. Members include the Immediate Past Chair of the Board (or Vice Chair if there is no Immediate Past Chair); one Board member representing the City and County of Denver; one member selected by the Performance & Engagement Committee; one member selected by the Finance & Budget Committee; one member selected by the Board; and one member selected by the Board Chair. Member qualifications for the Nominating Committee are as follows:

- Members of the Nominating Committee shall have served not less than one year as a member or an alternate on the Board before being eligible to serve on the Nominating Committee.
- No more than one Board officer and no more than one member from the City and County of Denver may serve on the Nominating Committee.
- A designated alternate may not serve on the Nominating Committee.

In the appointment of the Nominating Committee, consideration shall be given to providing representation of a broad cross-section of the Board, taking into account community size, geographic location, the rate of growth, county and municipality, rural and suburban, and other factors. If a vacancy arises on the Nominating Committee, the person or entity that selected the departing member shall select a replacement.

OFFICERS

At its first meeting upon annual appointment of its members, the Nominating Committee shall elect its chair and vice chair.

RESPONSIBILITIES

The following powers and duties are vested in the Nominating Committee:

- To make recommendations regarding nominations for Board officers and Board officer vacancies as provided in the Articles of Association. (A Nominating Committee member may not be a nominee for Board officer.)
- To recommend nominate member representatives for appointment by the Board to the Finance & Budget Committee and the Performance & Engagement Committee, in accordance with the procedures and requirements set forth as stated in the Articles of Association.

- To make recommendations nominations to the Board for appointment to fill any vacancy on the Finance & Budget Committee and the Performance & Engagement Committee, which vacancy shall be filled in accordance with the procedures and requirements set forth in the Articles of Association herein.

QUORUM

A quorum for the transaction of Nominating Committee business shall be all six (6) of its members.

VOTING

A majority of those present and voting shall decide any question brought before the meeting.

OTHER PROCEDURES & GUIDELINES

- The Nominating Committee will meet at a time(s) convenient for all members in November. In January the Committee will present to the Board nominations for Treasurer, Secretary and Vice Chair, and recommendations for appointment to the Finance & Budget Committee and Performance & Engagement Committee. The election of officers and appointment of Committee members will take place at the February Board meeting.
- Any candidate for Board officer or the filling of a Board officer vacancy who receives a majority or tie vote of the Nominating Committee shall be presented to the Board for consideration.
- The incumbent holding the position of Vice Chair automatically becomes the Chair. In the event the incumbent Vice Chair does not assume the position of Chair or in the event of a vacancy in the position of Chair, the procedures and requirements set forth in the Articles of Association shall be followed for any Nominating Committee presentation of nominees to the DRCOG Board.
- With the goal of encouraging broad participation from the DRCOG Board, the Nominating Committee will consider interested Board members for the positions of Treasurer and Secretary to serve one-year terms without regard to an individual's term limit or length of term with their respective jurisdiction board. For the position of Vice Chair, the Nominating Committee will ascertain the ability of the individual nominated for Vice Chair to serve as Chair without interruption due to term limits or elections.
- The Nominating Committee will request a short written statement from all interested Board members stating why he or she wishes to serve as a DRCOG Board officer and why the Nominating committee-Committee should favorably consider them.
- The Nominating Committee will consider the following criteria when evaluating Board members for the positions of Treasurer, Secretary, Vice Chair, and if applicable Chair:

- Commitment to DRCOG's vision and mission,
 - Substantive experience with DRCOG,
 - Strong willingness to serve, and
 - Capacity to be "ambassadors" for DRCOG and represent the organization as needed and desirable.
- For the position of Vice Chair, the Nominating Committee will consider and present a Board member with substantive past experience as a member of the DRCOG Board that includes serving in the position of Treasurer or Secretary or membership for at least one year on Finance & Budget Committee or the Performance & Engagement Committee. Participation as a member of another standing committee or ad hoc committee also may constitute substantive past experience.

REGIONAL TRANSPORTATION COMMITTEE

Type: Standing Committee

Authority: Memorandum of Agreement between DRCOG, the Colorado Department of Transportation, and the Regional Transportation District, dated July 10, 2001.
Modified by the three agencies, June 17, 2008
Revised, 2016.

MEMBERSHIP

Sixteen members as follows:

Denver Regional Council of Governments - Board chair and vice chair, and two designees from the ~~Metro Vision Issues Committee~~ Board, and the Executive Director.

Colorado Department of Transportation - Three metro area Transportation Commissioners and the Executive Director.

Regional Transportation District - Three Board members and the General Manager.

Other Members - Three members appointed annually by the Committee chair upon unanimous recommendation of the Executive Directors of DRCOG, CDOT and the General Manager of RTD. The DRCOG Executive Director will consult with the Committee chair prior to the three agency executives forming a recommendation.

USE OF ALTERNATES

It is the clear goal of the Committee to minimize use of alternates. However, recognizing that there will be times when it is inevitable that members cannot attend, alternates will be allowed on the following basis:

- Each agency shall designate annually, in writing to the chair, standing alternates (board members/commissioners and staff).
- No more than two staff (members or designated alternates) from each agency can vote on any given issue.
- The appropriate level of staff that can be designated as alternates are:
 - DRCOG: Division Directors
 - CDOT: Regional Transportation Directors or equivalent or above
 - RTD: Senior Managers of planning and development or above
- No alternates are permitted for the Other Members.
- No proxies are permitted.
- The new Immediate Past Chair of DRCOG shall serve as an alternate until the ~~Metro Vision Issues Committee~~ DRCOG Board acts to designate new alternates after the February Board elections.

RESPONSIBILITIES

Through the Regional Transportation Committee, DRCOG, as the Metropolitan Planning Organization (MPO), administers the urban transportation planning process for the region in accordance with *The Prospectus - Transportation Planning in the Denver Region* and applicable federal regulations. Accordingly, the responsibilities of the Regional Transportation Committee shall include:

- Overall direction of current work activities established by the Unified Planning Work Program.
- Review and approval of items to be submitted to the DRCOG Board of Directors, as the MPO policy body, for adoption.
- Approval of plans, programs, documents and annual endorsements related to surface transportation as outlined in the Memorandum of Agreement. Should the DRCOG Board approve a policy action that differs from the Regional Transportation Committee's recommendation, the action shall be referred back to the Committee for reconsideration.

QUORUM

Twelve members, or designated alternates.

VOTING

Twelve votes are required to carry any action.

