

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

**AGENDA**  
**BOARD OF DIRECTORS**  
**WEDNESDAY, SEPTEMBER 21, 2016**  
**6:30 p.m. – 9:20p.m.**  
**1290 Broadway**  
**First Floor Independence Pass Conference Room**

1. 6:30 Call to Order
2. Pledge of Allegiance
3. Roll Call and Introduction of New Members and Alternates
4. \*Move to Approve Agenda

**STRATEGIC INFORMATIONAL BRIEFING**

5. 6:35 Presentation on Organizational Safety and Liability  
(Attachment A) Dr. John Nicoletti, Nicoletti Flater Associates  
Sam Light, Light Kelly PC
6. 7:35 Report of the Chair
  - Report on Regional Transportation Committee Meeting
7. 7:45 Report of the Executive Director
8. 7:55 Public Comment  
Up to 45 minutes is allocated at this time for public comment and each speaker will be limited to 3 minutes. If there are additional requests from the public to address the Board, time will be allocated at the end of the meeting to complete public comment. The chair requests that there be no public comment on issues for which a prior public hearing has been held before this Board. Consent and action items will begin immediately after the last speaker

**\*motion requested**

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

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



### **CONSENT AGENDA**

9. 8:15 \*Move to Approve Consent Agenda
- Minutes of August 17, 2016  
(Attachment B)

### **ACTION AGENDA**

10. 8:20 \*Discussion of amendments to the DRCOG Articles of Association and the Committee Policy, Guidelines and Descriptions  
(Attachment C) Douglas W. Rex, Director, Transportation Planning & Operations
11. 8:30 \*Discussion of a resolution approving the redetermination of air quality conformity for the 2015 Cycle 2 2040 Fiscally Constrained Regional Transportation Plan, and Amended 2016-2021 Transportation Improvement Program (TIP), along with the 2015 Cycle 2 Denver Southern Subarea 8-hour Ozone Conformity Redetermination and the 2015 Cycle 2 DRCOG CO and PM10 Conformity Redetermination, concurrently  
(Attachment D) Jacob Riger, Long Range Transportation Planning Manager, Transportation Planning & Operations
12. 8:40 Discussion of release of the draft Metro Vision plan for public review and comment  
(Attachment E) Brad Calvert, Director, Regional Planning & Development
13. 8:50 \*Discussion of amendments to the 2016-2021 Transportation Improvement Program.  
(Attachment F) Todd Cottrell, Senior Transportation Planner, Transportation Planning & Operations

### **INFORMATIONAL BRIEFINGS**

14. 9:00 Board Workshop Debrief  
(Attachment G) Douglas W. Rex, Director, Transportation Planning & Operations
15. 9:10 Committee Reports  
The Chair requests these reports be brief, reflect decisions made and information germane to the business of DRCOG
- A. Report on State Transportation Advisory Committee – Elise Jones
  - B. Report from Metro Mayors Caucus – Herb Atchison
  - C. Report from Metro Area County Commissioners– Don Rosier
  - D. Report from Advisory Committee on Aging – Phil Cernanec
  - E. Report from Regional Air Quality Council – Shakti
  - F. Report on E-470 Authority – Ron Rakowsky
  - G. Report on FasTracks – Bill Van Meter

\*motion requested

**INFORMATIONAL ITEMS**

16. Board Collaborative Assessment  
(Attachment H) Jerry Stigall, Director, Organizational Development
17. 2016-2021 Transportation Improvement Program Administrative Modifications  
(Attachment I) Douglas W. Rex, Director, Transportation Planning & Operations
18. Relevant clippings and other communications of interest  
(Attachment J)  
Included in this section of the agenda packet are news clippings which specifically mention DRCOG.  
Also included are selected communications that have been received about DRCOG staff members.

**ADMINISTRATIVE ITEMS**

19. **Next Meeting – October 19, 2016**
20. Other Matters by Members
21. 9:20 Adjournment

## CALENDAR OF FUTURE MEETINGS

### September 2016

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

### October 2016

5	Board Work Session	4:00 p.m.
5	Performance and Engagement Committee	6:00 p.m.
18	Regional Transportation Committee	8:30 a.m.
19	Finance and Budget Committee	5:30 p.m.
19	Board of Directors	6:30 p.m.
21	Advisory Committee on Aging	Noon – 3 p.m.
24	Transportation Advisory Committee	1:30 p.m.

### November 2016

2	Board Work Session	4:00 p.m.
2	Performance and Engagement Committee	6:00 p.m.
15	Regional Transportation Committee	8:30 a.m.
16	Finance and Budget Committee	5:30 p.m.
16	Board of Directors	6:30 p.m.
18	Advisory Committee on Aging	Noon – 3 p.m.
28	Transportation Advisory Committee	1:30 p.m.

## Acronym List

\* Denotes DRCOG Program, Committee or Report

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

**ATTACH A**



# DETECTING & DISRUPTING POTENTIALLY VOLATILE AND DANGEROUS SITUATIONS

**DRCOG**

John Nicoletti, Ph.D., ABPP

Nicoletti-Flater Associates

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## WHO DO WE DEAL WITH?

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## PERSONALITY CATEGORIES

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- Delightful
  - Task-Oriented
  - PIB's – Will always remain BMW's
- 

- Disruptive
- Volatile
- Violent

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## WHO SHOULD WE BE CONCERNED WITH?

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## TODAY'S FOCUS

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- Disruptive
- Volatile
- Violent

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## WHO ARE THE ATTACKERS?