OTHER

DRCOG representatives will attend a briefing with the DRCOG Executive Director immediately prior to the regularly scheduled RTC meeting.

TRANSPORTATION ADVISORY COMMITTEE

Type: Standing Committee

Authority: Memorandum of Agreement between DRCOG, the Colorado Department of Transportation and the Regional Transportation District adopted July 10, 2001 Board of Directors Action August 15, 2001. Last revised Revised July 2008, and , 2016.

MEMBERSHIP

Transportation Advisory Committee Membership shall include:

- Two members each from Adams, Arapahoe, Boulder, Douglas and Jefferson counties and one member from Weld County within the MPO boundary, with at least three appointed from county government and at least seven from municipalities. Of the municipal representatives, at least two, but not more than three, shall represent communities with under 35,000 population;
- Two members from the City and County of Denver and one member from the City and County of Broomfield;
- One local government member from the non-MPO area of the Transportation Planning Region;
- Local government representatives shall be city or county managers/administrators, public works directors, transportation or planning directors or their equivalents;
- The Regional Transportation Directors from the Colorado Department of Transportation (CDOT) Regions 1 and 4, or their designee; and 6 and, the Director of CDOT's Transportation Development Division, or their designee; and the Director of CDOT's Division of Transit and Rail, or their designee;
- The Director of Planning and Development Assistant General Manager for Planning of the Regional Transportation District, or their designee;
- The Director of Transportation Planning and Operations of DRCOG;
- The Executive Director of the Regional Air Quality Council;
- One representative of each of the following special interests:
 - environmental interests;
 - freight interests;
 - transportation demand management/non-motorized transportation interests;
 - aviation interests;
 - business/economic development interests;
 - a non-RTD representative of transit interests;
 - senior interests; and
- In an ex officio capacity, a representative of the Federal Highway Administration and of the Federal Transit Administration. Ex-officio members are non-voting.

The Chair of the DRCOG Board of Directors shall make the 15 local government appointments. The seven special interests – Environment, Freight, TDM/Non-motorized, Aviation, Economic Development, Non-RTD Transit and Senior– shall be nominated by the

DRCOG Chair and confirmed by the Regional Transportation Committee. The DRCOG Chair shall review membership annually in the second quarter of the calendar year. The DRCOG Chair can take into consideration such factors as issues to be addressed, continuity of the Committee, attendance, and turnover in reconfirming or determining new appointments and nominations.

USE OF ALTERNATES

It is the clear goal of the Committee to minimize the use of alternates. However, recognizing that there will be times when it is inevitable that members cannot attend, alternates will be allowed on the following basis:

- The member will submit the name of their designated alternate in writing to the DRCOG Board coordinator.
- The member shall be responsible for briefing their alternate in advance on the Committee's format and issues so that the alternate is empowered to act on behalf of their agency or interest.
- The designated alternate will be allowed to vote in the member's place.

OFFICERS

Committee members shall elect a chair and vice chair to serve two-year terms. Elections shall be held during the fourth quarter of odd-numbered years.

RESPONSIBILITIES

To assist the Board of Directors and the Regional Transportation Committee by reviewing the work of the transportation planning process, advising on methods of planning and implementation and working with staff to develop policy options and making recommendations to the Regional Transportation Committee. Specifically, the Committee shall:

- Establish a dialog on regional transportation issues among local government, regional agencies, the state and other transportation stakeholders;
- Review the transportation planning process;
- Provide advice and guidance on methods of planning and implementation;
- Assist in coordinating and facilitating implementation of Metro Vision through the transportation planning process;
- Facilitate coordination of regional plans and programs among local government, regional agencies and the state; and
- Provide advice and recommendations to the Regional Transportation Committee on transportation plans and improvement programs.

QUORUM/VOTING

Fifteen voting members, or designated alternates, as fifteen votes are required to carry any action.

ADVISORY COMMITTEE ON AGING (ACA)

Type: Standing Committee

Authority: Older American's Act of 1965, as amended, and the Contract between DRCOG and the Colorado Department of Human Services, State Unit on Aging dated February 8, 1974 and revised March 15, 2006.

MEMBERSHIP

Membership shall include individuals eligible to participate in the program, minority and low-income adults, older individuals, residents of geographically isolated areas, and at least three members of the DRCOG Board who shall be appointed by the DRCOG Chair. Interested DRCOG Board alternates also may be considered for appointment to the ACA in addition to the minimum Committee membership of three Board members.

Membership on the Committee or changes to membership requires a written request to, and confirmation by, the DRCOG Chair. Membership shall be assessed annually and a member's attendance at ACA meetings will be considered.

It is the goal of the DRCOG Board that (1) at least one-half of the members should be age 60 and older, and (2) include at least one individual from each of the counties served by the Area Agency on Aging (AAA), and (3) include five community partner representatives from areas including but not limited to: transportation, lifelong communities, foundations, financial institutions, aging, disability, LGBT (lesbian, gay, bisexual, transgender), elder rights, and developmental disability.

Members representing each of the counties served by the AAA shall be recommended for appointment by their respective county council/commission on aging through their respective governing body (board of county commissioners or mayor, as appropriate) and confirmed by the DRCOG Chair. Representation shall proportionately reflect the 60+ population within each county and shall be according to the graph below.

60+ Residents	Number of Representatives
0 – 50,000	2
50,001 – 100,000	3
100,001 and over	4

County population shall be determined using DRCOG's demographic estimates. There will be a maximum of four representatives per county.

CONFLICT OF INTEREST

Members are expected to be aware of any potential real or perceived conflicts of interest and make them known to the DRCOG AAA Division Director immediately. Members shall

abstain from any discussion of, or voting on, any funding issue in which a conflict of interest exists or may arise.

Committee members that are board members of an agency that submit requests for funding are prohibited from taking part in evaluating such requests.

OFFICERS

The ACA elects officers from among the members annually in May. The term of the office for chair and vice chair is one year, from July 1 through June 30. An individual may serve two consecutive years in the same office but only with an affirmative vote of the Committee.

In the absence of the chair, the vice chair assumes the role of the chair.

RESPONSIBILITIES

- Represent the needs of persons age 60 and older, with special emphasis on the needs of those persons in greatest social and/or economic need.
- Advocate for the enhancement and well being of the region's current and future older adult populations.
- Assist DRCOG staff in assessing the strengths and needs of older adults and their caregivers.
- Assist DRCOG staff in developing and updating the AAA 4-Year Plan; make recommendations concerning the same to the DRCOG Board.
- Assist DRCOG staff in developing policies, procedures, and priorities for planning and funding activities; make recommendations concerning the same to the DRCOG Board.
- Assist DRCOG staff in assessing funding proposals to serve the 60 and older population pursuant to the Older Americans Act and Older Coloradans Act; make recommendations concerning the same to the DRCOG Board.
- Actively become and remain educated on the issues concerning the aging and their caregivers.
- Serve as an ambassador to the community and to the County Councils on Aging by communicating the purposes, responsibilities and functions of the AAA.

QUORUM

A quorum shall consist of one-third of the members present at a regularly scheduled ACA meeting or at a special meeting called by the Committee chair.

MEETINGS

The ACA meets monthly and shall be open to the public. Summary minutes shall be taken at Committee meetings and shall be available to the public upon request for review.

The ACA, in consultation with the AAA Division Director, may cancel regular monthly meetings or call for special meetings.

It is the responsibility of the AAA Division Director to develop the monthly agenda. The committee chair may request the AAA Division Director develop the agenda in consultation with the chair.

SUBCOMMITTEES

- The ACA, in consultation with DRCOG staff, shall determine the need for subcommittees.
- Duties of subcommittees include making recommendations to the ACA regarding matters pertaining to their specific interest.
- Any ACA member may serve on any of the subcommittees but shall include, whenever possible, at least one member from each county represented.
- Voting is limited to one vote per county.
- Each subcommittee shall appoint a chair and the meeting schedule for the subcommittee shall be determined by the chair and other members in consultation with DRCOG staff.
- All subcommittee activities shall be reported by the subcommittee chair or their designee at the next regular ACA meeting.
- It is the responsibility of the AAA Division Director or designee to develop the monthly agenda. The subcommittee chair may request the agenda be developed in consultation with the subcommittee chair.

STEERING COMMITTEE OF THE BAGHDAD-DENVER REGION PARTNERSHIP

Type: Standing Committee

Authority: Formal signed declaration between the Provincial and City Councils of Baghdad, Iraq and DRCOG, October 20, 2004

MEMBERSHIP

The full Partnership may include any organization or individual from the Denver region who is interested in working on cultural, professional and educational exchange between people and groups in the Denver Region and people and groups in the Province of Baghdad. As the Partnership is a program of the DRCOG Board, the Steering Committee will have strong Board participation. At least five DRCOG Board members or alternates will serve on the Steering Committee and will include representation from the Partnership of not more than 20.

The initial appointments to the Steering Committee shall be for two year terms, and thereafter all appointments shall be for a term of one (1) year or until a successor is identified.

OFFICERS

- The officers of the Committee shall consist of a chair and vice chair, each of whom shall be elected by the Committee. DRCOG Board members will serve as chair and vice chair.
- The chair shall preside over all meetings, appoint any ad hoc committees, and have the authority to call special meetings. The chair, with DRCOG staff, shall be responsible for establishing the meeting agenda. In the event of the absence of the chair, the vice chair shall assume the duties of the chair.
- No member of the Committee other than the chair or chair's designee shall speak or act for the Committee without prior authorization from the Steering Committee.

RESPONSIBILITIES

- To initiate, sponsor, or conduct, alone or in conjunction with other cities or agencies, public programs to further public awareness of and interest in communities throughout the Province of Baghdad emphasizing such things as regional collaboration, civic duty, municipal services, and other matters relevant to local government.
- The Steering Committee must approve all activities or events carried out by the Partnership. Overall, Partnership activities will have the support of the DRCOG Board.
- The Steering Committee will generally stimulate, facilitate, coordinate and approve fund-raising activities as needed. Partnership members will assist in fundraising activities and events. Grants may be accepted through DRCOG's 501 (c)(3), Regional Response.
- Annually, the DRCOG Board determines the budget for the Steering Committee. Items eligible for funding include expenses for DRCOG staff time; limited travel and travel-

- related expenses by members of the Partnership; and miscellaneous costs incurred by DRCOG.
- The Steering Committee will ensure that the list of Partnership participants (and relevant contact information) is up-to-date. It will be the responsibility of DRCOG staff to maintain the list.
- Recommend a budget as necessary for Partnership projects to be considered by the DRCOG Board of Directors.

QUORUM

Meetings of the Steering Committee will occur when a majority of the DRCOG Board members or alternates serving on the Steering Committee are present.

VOTING

Any action by the Steering Committee requires the support of a majority of the DRCOG Board members in attendance at the meeting.

MEETINGS

- Meetings of the Steering Committee shall be held at the DRCOG offices located at 1290 Broadway, Denver, Colorado or such other place as designated by the chair of the Committee.
- The Committee may conduct official meetings by telephone.
- Notice of meetings will be distributed by DRCOG staff at the request of the chair.

FIRE PERSONNEL RECRUITMENT ADVISORY COMMITTEE

Type: Standing Committee

Authority: Intergovernmental Agreement (IGA) by and between DRCOG and participating Local Governments. Renewed annually to include new members, as well as other contract amendments. Reference *Fire Policies* (5/14/2007)

MEMBERSHIP

The Fire Personnel Recruitment Advisory Committee is composed of two representatives from each participating jurisdiction. One representative is from the fire department/fire protection district and the other is from the civil service commission/human resource department. Membership is determined on an annual basis.

RESPONSIBILITIES

- Establish general policies for the operation of the program.
- Review and recommend an annual operating budget.
- Review and recommend an assessment fee formula for funding the program.
- Provide an equitable number of volunteer personnel hours for the purpose of assisting in the administration and evaluation of the testing process.
- Assist DRCOG Staff in locating testing facilities and in coordinating advertisement and recruitment campaigns.

Type: Ad Hoc Committees

Authority: DRCOG Board

MEMBERSHIP

Ad hoc committee membership will comprise at least one-half plus one Board members and alternates. All members will be appointed by the DRCOG Board Chair, who will also designate the ad hoc committee chair. The ad hoc committee will elect the vice chair from among its members. Other elected officials as well as local staff and other stakeholders may be appointed as appropriate.