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- Insider – Individuals who are on your radar before they attack.
- Outsider – Individuals who are not on your radar before they attack.

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## **MORE SPECIFICALLY, WHO ARE THEY?**

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- Avengers
- Predators
- Domestic
- Entrepreneur
- Stalkers
- Basic Drunks

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**WHO SHOULD WE BE MOST  
CONCERNED ABOUT?**

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**AVENGERS**

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**HOW DOES SOMEONE  
BECOME AN AVENGER?**

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## DEVELOPMENT OF AN AVENGER

- Perceived Injustice
- Feeling Victimized
- Externalization of Responsibility
- Development of a Grudge
- Obsessed with Avenging
- Avenging Action (lethal pathways v non-lethal)

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**WHAT SHOULD I LOOK  
FOR AND WHEN SHOULD  
I GET CONCERNED?**

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## BEHAVIORAL CODING OPTIONS:

- Normal Behaviors
- Boundary Probing Behaviors
- Attack Related Behaviors
- Attack Behaviors

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## NORMAL BEHAVIORS

- Must be defined according to:
  - The specific environment
  - The individual
  - The event
- In reality, "normal behaviors" refer to behaviors that are accepted and tolerated.
- There cannot be any universal definition of "normal behaviors."

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## BOUNDARY PROBING

- Involves pushing rules, regulations and tolerance levels.
- The purpose is to determine how much he/she can get away with.

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## ATTACK RELATED BEHAVIORS

- **Threatening Verbalizations**
- **Threatening Behaviors**
- **Personal Space Violations**
- **Disrespectful & Derogatory Language**

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## ATTACK BEHAVIORS

- People
- Property

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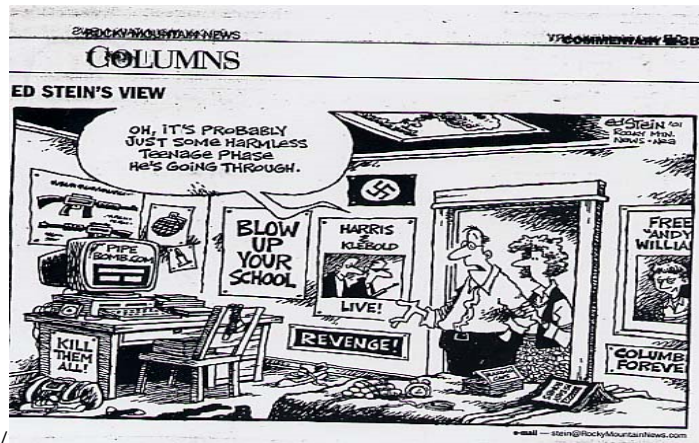
## FOCUSING ON WHO INSTEAD OF WHAT

- What is a 'who' ?
  - Mental Health Diagnosis (i.e., psychotic, bipolar, PTSD, sociopath etc.).
  - Ethnicity
  - Gender
  - Religious Affiliation
  - Political Affiliation
  - Other Affiliations (i.e., Greenpeace, Code Pink, PEAT)

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## RATIONALIZATION -- Inserting 'JUST' in the behavioral description



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## MORE REASONS & EXCUSES

Afraid to do anything because they might "set the person off"

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## **IMPORTANT ISSUE**

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**Allowing a boundary probe to occur without a disrupter.**

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**WHAT SHOULD I DO  
WHEN SOMEONE IS  
SHOWING CONCERNING  
BEHAVIORS?**

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## **If They Broadcast It – Believe It!**

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## **Skip the “Tea Leaf” Reading**

**If a concerning behavior  
occurs, go to a  
countermeasure.**

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## **Always Interrupt / Disrupt the Behavior**

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## **Focus on WHAT – Not WHO**

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## INTERRUPTION CONSIDERATIONS

**Immediately place a tree  
after each practice  
session.**

27



## TREES CATEGORIES

CATEGORY I

**QUESTIONING**

CATEGORY II

**CONFRONTING**

CATEGORY III

**CONSEQUENCES**

28



## INDIVIDUAL REACTIONS TO TREES

WHEN A TREE IS PLACED AFTER A PRACTICE SESSION THE INDIVIDUAL HAS A CHOICE TO EITHER

BACK OFF

OR

CLIMB OVER IT

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## DYNAMIC THREAT ANALYSIS & SURVIVAL CONSIDERATIONS

- Make a small request **TO CREATE COGNITIVE DISSONANCE**
- Ask for compliance
- Refer to City Policies, not personal desires
- If you ask for compliance and the individual doesn't respond, that means that he/she is choosing to disregard rules.
- At that point in time, you must ACT.

30



# **DON'T WORRY ALONE or MAKE UNILATERAL RISK ASSESSMENTS**

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# **If You See / Hear Something Say Something!**

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# What Should I Do if Violence is Occurring?

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## WHEN VIOLENCE IS OCCURRING – PICK ONE OF THE OPTIONS BELOW

- **LOCK OUT** – Safe Rooms/Vehicles
- **GET OUT**
- **HIDE OUT** – Concealment
- **FAKE OUT** – Play Dead
- **TAKE OUT** – Active Resistance

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## WORKPLACE SAFETY – THE LEGAL PERSPECTIVE

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### **DRCOG**

Samuel J. Light

Light Kelly, PC

303-298-1601

[slight@lightkelly.com](mailto:slight@lightkelly.com)



## LEGAL LIABILITY CONSIDERATIONS

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- Workplace violence exposes employers, such as DRCOG, to legal liability under various theories:
  - Negligence
  - Respondeat Superior
  - Workers Compensation Law
  - Premises Liability





## NEGLIGENCE

- Employer may face liability for negligence resulting from its failure to (1) provide a safe workplace for its employees, (2) warn employees about the latent dangers, and (3) promulgate and enforce rules governing employee conduct.