RESPONSIBILITIES

- The ad hoc committee will have a written charge and/or scope of work that will be approved by the DRCOG Board. The written charge and/or scope will include a timeframe within which to complete work.
- Members may not appoint an alternate to the committee.
- Proceedings are conducted on an informal basis. Committee members only will be seated at the table with distinct seating available for other attendees.
- Each meeting will have an agenda that will be posted on the DRCOG website in advance of the meeting.
- There will be a designated time on the agenda for public comment. If the committee wishes to solicit additional input it will schedule a specific time and notify all stakeholders of that opportunity.
- The spirit/intent is to reach consensus decisions.
- Staff will keep a general record of meetings, capturing important points of discussion and decision outcomes.

QUORUM

A quorum is one-third the total voting members.

VOTING

A simple majority carries a motion; the chair is a voting member.

ATTACH C

To: Chair and Members of the Performance and Engagement Committee

From: Douglas W. Rex, Director, Transportation Planning & Operations
(303) 480-6747 or drex@drcog.org

Meeting Date	Agenda Category	Agenda Item #
September 7, 2016	Informational	4

SUBJECT

This item concerns the 2016 Board Workshop survey results.

PROPOSED ACTION/RECOMMENDATIONS

No action requested, this item is for information only.

ACTION BY OTHERS

N/A

SUMMARY

DRCOG held its 2016 Board Workshop in Breckenridge on August 5 and 6. Twenty-seven Directors attended the workshop, including 25 members and 2 alternates representing 24 jurisdictions.

2016 Workshop Evaluation Summary

Twenty-two Directors completed the evaluation summary. The vast majority in attendance indicated their experience was very good, including several Directors noting it was the best DRCOG Board workshop they have attended. The need for more Directors attending the workshop was cited by many attendees.

Many comments suggested extending the workshop time and in particular, more time for Directors to develop relationships. Several comments indicated the social time with one another was beneficial and expressed a desire to extend that time. A few comments suggested more structure to the social time, i.e. focused conversations on key issues. Other highlights from the evaluation summary are noted below.

- **Topic selection** was appropriate other than a couple of instances where Directors felt a particular topic was covered at a previous Board meeting.
 - Friday topics (New member orientation and mini-courses) – **3.78/4.0**
 - Saturday topics (Strategic initiatives and plenary sessions) – **3.63/4.0**
- Most prominent responses to the '**most useful parts of the workshop**' were: socializing, networking, discussions, and breakout sessions.
- '**Least helpful parts**' included the community caucus lunch (some suggested assembling groups by like interests/communities) and topics that may have been presented at prior Board meetings.
- Most felt the out of town **venue** was helpful to maintaining focus on the workshop.
- Several Directors noted that later in fall, later in August or early September would be the preferred **time of year for the workshop**.

Tonight's Discussion

The Directors provided guidance on numerous topics that will shape staff efforts in the months to come, including increased focus on first- and final-mile issues, information

2016 Board Workshop Evaluation Survey and Debrief

September 7, 2016

Page 2

needed for upcoming UGB/A discussion, Board involvement in rollout of the Metro Vision plan, etc.

Tonight staff is seeking guidance on a specific issue that was raised at the workshop. Several Directors noted that they struggle to succinctly communicate what's happening at DRCOG to their fellow elected officials and other interested parties, including staff and citizens.

DRCOG currently uses several tools to communicate with the Board (e.g. *On Board* newsletter, Board portal, emails from the Board Coordinator, At-a-Glance folders, etc.). Staff is interested hearing additional feedback from committee members about communication needs and challenges. Committee discussion will help staff evaluate existing communication tools and determine potential adjustments to existing tools and approaches. Potential items for discussion include:

- What topics or issues are most important?
- What audiences are you most frequently seeking to communicate with regarding DRCOG activities?
- Are you most interested in: a) upcoming and/or recent Board decisions b) DRCOG services and programs or c) both equally?
- What's the best way to get you the information you need to effectively communicate about what's happening at DRCOG?

Next Steps

Staff will review tonight's discussion as well as comments from the Board workshop to evaluate current communication tools and determine the need for new and/or significantly revised tools. The committee will review potential approaches and tools at a later meeting.

PREVIOUS DISCUSSIONS/ACTIONS

N/A

PROPOSED MOTION

N/A

ATTACHMENT

Board Workshop Survey Summary

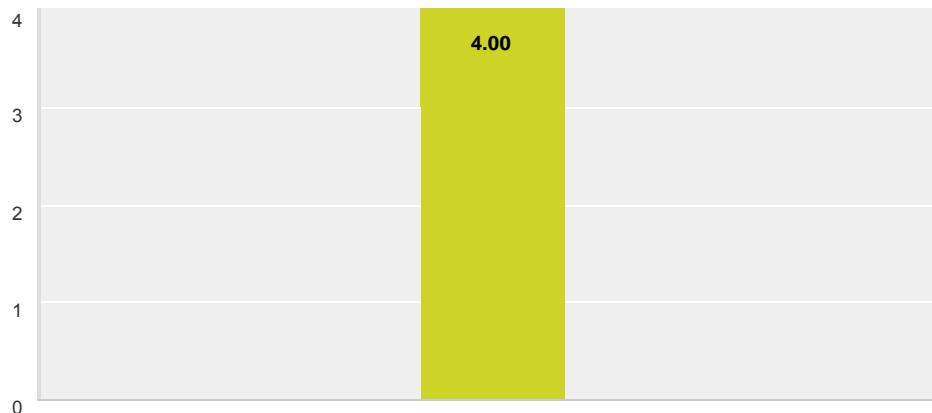
ADDITIONAL INFORMATION

Should you have any questions regarding this item, please contact Douglas W. Rex, Director, Transportation Planning & Operations, at 303-480-6747 or drex@drcog.org.

2016 DRCOG Board Workshop

Q1 Overall impression

Answered: 22 Skipped: 0



The DRCOG Board Workshop was beneficial to me and my community.