## RESPONDEAT SUPERIOR

- Employer can be held liable for the acts of its employees arising in the scope of their employment.
- Generally, an employee committing a violent act is acting outside of the scope of employment and is not acting on behalf of the employer. In such cases, the employer would not be held responsible.
- EXCEPTIONS: Conduct is of the kind that the employee is employed to perform; occurs substantially within the time and space limits authorized by the employer; and is motivated, at least in part, by a purpose to serve the employer (e.g. security personnel).



## **COLORADO WORKERS COMPENSATION ACT**

- Employees receive workers' compensation benefits for injuries arising out of and in the course of their employment.
- Employee injured in a workplace violence event may be eligible for workers' compensation benefits.



## **PREMISES LIABILITY – FORESEEABLE HARM**

- DRCOG also may be liable for harm to an employee or to persons who are an "invitee" on the DRCOG's property (including leased premises).
  - Invitee: a person on premises to transact business in which both parties are mutually interested.
- Under this theory, must use reasonable care to see that those portions of the property which an invitee may be expected to use are safe, including taking reasonable measures to protect against criminal activities if there is notice that such activities have occurred.



## **OSHA'S FIVE KEY ELEMENTS OF EFFECTIVE WORKPLACE VIOLENCE PREVENTION**

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- Management commitment and employee involvement
- Worksite analysis of security
- Hazard prevention and control
- Safety and health training for employees and management
- Recordkeeping and workplace prevention program evaluation



## **OSHA RECOMMENDATIONS**

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- Allocate sufficient resources to prevent violence
- Develop system of accountability for implementing a violence prevention program (such as creating a workplace safety team)
- Zero-tolerance policy for workplace violence



## **DRCOG WORKPLACE THREATS/VIOLENCE POLICY**

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- Adopted June 2012, updated March 2016
- Zero tolerance policy for any form of workplace violence
- Threat and Violence Assessment Team
  - Consists of Executive Director, Administrative Officer and legal counsel, if warranted
  - Responsible for receiving, investigating, tracking and resolving reports of circumstances that raise concern for employee safety. Also ongoing review and developing prevention strategies.



## **DRCOG WORKPLACE THREATS/VIOLENCE POLICY, con't**

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- Defines workplace violence as any conduct in the workplace that is meant to harm, cause fear in, or intimidate another, including but not limited to:
  - physical acts/threats against persons or property;
  - direct or veiled threats, profanity, or vicious or abusive statements;
  - written threats, profanity, vicious cartoons, notes, e-mails or other written or symbolic conduct;
  - stalking; and
  - weapons possession, with certain limited exceptions



## GOING FORWARD . . . .

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- Promote organization-wide training and familiarity with policies and procedures related to workplace threats/violence
- Update and adopt further policies and procedures; e.g.,
  - Adopt Board/Committee-level policy statement to promote the commitment to safety and prohibit and prevent violence or threatening behavior
  - Adopt Articles provisions and/or other rules expressly applicable to Board and Committee members
  - Adopt procedures and commit to best practices for addressing disruption of meetings
- Implement preventative policies
- Review and budget for security plans and resources and training



## QUESTIONS

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**ATTACH B**

MINUTES  
BOARD OF DIRECTORS  
WEDNESDAY, AUGUST 17, 2016

Members/Alternates Present

Elise Jones, Chair	Boulder County
Eva Henry	Adams County
Bill Holen	Arapahoe County
David Beacom	City & County of Broomfield
Tim Mauck	Clear Creek County
Robin Kniech	City & County of Denver
Crissy Fanganello	City & County of Denver
Roger Partridge	Douglas County
Bob Fifer	City of Arvada
Bob Roth	City of Aurora
Aaron Brockett	City of Boulder
Anne Justen	Town of Bow Mar
Doris Truhlar	City of Centennial
Laura Christman	City of Cherry Hills Village
Rick Teter	City of Commerce City
Steve Conklin	City of Edgewater
Joe Jefferson	City of Englewood
Daniel Dick	City of Federal Heights
Lynette Kelsey	Town of Georgetown
Scott Norquist	City of Glendale
Saoirse Charis-Graves	City of Golden
Ron Rakowsky	City of Greenwood Village
Shakti	City of Lakewood
Phil Cernanec	City of Littleton
Jackie Millet	City of Lone Tree
Joan Peck	City of Longmont
Ashley Stolzmann	City of Louisville
Connie Sullivan	Town of Lyons
Colleen Whitlow	Town of Mead
Kyle Mullica	City of Northglenn
John Diak	Town of Parker
Rita Dozal	Town of Superior
Herb Atchison	City of Westminster

Others Present: Jennifer Schaufele, Executive Director, Connie Garcia, Executive Assistant/Board Coordinator, DRCOG; Jeanne Shreve, Adams County; Mac Callison, Aurora; Julie Kirkpatrick, Castle Rock; Faye Estes, Douglas County; T.J. Gordon, Greenwood Village; Wynne Shaw, Lone Tree; Kent Moorman, Thornton; Vanessa Henderson, Tim Kirby, CDOT; Jennifer Cassell, Ed Bowditch, Bowditch and Cassell Public Affairs; and DRCOG staff.

Chair Elise Jones called the meeting to order at 6:32 p.m. Roll was called and a quorum was present.