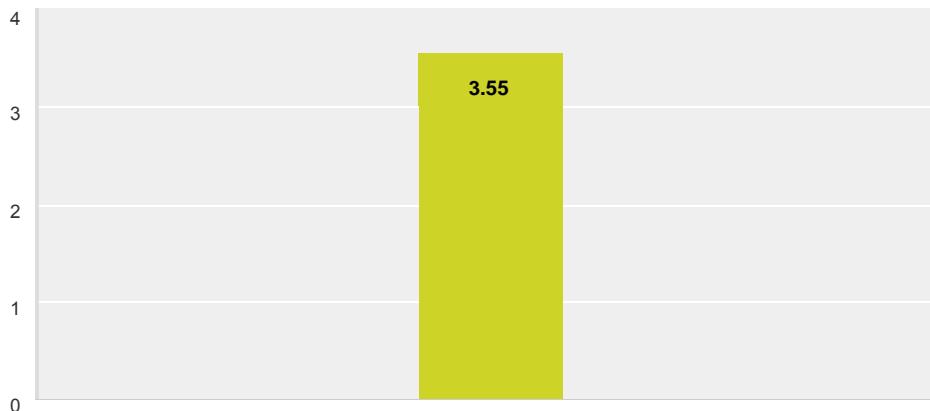
	True	More True than False	More False than True	False	N/A	Total	Weighted Average
The DRCOG Board Workshop was beneficial to me and my community.	100.00% 22	0.00% 0	0.00% 0	0.00% 0	0.00% 0	22	4.00

#	Comments:	Date
1	Excellent overall	8/11/2016 8:38 PM
2	Best retreat I've been to yet. Saturday topics/conversations were interesting, informative & timely.	8/8/2016 10:53 AM
3	I hoped to see more Board members - a later time (Sept-Oct) might help. The gathering seemed more strategic (good) - looking forward to seeing the scorecard framework tied to operational initiatives.	8/8/2016 10:36 AM
4	Another opportunity to work with members of other elected bodies and varying size of community.	8/7/2016 9:03 PM
5	This workshop has been one of if not the best one I have attended in either the public or private sector. I learned a lot, got to know a lot of people and felt that I had not wasted my time by attending.	8/7/2016 9:45 AM

2016 DRCOG Board Workshop

Q2 Workshop Time Allotment

Answered: 22 Skipped: 0



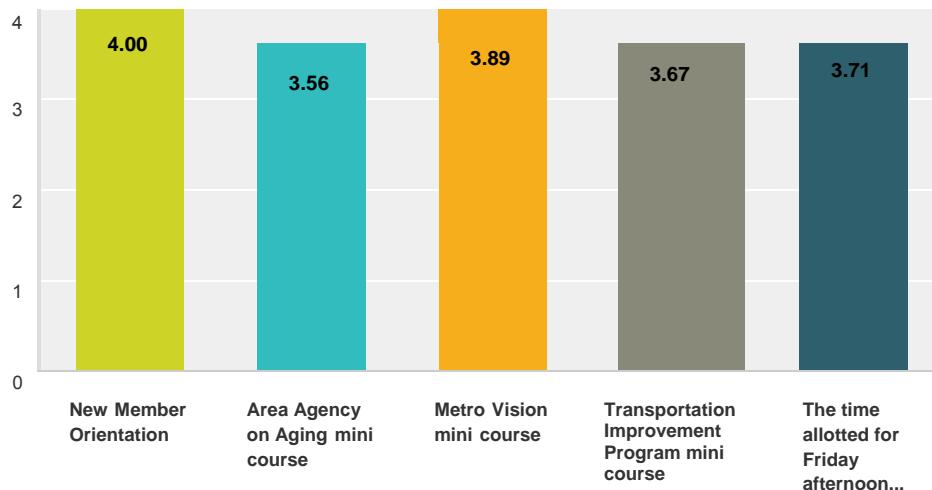
The overall length of the workshop was appropriate.

	True	More True than False	More False than True	False	N/A	Total	Weighted Average
The overall length of the workshop was appropriate.	59.09% 13	36.36% 8	4.55% 1	0.00% 0	0.00% 0	22	3.55

#	Comments:	Date
1	Could have been longer to allow for more conversation.	8/8/2016 11:07 AM
2	Less time on future tech mobility, more time on development w/in communities & how we deal with it.	8/8/2016 10:40 AM
3	The ability to connect with other Board members is always valuable & it seems like more time would always be appreciated.	8/8/2016 10:36 AM
4	I like having it over 2 days w/ time to network in the evening.	8/8/2016 9:49 AM
5	Long enough for good, but not exhaustive/exhausting discussion.	8/8/2016 9:38 AM
6	The Board retreat was excellent. I enjoyed the thoughtful discussion & individual workshops. I do think that we could have made the breaks shorter & abbreviated the working lunch to end earlier. Great job overall!	8/8/2016 9:18 AM
7	With little if any waste of time, the workshop covered a broad and varied set of issues and concerns. While we did move the final subject up in time, it was not due to lack of discussion on topics, as these could have gone on even more. Not to mention that some offshoot topics were not pursued and could have been done so productively.	8/7/2016 9:45 AM

Q3 The Friday Afternoon Refresher Topic Sessions were informative. (You may skip this question if you did not attend.)

Answered: 20 Skipped: 2

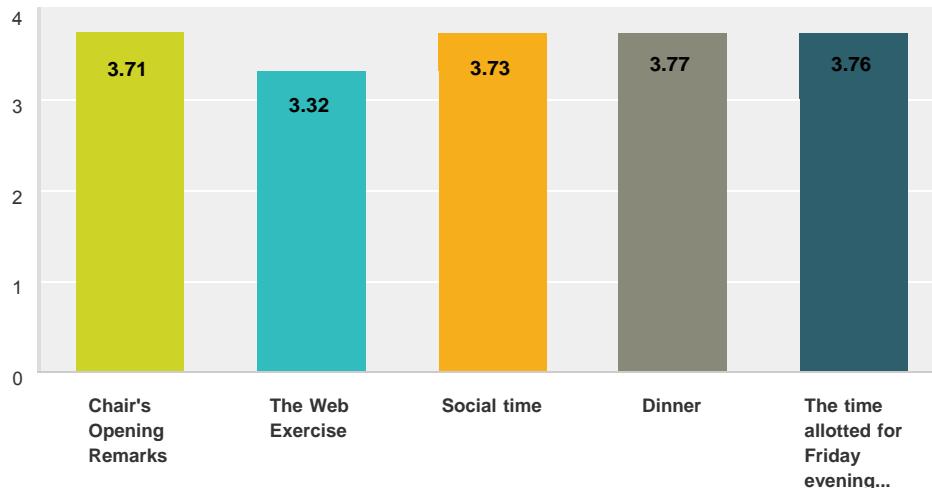


	True	More True than False	More False than True	False	N/A	Total	Weighted Average
New Member Orientation	41.18% 7	0.00% 0	0.00% 0	0.00% 0	58.82% 10	17	4.00
Area Agency on Aging mini course	29.41% 5	23.53% 4	0.00% 0	0.00% 0	47.06% 8	17	3.56
Metro Vision mini course	47.06% 8	5.88% 1	0.00% 0	0.00% 0	47.06% 8	17	3.89
Transportation Improvement Plan mini course	52.94% 9	11.76% 2	5.88% 1	0.00% 0	29.41% 5	17	3.67
The time allotted for Friday afternoon sessions was appropriate.	58.82% 10	23.53% 4	0.00% 0	0.00% 0	17.65% 3	17	3.71

#	Comments:	Date
1	Both sessions I attended were excellent. Presenters were well prepared, information was great. Small groups allowed for good interaction.	8/11/2016 8:38 PM
2	Unfortunately, I was not able to attend any of these breakouts	8/9/2016 10:22 AM
3	No comments here but participate placed an asterisk beside the AAA mini course score.	8/8/2016 11:04 AM
4	We ran over time on TIP discussions. Our discussion centered on the current challenge & the potential change in the TIP process. It would be nice to get an update to the Board on the TAC whitepaper group process.	8/8/2016 10:36 AM
5	Good format, very valuable, but also flexible.	8/8/2016 9:46 AM
6	The refreshers I attended were interesting, informative and helpful. I think that a more Q&A model could be used to discuss the topics more in detail as related to issues impacting members.	8/7/2016 9:45 AM

Q4 The Friday evening events were beneficial.

Answered: 22 Skipped: 0

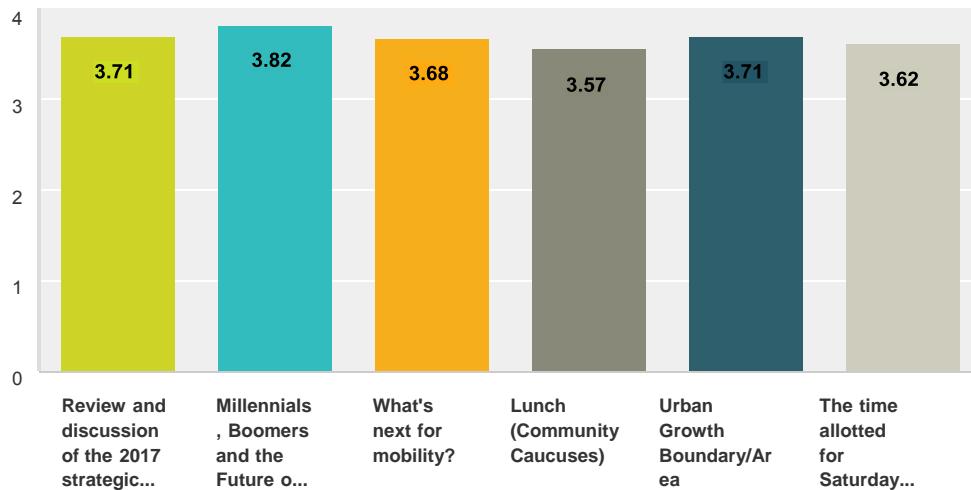


	True	More True than False	More False than True	False	N/A	Total	Weighted Average
Chair's Opening Remarks	72.73% 16	18.18% 4	4.55% 1	0.00% 0	4.55% 1	22	3.71
The Web Exercise	50.00% 10	30.00% 6	10.00% 2	5.00% 1	5.00% 1	20	3.32
Social time	72.73% 16	27.27% 6	0.00% 0	0.00% 0	0.00% 0	22	3.73
Dinner	77.27% 17	22.73% 5	0.00% 0	0.00% 0	0.00% 0	22	3.77
The time allotted for Friday evening events was appropriate.	76.19% 16	23.81% 5	0.00% 0	0.00% 0	0.00% 0	21	3.76

#	Comments:	Date
1	Great opportunity to get to know other board members and staff.	8/11/2016 8:38 PM
2	No comments here but participate placed an asterisk beside the Chair's Opening Remarks score.	8/8/2016 11:04 AM
3	Liked having ample time for socializing & informal networking. Did NOT miss having a keynote speaker.	8/8/2016 10:53 AM
4	I would have been OK w/ a short discussion program but actually thought it was good to have the 'unstructured' time earlier so everyone would enjoy it.	8/8/2016 10:49 AM
5	I feel a more structure discussion (Like the community caucus) would be a good transition into unstructured social time.	8/8/2016 10:36 AM
6	Web exercise - good icebreaker.	8/8/2016 9:49 AM
7	Social time was important.	8/8/2016 9:46 AM
8	More social time would be great!	8/8/2016 9:13 AM
9	The opening remarks were amazing.	8/8/2016 8:56 AM
10	I was pleased with the tone and atmosphere of the evening. Still I thought that post dinner could have used a little more guidance in that an opportunity to get to know each other, while offered, did not overcome shyness of some to interact more.	8/7/2016 9:45 AM

Q5 The Saturday Sessions (morning and Plenary) were informative.

Answered: 22 Skipped: 0



	True	More True than False	More False than True	False	N/A	Total	Weighted Average
Review and discussion of the 2017 strategic initiatives.	76.19% 16	19.05% 4	4.76% 1	0.00% 0	0.00% 0	21	3.71
Millennials, Boomers and the Future of Communities	90.91% 20	4.55% 1	0.00% 0	4.55% 1	0.00% 0	22	3.82
What's next for mobility?	72.73% 16	22.73% 5	4.55% 1	0.00% 0	0.00% 0	22	3.68
Lunch (Community Caucuses)	66.67% 14	23.81% 5	9.52% 2	0.00% 0	0.00% 0	21	3.57
Urban Growth Boundary/Area	66.67% 12	27.78% 5	0.00% 0	0.00% 0	5.56% 1	18	3.71
The time allotted for Saturday sessions was appropriate.	66.67% 14	28.57% 6	4.76% 1	0.00% 0	0.00% 0	21	3.62

#	Comments:	Date
1	It would have been better to move to assigned tables for lunch rather than have "assigned seats" all day. Really took away from the chance to meet other board members. A simple code on a nametag would have made moving to a pre-assigned table at an appropriate time work just as well as the placards at the tables all day. The community caucus time was interesting, but probably less effective than other activities.	8/11/2016 8:38 PM
2	Lunch session could have been shorter. What's next for mobility felt like stuff I already knew.	8/8/2016 11:04 AM
3	Good topics, great presentations.	8/8/2016 10:53 AM
4	Would have preferred to be with communities w/ similar interests, rather than a mix. We always have the mix - it was being with like communities that would have been new/valuable.	8/8/2016 10:49 AM
5	The structure was great! Brad did a great job, this is how our workshop/session should be!	8/8/2016 10:41 AM
6	Strategic initiatives would have been more effective if the strategic framework tied the initiatives to outcomes/measures/objectives community discussion seemed misplaced - move to first night & provide more time.	8/8/2016 10:36 AM
7	Community caucuses was a surprise to me in that I got to learn about other communities, so was helpful.	8/8/2016 9:49 AM
8	Shorter lunch & early end was a good call.	8/8/2016 9:46 AM