Move to Approve Agenda

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

Public Hearing on redetermination of air quality conformity for the 2015 Cycle 2 2040 Fiscally Constrained Regional Transportation Plan (2040 RTP) and associated air quality conformity documents

Steve Cook, DRCOG staff, provided an overview of the proposed air quality conformity redetermination. This action is necessary due to coding errors in the model. The redetermination does not show significant increases in pollutants, and all levels are below budgets. Action on the conformity redetermination will occur at the September 21, 2016 Board meeting.

No members of the public provided comment.

Report of the Chair

- Chair Jones thanked the Directors who attended the recent Board workshop. It was noted presentations from the workshop are available on the DRCOG website in the Board portal.
- The Regional Transportation Committee approved participation in the Mobility Choice Blueprint, approved projects selection for the fiscal year 2016 and 2017 TSSIP and ITS programs, and received a briefing on Transportation Planning in the Denver Area (Prospectus).

Report of the Executive Director

- Executive Director Schaufele directed attention to several flyers with information on a Metro Vision Idea Exchange: One in Four; the Small Communities: Hot Topics forum; a bicycle and pedestrian stakeholder meeting; and a handout on the No Copay Radio program hosted by DRCOG on KEZW radio. Also included was a flyer listing some of DRCOG's 2015 accomplishments.
- Ms. Schaufele noted the Performance and Engagement Committee will debrief the workshop at their next meeting.

Public comment

No public comment was received.

Move to approve consent agenda

The minutes of July 20, 2016 were pulled from the consent agenda for corrections:

- Director Kelsey's name was spelled incorrectly
- The date of the next meeting was reported incorrectly at September 21, 2016

Director Rakowsky **moved** to approve the revised minutes. The motion was **seconded** and **passed** unanimously.



Discussion of Mobility Choice Blueprint

Doug Rex, Director, Transportation Planning & Operations, provided an overview and information about the Mobility Choice Blueprint Board. Staff is currently working with the planning partners and the Board to ensure concerns are addressed.

Director Roth **moved** to recommend approval to participate in and contribute funding toward the Mobility Choice Blueprint contingent upon a structure and governance of the organization and scope of the study that is mutually acceptable to the Colorado Department of Transportation, Regional Transportation District, and the Denver Regional Council of Governments. The motion was **seconded**. There was discussion.

Members asked questions related to what DRCOG's role is in the study, and how often the Board will be briefed on progress. Members agreed that there should be updates provided when key milestones are met, or at least quarterly.

It was noted that the agreement must be acceptable to all of the planning partners. DRCOG's investment is not funding the nonprofit entity, only the study. The planning partners have seats on the governing Board of the entity. A question was asked about public involvement in the process. Staff assured members there will be public involvement in the process.

After discussion, the motion **passed** unanimously.

Discussion of recommendations to allocate fiscal year 2016 and 2017 federal funds for contingency and Multimodal Signal Operations Support identified in the *Traffic Signal System Improvement Program* (TSSIP) and the *Regional Intelligent Transportation System (ITS) Deployment Program*

Greg MacKinnon, Transportation Operations Program Manager, provided a brief overview of the subject recommendations.

Director Atchison **moved** to allocate fiscal year 2016 and 2017 federal funds for contingency and multimodal signal operations support identified in the *Traffic Signal System Improvement Program* (TSSIP) and the *Regional Intelligent Transportation System (ITS) Deployment Program*. The motion was **seconded** and **passed** unanimously.

Boomer Bond Update

Brad Calvert, Director, Regional Planning & Development, provided an update on the Boomer Bond program. Director Rakowsky asked if the Boomer Bond is copyrighted or trademarked, and if consideration had been given to offering it as a fee-for-service. Staff replied the material is not copyrighted or trademarked, and thus far only Denver has paid staff to assist with their program due to the level of assistance provided. This program is offered as a service to DRCOG's members.

Committee Reports

**State Transportation Advisory Committee** – A briefing was received on the state bicycle and pedestrian program. STAC is in the process of updating the State Bicycle/Pedestrian Plan. The FAST Act requires designation of alternative fuel corridors. Director Jones and Doug Rex participated on a working group to put together a draft corridor plan for the State. There is no funding associated with this, but there may be an opportunity to draw future funding. The STAC is identifying its national multimodal freight network components. The group received a progress report on the Bustang program. The STAC will have a retreat on September 23.

**Metro Mayors Caucus** –The Metro Mayors Caucus will have its next meeting in September.

**Metro Area County Commissioners** – The MACC will meet in September.

**Advisory Committee on Aging** – The committee did not meet in July. The prevalence of Hepatitis C is increasing in the boomer population. Some consideration is being given to restructuring the Advisory Committee. Director Cernanec gave kudos to Director Henry and Adams County.

**Regional Air Quality Council** – The RAQC did not meet.

**E-470 Authority** – Construction continues on E-470 from Parker to Quincy.

**Report on FasTracks** – No report was provided.

Next meeting – **September 21, 2016**

Other matters by members

Director Shakti provided information on a letter template distributed by the National League of Cities related to rulemaking on MAP 21.

Adjournment

The meeting adjourned at 7:51 p.m.

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

ATTEST:

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Jennifer Schaufele, Executive Director

**ATTACH C**

To: Chair and Members of the Board of Directors

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

Meeting Date	Agenda Category	Agenda Item #
September 21, 2016	Action	10

#### SUBJECT

This item concerns approval of proposed amendments to the *Articles of Association* and the Committee Guidelines.

#### PROPOSED ACTION/RECOMMENDATIONS

Staff recommends the Board approve the proposed amendments to the *Articles of Association* and the Committee Guidelines.

#### ACTION BY OTHERS

September 7, 2016 Performance and Engagement Committee meeting

#### SUMMARY

At the September 7 meeting, Performance and Engagement Committee members recommended to the Board of Directors approval of proposed amendments to the *Articles of Association* and the Committee Guidelines. The attached drafts include the proposed revisions.

#### PREVIOUS DISCUSSIONS/ACTIONS

[July 2016 Performance and Engagement Committee meeting](#)  
[August 3, 2016 Performance and Engagement Committee meeting](#)

#### PROPOSED MOTION

Move to approve amendments to the *Articles of Association* and the Committee Guidelines 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](mailto:drex@drcog.org); or Connie Garcia, Executive Assistant/Board Coordinator, at 303-480-6701 or [cgarcia@drcog.org](mailto: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;

- 3  
4 4. That the Region is well adapted to unified and coordinated consideration,  
5 and;  
6  
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  
22 1. Strengthen local governments and their individual capacities to deal with  
23 local challenges;  
24  
25 2. Serve as a forum to identify, study, and resolve areawide challenges;  
26  
27 3. Develop and formalize regional policies involving areawide challenges;  
28  
29 4. Promote intergovernmental cooperation through such activities as  
30 reciprocal furnishing of services, mutual aid, and parallel action as a  
31 means to resolve local as well as regional challenges;  
32  
33 5. Provide the organizational framework to foster effective communication  
34 and coordination among governmental bodies in the provision of  
35 functions, services, and facilities serving the Region's local governments  
36 or their residents;  
37  
38 6. Serve as a vehicle for the collection and exchange of information of  
39 areawide interest;  
40  
41 7. Develop regional or master plans for the Region;  
42  
43 8. Serve as spokesperson for local governments on matters of regional and  
44 mutual concern;  
45  
46 9. Encourage action and implementation of regional plans and policies by  
47 local, state and federal agencies;  
48

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

B. The Council shall maintain a regional planning program and process. In conducting such activities and functions, the Council shall:

1. Formulate goals and establish policies to guide regional planning;
2. Be responsible for developing, approving, and implementing a regional Plan through member governments;
3. Be the approving and contracting agent for all federal and state regional planning grants, as required;



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

#### ARTICLE VI. Membership.

- A. Members. Each municipality, county, and city and county in the Region shall be eligible to be a member of the Denver Regional Council of Governments. Membership shall be contingent upon the adoption of these Articles of Association by the governing body of any such municipality, county, or city and county, and upon the payment of an annual assessment as agreed upon by the Board.
- B. Member Assessment. Each member's annual assessment is determined by the Board when adopting the annual budget.
  1. Assessments will be billed as follows, and are due within ninety days of billing date:
    - a. Minimum assessment – billed annually.
    - b. 10% or more of the Council's total assessment – billed quarterly.
    - c. All others – billed semi-annually.
  2. Failure by any member to remit payment of an assessment within ninety days following billing date shall be grounds for termination of membership and such member shall be denied voting privileges and any other rights and privileges granted to members.
    - a. Not less than fifteen days prior to the termination of membership, written notice shall be sent by registered mail informing the member of the pending termination and loss of privileges and requesting payment by a date certain to avoid termination.
    - b. A member whose membership has been terminated pursuant to Section 2 shall be reinstated at any time during the calendar year

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

- 3  
4 C. Member Representatives. Except as provided herein, only a local elected  
5 official of a member may be designated a member representative, and each  
6 member representative may have a designated elected alternate, as follows:  
7
- 8 1. One county commissioner and an alternate commissioner from each  
9 county, designated by the board of county commissioners.
  - 10 2. The mayor or one member of the governing body, and a similarly elected  
11 alternate, of each municipality and of the City and County of Broomfield,  
12 designated by said mayor or governing body, and  
13
  - 14 3. Two representatives of Denver:  
15  
16 a. The mayor or, as the mayor's designee, any officer, elected or  
17 appointed, of the City & County of Denver and an alternate  
18 similarly designated, and  
19  
20 b. One city council member of the City and County of Denver and an  
21 alternate council member designated by said council or its  
22 president.  
23
- 24
- 25 D. Term of Office. Member representatives shall serve until replaced, but shall  
26 hold such office and have Board privileges only during their terms as local  
27 elected officials, or an appointed official, if applicable, in the case of the  
28 alternate for the mayor of the City and County of Denver.  
29
- 30 E. Non-voting Membership. The State of Colorado shall have three (3) non-voting  
31 members on the Board, appointed by the Governor, one of which shall be a  
32 representative of the Colorado Department of Transportation (either the  
33 Executive Director or a member of senior management). The Regional  
34 Transportation District shall have one non-voting member on the Board, to be  
35 appointed by the General Manager of the organization. The General Manager  
36 may appoint themselves to the Board, or they may designate a member of their  
37 senior staff.  
38
- 39 F. Vacancies. Any vacancy shall be filled in the same manner as is provided for  
40 the original designation.  
41
- 42 G. Receipt of Documents. Each member representative shall receive notice and  
43 minutes of meetings, a copy of each report and any other information or  
44 material issued by the Council.  
45
- 46 H. Other Membership Categories. The Council may establish other categories of  
47 membership appropriate to carrying out the provisions of this Article.  
48  
49

ARTICLE VII. Board Officers.