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9	(Breaks & lunch could have been shorter)	8/8/2016 9:18 AM
10	I think the Millennial Boomer discussion was indirect and never hit home the underlying land use and transportation disparity in our area and that is not driven by people's age but rather their income. There was almost a 50 50 split in director sentiment on the metro vision metrics about income, so this would have been a good topic to study in depth to try to bridge the gap (one way or the other). If you do plan to show the generational maps of the region again, it would seem that the areas that are around college campuses dedicated or mainly to serve student housing and age restricted senior housing should be highlighted and then pulled out of the data set because there is a known cause that generational mixing is not and will not occur in those areas.	8/8/2016 8:56 AM
11	Hindsight is always better but while the Saturday sessions were presented and handle very well, the UGB/A session highlighted the need to bring the board members up to speed and then conduct a insightful and spirited discussion. I do believe that direction that is important to moving this area forward and defining it better were laid and will result in a clearer insight into this. I know that I still need to understand this area more fully and it was my feeling that most in the room also needed further clarity.	8/7/2016 9:45 AM

Q6 What were the most useful parts of the workshop?

Answered: 16 Skipped: 6

#	Responses	Date
1	Millennials, Boomers and the Future of Communities was fascinating and very well put together. The Friday mini-sessions were outstanding.	8/11/2016 8:38 PM
2	The overall interaction between municipalities was great. Better than I have seen before. More people felt comfortable sharing information and it made for a better event.	8/9/2016 10:22 AM
3	Networking	8/8/2016 11:09 AM
4	Working groups allowed a different perspective of other communities.	8/8/2016 11:07 AM
5	Socializing	8/8/2016 11:04 AM
6	Networking. Saturday sessions.	8/8/2016 10:53 AM
7	The Q&A (interaction) of the workshops.	8/8/2016 10:40 AM
8	Getting to know new members & their communities. More strategic focus - the need to bring it all together is still needed.	8/8/2016 10:36 AM
9	All - well planned, flow was good, thought provoking.	8/8/2016 9:49 AM
10	Millennial/Boomer workshop, caucuses & social time.	8/8/2016 9:46 AM
11	The discussion and for a new member like me, the social parts.	8/8/2016 9:38 AM
12	I enjoyed all of the workshops. Millennials/Boomers & Mobility were excellent.	8/8/2016 9:18 AM
13	Discussions. Q & A's	8/8/2016 9:13 AM
14	Table discussions.	8/8/2016 8:56 AM
15	Top sessions for me were the briefings on mobility and generations	8/7/2016 1:16 PM
16	The mixing of viewpoint, information and discussion in an open and friendly atmosphere.	8/7/2016 9:45 AM

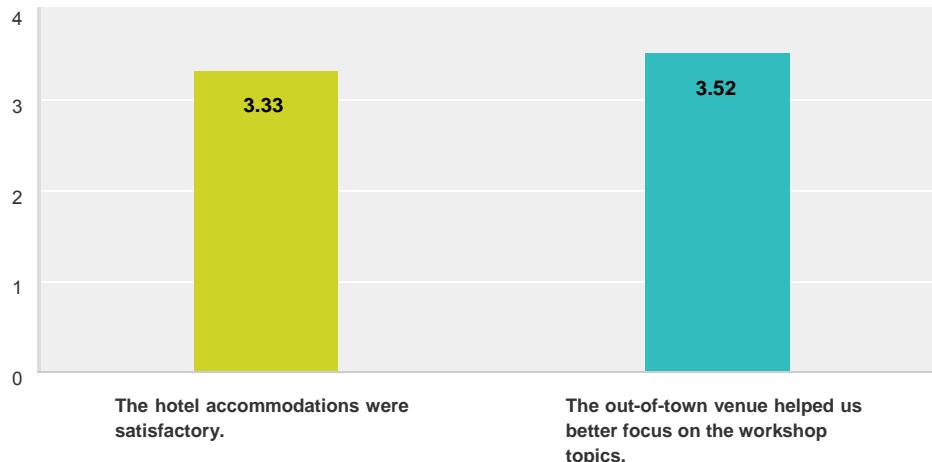
Q7 What were the least useful parts of the workshop?

Answered: 10 Skipped: 12

#	Responses	Date
1	Community caucus structure and questions weren't as effective as it could have been. Being from a small community, it was educational hearing about issues facing larger communities but the chosen topics didn't apply to my community as much as many other topics would have.	8/11/2016 8:38 PM
2	N/A	8/9/2016 10:22 AM
3	AAA & Urban growth boundary. Also I always live seeing the demographic data like we saw in the millennial presentation. I like learning from DRCOG's data, maps, predictions, etc.	8/8/2016 11:04 AM
4	None	8/8/2016 10:40 AM
5	UGB/A - good content but we had this discussion after a Board meeting. The need to educate/inform on strategic initiatives was good but enter into a discussion where the Board can provide feedback to further this effort.	8/8/2016 10:36 AM
6	What's next for mobility - we already went through that material in recent board sessions.	8/8/2016 9:46 AM
7	The caucus lunch could have had better questions related to morning topics. Could have also been shorter.	8/8/2016 9:18 AM
8	The commute.	8/8/2016 8:56 AM
9	The Lunch Caucus was good, but perhaps least impactful.	8/7/2016 1:16 PM
10	A unrecognized need to run a little with some concerns that seems under treated. Meaning that a couple of areas seemed to be concerning to the members but because they were on the edge of the discussion, did not get developed. Possibly, a short open mike approach to 'hot topics' or 'my concerns are' could be worked into the Work Session.	8/7/2016 9:45 AM