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

B. Duties of Board Officers.

1. Chair. The Chair shall preside at all meetings of the Board and shall be the chief officer of the Council in all matters acting as president. The Chair shall serve as presiding officer of the Board of Directors meetings and shall serve as a member of either the Finance & Budget Committee or the Performance & Engagement Committee.
2. Vice Chair. The Vice Chair shall exercise the functions of the Chair in the Chair's absence or incapacity acting in the capacity as vice president. The Vice Chair shall serve as the presiding officer of all Board work sessions and shall serve as a member of either the Finance & Budget Committee or the Performance & Engagement Committee. If there is no Immediate Past Chair, the Vice Chair shall serve on the Nominating Committee.
3. Secretary. The Secretary shall exercise the functions of the Vice Chair in the absence or incapacity of the Vice Chair and shall perform such other duties as may be consistent with this office or as may be required by the Chair. The Secretary shall serve as the chair of the Performance & Engagement Committee.
4. Treasurer. The Treasurer shall exercise the functions of the Secretary in the absence or incapacity of the Secretary and shall perform such other duties as may be consistent with this office or as may be required by the Chair. The Treasurer shall serve as the chair of the Finance & Budget Committee.
5. Immediate Past Chair. The Immediate Past Chair, who shall be the most recent past chair serving on the Board, shall exercise the duties of the Chair in the absence or incapacity of the Chair, Vice Chair, Secretary, and Treasurer. The Immediate Past Chair shall serve on the Nominating Committee.
6. Executive Director. The Executive Director shall exercise the functions of the Chief Administrative Officer of the Council and shall be empowered to execute official instruments of the Council as authorized by the Finance & Budget Committee or Board.

C. Election of Board Officers.

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

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

10  
11 2. Nominating Committee for Board Officers.

- 12  
13 a. At the January meeting of each year, the Nominating Committee  
14 shall present to the Board nominations for Board officers to be  
15 elected at the February meeting.  
16  
17 b. Board officer nominations may be made from the floor, provided  
18 that the consent of each nominee is obtained in advance.

19  
20 D. Board Officer Vacancies. If the Chair, Vice Chair, Secretary or Treasurer  
21 resigns or ceases to be a member representative, a vacancy shall exist and  
22 shall be filled for the remainder of the term by:

- 23  
24 1. Appointment by a majority of the remaining Board officers of a member  
25 representative to fill the vacancy; or  
26  
27 2. Referral of the vacancy to the Nominating Committee to present to the  
28 Board at least one nominee to fill the vacancy if called for by a majority of  
29 the remaining Board officers. No later than the meeting held on the  
30 month following the month in which the Nominating Committee was  
31 referred the vacancy, the Nominating Committee shall present to the  
32 Board at least one nominee for an officer to be elected by the Board at  
33 that meeting to fill such vacancy.  
34  
35 3. Nominations may be made from the floor, provided that the consent of  
36 each nominee is obtained in advance.  
37  
38 4. In the event the remaining Board officers appoint the incumbent Vice  
39 Chair to fill a vacancy in the position of Chair pursuant to D.1 of this  
40 Article VII, the Vice Chair so appointed shall serve the remainder of the  
41 term for such vacancy and shall thereafter automatically retain the  
42 position of Chair for an additional one-year term, subject to other  
43 requirements for holding such position.  
44

45 E. Executive Committee. The incumbent Board officers shall constitute the  
46 Executive Committee of the Council. The Executive Committee shall be the  
47 primary executive leadership of the Council, providing leadership to the Board  
48 and guidance to the Executive Director. The Executive Committee has no policy  
49 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.

ARTICLE VIII. Finance & Budget Committee.

- A. Membership on the Finance & Budget Committee. The administrative business of the Council concerning finances, contracts and related matters shall be managed by a 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.
- B. Finance & Budget Committee 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.
- C. Powers and Duties. The following powers and duties are vested in the Finance & Budget Committee:
1. To review contracts, grants and expenditures and authorize the expenditure of funds and the entering into contracts, within the parameters of the Council budget.
  2. To execute official instruments of the Council.
  3. To review and recommend to the Board the budget as provided in Article XV.
  4. To review the Council's audited financial statements with the Council's auditor, and to undertake, oversee and/or review other organization audits.
  5. To receive and review other financial reports and provide regular updates to the Board.
  6. To compensate member representatives for expenses incurred in attending to the proper business of the Council.
  - ~~7. To be responsible for executing an employment contract with the Executive Director.~~
  - ~~8.~~7. To exercise such other powers, duties, and functions as may be authorized by the Board.
- D. Meetings of the Finance & Budget Committee. The Finance & Budget Committee shall meet every month and may hold special meetings at the

1 call of its chair or by request of at least three member representatives on  
2 the Finance & Budget Committee. The Committee chair, in consultation  
3 with the Executive Director, may cancel a meeting if there are no action  
4 items for the Committee's consideration. Members of the Finance &  
5 Budget Committee may attend meetings of the Committee by telephone  
6 in accordance with written policies adopted by the Committee, which  
7 policies shall define the circumstances under which attendance by  
8 telephone shall be permitted.  
9

10 E. Quorum. A quorum for the transaction of Finance & Budget Committee  
11 business shall be one-third (1/3) of its members, plus one.  
12

13 F. Voting. A majority of those present and voting shall decide any question  
14 brought before the meeting. The Budget & Finance Committee chair  
15 shall vote as a member of the Committee. A Committee member's  
16 designated alternate on the Board may attend meetings of the  
17 Committee and participate in deliberations, at the discretion of the chair,  
18 but may only vote in the absence of the member.  
19

20 ARTICLE IX. Performance & Engagement Committee.  
21

22 A. Membership on the Performance & Engagement Committee. The  
23 administrative business of the Council concerning the performance and  
24 evaluation of the Executive Director, the oversight of onboarding of new  
25 Board members and related matters shall be managed by a Performance  
26 & Engagement Committee. The Committee membership shall not  
27 exceed more than one-quarter of the total membership of the Board, plus  
28 the Board Chair who shall be an ex officio, voting member of the  
29 Committee. The Board Chair's attendance at meetings is at the Chair's  
30 discretion. Members of the Performance & Engagement Committee shall  
31 be appointed by the Board upon recommendation ~~nomination~~ of the  
32 Nominating Committee.  
33

34 B. Performance & Engagement Committee Officers. The incumbent  
35 Secretary of the Council shall serve as chair of the Performance &  
36 Engagement Committee. The vice chair of the Committee shall be  
37 elected by the Committee at its first meeting following election of Board  
38 officers and to serve until the next election of officers.  
39

40 C. Powers and Duties. The following powers and duties are vested in the  
41 Performance & Engagement Committee:  
42

43 1. To develop the process for recruitment of the Executive Director  
44 to the Board.  
45

46 2. To recommend appointment of the Executive Director to the  
47 Board.  
48

- 1 1.3. To execute an employment contract with the Executive Director,  
2 within the parameters of the Council budget.
- 3
- 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.
- 9
- 10 3.5. To hold quarterly meetings with the Executive Director to provide  
11 performance feedback to the Executive Director.
- 12
- 13 4.6. To recommend to the Board, as needed, policies and procedures  
14 for the effective administration of the Executive Director.
- 15
- 16 5.7. To provide oversight of ~~oversee~~ onboarding programs for new  
17 Board appointees.
- 18
- 19 6.8. To implement and review Board structure and governance  
20 decisions.
- 21
- 22 9. To plan the annual Board workshop.
- 23
- 24 7.10. Review results of any Board Assessments and recommend  
25 improvements
- 26
- 27 8.11. To receive and review reports related to the business of the  
28 Committee and provide regular updates to the Board.
- 29
- 30 9.12. To exercise such other powers, duties, and functions as may be  
31 authorized by the Board.
- 32

- 33 D. Meetings of the Performance & Engagement Committee. The  
34 Performance & Engagement Committee shall meet every month and  
35 may hold special meetings at the call of its chair or by request of at least  
36 three member representatives on the Performance & Engagement  
37 Committee. The Committee chair, in consultation with the Executive  
38 Director, may cancel a meeting if there are no action items for the  
39 Committee's consideration. Members of the Performance & Engagement  
40 Committee may attend meetings of the Committee by telephone in  
41 accordance with written policies adopted by the Committee, which  
42 policies shall define the circumstances under which attendance by  
43 telephone shall be permitted.
- 44
- 45 E. Quorum. A quorum for the transaction of Performance & Engagement  
46 Committee business shall be one-third (1/3) of its members, plus one,  
47 not including the ex-officio Board chair.
- 48

- 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:  
13

- 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

- 32 B. Member Qualifications.  
33

- 34 1. Members of the Nominating Committee shall have served not less  
35 than one year on the Board before being eligible to serve on the  
36 Nominating Committee.  
37
- 38 2. No more than one Board officer and no more than one member  
39 from the City and County of Denver may serve on the Nominating  
40 Committee.  
41
- 42 3. A designated alternate may not serve on the Nominating  
43 Committee.  
44
- 45 4. In the appointment of the Nominating Committee, consideration  
46 shall be given to providing representation of a broad cross-section  
47 of the Board, taking into account community size, geographic  
48 location, the rate of growth, county and municipality, rural and  
49 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

1 section, ~~selected by the Nominating Committee~~ up  
2 to the maximum permitted membership.  
3

- 4 b. The Nominating Committee shall recommend to the Board  
5 ~~nominate one half of the~~ candidates for appointment in the  
6 ~~pool~~ to the Finance & Budget Committee and candidates  
7 for appointment ~~one half~~ to the Performance &  
8 Engagement Committee. In addition to the  
9 recommendations of the Nominating Committee,  
10 nominations for membership to the Committees may be  
11 made from the floor, provided that the consent of each  
12 nominee is obtained in advance. No individual shall be a  
13 member of the two Committees at the same time, except  
14 the Board Chair, who may serve on both committees at the  
15 same time. ~~In the event the pool consists of an odd number~~  
16 ~~of potential appointees, the Nominating Committee shall~~  
17 ~~select and nominate an eleventh member representative~~  
18 ~~pursuant to section D.2.a.(5) above.~~  
19  
20 c. Consideration shall be given to member representatives'  
21 requests to be appointed to a particular Committee, and to  
22 providing representation of a broad cross-section of the  
23 Board, taking into account community size, geographic  
24 location, the rate of growth, county and municipality, rural  
25 and suburban and other factors.  
26  
27 d. The City and County of Denver shall have one  
28 representative on each Committee.  
29  
30 e. Committee members shall be appointed to two-year terms,  
31 except that in the initial establishment of the Committees  
32 ~~the Nominating Committee shall nominate and~~ the Board  
33 shall appoint one half of the members of each Committee  
34 to an initial one-year term so as to achieve staggered  
35 terms. Terms extend until Board appointment of  
36 successors, provided no term is thereby shortened by more  
37 than 30 days. A Committee member may seek re-  
38 appointment at the expiration of his or her term, but the  
39 Board shall have no obligation to re-appoint any member to  
40 successive terms.  
41  
42 f. Committee members are eligible to serve so long as the  
43 jurisdiction he/she represents is a member of the Council,  
44 and he/she remains that member's official member  
45 representative on the Board.  
46  
47 g. Membership on the Finance & Budget Committee and the  
48 Performance & Engagement Committee shall be  
49 designated to the member's jurisdiction. Therefore, if a

member appointed to a 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.