Q8 Workshop Location - Double Tree by Hilton Breckenridge

Answered: 21 Skipped: 1



	True	More True than False	More False than True	False	N/A	Total	Weighted Average
The hotel accommodations were satisfactory.	52.38% 11	33.33% 7	9.52% 2	4.76% 1	0.00% 0	21	3.33
The out-of-town venue helped us better focus on the workshop topics.	76.19% 16	9.52% 2	4.76% 1	9.52% 2	0.00% 0	21	3.52

#	Comments:	Date
1	Hotel staff great, meeting space and food & beverage very good. Beyond the meeting space hotel was ok. Audio Visual support in the Saturday session could have been better.	8/11/2016 8:38 PM
2	Meeting room was pretty dark.	8/8/2016 10:53 AM
3	Wouldn't use this hotel again. Too hard to get from meeting space to room w/ awkward elevators, etc.	8/8/2016 10:49 AM
4	Great place - it seemed like we didn't have a chance to take advantage of this location. It would be nice to have more time at location - maybe start on Saturday with a Sunday afternoon departure.	8/8/2016 10:36 AM
5	Breckenridge is a good location.	8/8/2016 9:46 AM
6	Hotel had a strange, inconvenient layout.	8/8/2016 9:18 AM
7	Traffic sucked and I wish I had the time to spend the weekend in Breckenridge with my family... absolutely an excellent venue and location	8/7/2016 1:16 PM
8	Somewhat disappointed in the numbers, the work session was way above my hopes. The out of town really helps focus on the work at hand. I do not believe that in town venue would have had this focus.	8/7/2016 9:45 AM

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Q9 Please list your top 3 recommendations for future Board workshop topics.

Answered: 9 Skipped: 13

#	Responses	Date
1	1) Managing growth and change/gentrification 2) A historic look at how successful past planning documents have been over time 3) Greater emphasis on the aging populations in our communities and how services for aging populations interact with the needs of other populations. IE: how can you serve the aging populations in a time when cost of living/ generational changes and expectations may make it more challenging.	8/11/2016 8:38 PM
2	There should be a 7:15 optional group walk. Breakfast should be later & during a session, i.e, working breakfast. Could a breakfast session be held outside?	8/8/2016 11:04 AM
3	Figure out how to increase Board attendance.	8/8/2016 10:53 AM
4	Initiatives that staff can highlight that can educate/inform so Board members can take back to local municipalities. DRCOG operational framework review with update on measures. Updates on TIP framework - work through examples on how potential scenarios of new method effects process. Update on previous metro vision plans - how did we do on measures & targets.	8/8/2016 10:36 AM
5	1) One fewer Saturday session, replace it with small group discussions. 2) Start sessions at 9:00 a.m. not 8:00 a.m. 3) There is no #3!	8/8/2016 9:46 AM
6	More time on what we do with information (Did staff receive enough to guide future board meetings/deliberations?)	8/8/2016 9:13 AM
7	I would bring back the meeting rules training that was offered in 2015. That course was great & an appropriate refresher for people annually. Following our rules will help us all have more effective meetings. I think there should be a reason to go to a particular town or area for a retreat. For example, I went to a recycling summit in Steamboat so we could all tour the hotels zero waste amenities and go to a tour of the municipal compost area. We could plan the event in an area where staff would like to have directors tour a transportation solution or visit an area the AAA wants us to see firsthand (etc.). We should mix up the small groups so that all the discussions are not with the same people.	8/8/2016 8:56 AM
8	If not a TIP workshop, then a TIP information session for new members who may not have participated in the TIP priority work. I really like the generational info sessions. Maybe one that's in more detail on where the different generations are distributed through the Metro region? We are mostly all law makers in our Towns... what about a session on "best in class" municipal laws on issues of transportation funding? AAA issues? Land use? CML had a good briefing this last June of public input at Council meetings...	8/7/2016 1:16 PM
9	See my earlier comments. What we desire is to get discussion and understanding of issues that impact us. I feel higher attendance of directors and alternates should be our goal. Outreach to the alternates will help us educate our members and their entity about the purpose of DRCOG and the importance of regional cooperation and problem solving.	8/7/2016 9:45 AM

Q10 Was the time of year for the workshop appropriate? Please provide additional suggestions in the space below.

Answered: 14 Skipped: 8

#	Responses	Date
1	Always will be a tough time; in 2017 would avoid "election season" and go earlier in the year.	8/11/2016 8:38 PM
2	Would prefer to have the workshop in Denver Metro Area.	8/9/2016 3:02 PM
3	I thought it was fine.	8/9/2016 10:22 AM
4	Later in the fall may have greater attendance however a small attendance was very beneficial.	8/8/2016 11:07 AM
5	Yes	8/8/2016 11:04 AM
6	A little later in August or early September (after school starts). It good that it's in sync with.	8/8/2016 10:53 AM
7	Not in summer please next year. Mid-Sept to early October better. Thanks.	8/8/2016 10:49 AM
8	Summer is difficult (June- Sept) I appreciate the change to address budget planning but an October date would be ideal if we continue with this line of thought. I did enjoy the Feb workshops as well.	8/8/2016 10:36 AM
9	September/October would be better.	8/8/2016 9:46 AM
10	This time is good for driving (no snow) and probably cost effective. If we tweaked by a month or two & got higher attendance counts, that's fine.	8/8/2016 9:38 AM
11	Good time of year for me.	8/8/2016 9:13 AM
12	I think the attendance is hard to get in the summer because of travel.	8/8/2016 8:56 AM
13	I sort of preferred the February date like we did last time... just a better time in the year.	8/7/2016 1:16 PM
14	This needs to be looked into but in an active environment there will never be a best time to do this.	8/7/2016 9:45 AM

**Q11 Please provide additional comments in
the space below.**

Answered: 6 Skipped: 16

#	Responses	Date
1	Thanks to the DRCOG staff for their GREAT WORK implementing the retreat. It was very worthwhile. Your work is appreciated.	8/11/2016 8:38 PM
2	Thought it was more interactive than years past, good timing.	8/8/2016 10:49 AM
3	Overall the sessions were designed for education and discussion. I was surprised that the UGB/A session was looking for decisions by the board. I thought that was inappropriate. A list of attendees & jurisdictions would have been helpful.	8/8/2016 9:46 AM
4	I would prefer a full day on Friday, half day on Saturday.	8/8/2016 9:18 AM
5	Have/encourage more/broader Board member participation.	8/8/2016 9:13 AM
6	Since we have time before the next Work Session event we can tune this finer and push a broader appeal to our promotion of attendance at the next one. Ongoing outreach is required.	8/7/2016 9:45 AM