3. 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 requirements herein.

E. Meetings of the Nominating Committee. The Nominating Committee shall meet as needed to exercise the powers and duties vested herein in the Committee. The Nominating Committee may hold meetings at the call of its chair or by request of at least two of its members.

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

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

#### ARTICLE XI. Meetings of the Board.

A. Frequency. The Board shall meet at least quarterly and may hold special meetings at the call of the Chair, or by request of at least three member representatives.

B. Notice. Notice of meetings shall be given by E-mail, fax or telephone, made at least two days in advance of the meeting, or by first class mail, post-marked at least five days in advance of the meeting.

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

D. Record of Meetings. The Board shall keep records of all its meetings. The meeting records shall be public records available for inspection by any interested person at reasonable times during regular office hours.

E. Open Meetings. All meetings of the Board and committees of the Council shall be open to the public, except as provided otherwise by state statutes.

F. General Board of Directors Procedural Provision.

1. Quorum. A quorum for the transaction of Board business shall be one-third (1/3) of the member representatives.
2. Voting.
  - a. Regular. Only member representatives or alternates shall have voting privileges. Such privileges shall be exercised personally and voting by proxy is not permitted. The vote of a majority of the member representatives present and voting shall decide any question except as otherwise provided in these Articles. The Chair shall vote as a member representative.
  - b. Weighted.
    - (1) Upon the specific request of any member representative, whether seconded or not, a weighted vote must be taken in compliance with the weighted vote resolution in effect at the time of the request.
    - (2) Denver Allotment. In any weighted vote, the Mayor of the City and County of Denver, or the Mayor's alternate, is authorized to cast two-thirds (2/3) of the total vote allotted to the City and County of Denver and the member representative designated by the City Council of the City and County of Denver or its President is authorized to cast one-third (1/3) of the total vote allotted to the City and County of Denver.
    - (3) Plans and Articles of Association. Adoption and amendment of plans pursuant to statute and amending the Articles of Association shall be accomplished without the use of the weighted voting system.
  - c. Plan Adoption and Amendment. An affirmative vote of a majority of member representatives shall be required for the adoption or amendment of the Plan, or portion thereof, in accordance with Article XII.
  - d. Amendment of Articles of Association. An affirmative vote of a majority of member representatives shall be required for the amendment of these Articles, in accordance with Article XVI.
  - e. Positions Taken on Ballot Measures and Legislative Issues.

(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.

3. 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
- 12 E. Metropolitan Planning Organization. As may be authorized or required by  
13 federal and state law, the Council shall serve as the metropolitan  
14 planning agency (MPO) for the area and shall exercise such powers and  
15 perform such functions as are required or authorized by statute in  
16 connection therewith.  
17
- 18 F. Area Agency on Aging. As may be authorized or required by federal and  
19 state law, the Council shall serve as the Area Agency on Aging (AAA) for  
20 such planning and service areas as are designated to it, and shall  
21 exercise such powers and perform such functions as are required or  
22 authorized by statute in connection therewith. The Council shall be the  
23 approving and contracting agent for distribution of Older Americans Act  
24 funds and other aging services federal and state funds and grants, as  
25 authorized.  
26
- 27 G. Other Activities, Services and Functions. The Council shall undertake  
28 and perform such other activities, services or functions as are authorized  
29 to it by its members or as are designated to it by federal or state law,  
30 consistent with its purposes and in service and support of its member  
31 governments.  
32
- 33 H. Committees. The standing committees of the Council shall consist of the  
34 Executive Committee, the Nominating Committee, the Finance & Budget  
35 Committee and the Performance & Engagement Committee, as  
36 established in these Articles. The Board may establish other committees  
37 of the Board and advisory committees to the Board as necessary, and  
38 the Chair of the Board, except as otherwise provided by the Board, shall  
39 appoint the membership of these committees.  
40
- 41 I. Cooperation with Others. The Council may promote and encourage  
42 regional understanding and cooperation through sponsorship and  
43 participation in public or private meetings, through publications, or  
44 through any other medium. The Council may offer its facilities and  
45 services to assist in the solution and mediation of issues involving two or  
46 more political jurisdictions.  
47
- 48 J. Functional Review. The Council may study and review the nature, scope,  
49 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 any Board Director Collaboration Assessments 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.

<b>60+ Residents</b>	<b>Number of Representatives</b>
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 D**

To: Chair and Members of the Board of Directors

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

Meeting Date	Agenda Category	Agenda Item #
September 21, 2016	Action	11

#### SUBJECT

This action concerns adoption of the redetermination of air quality conformity for the *2015 Cycle 2 2040 Fiscally Constrained Regional Transportation Plan (2040 RTP), Amended 2016-2021 Transportation Improvement Program (TIP)*, and associated air quality conformity documents.

#### PROPOSED ACTION/RECOMMENDATIONS

Staff recommends approval of the redetermination of air quality conformity.

#### ACTION BY OTHERS

[March 16, 2016](#) – Board approved 2015 Cycle 2 2040 RTP.

[August 22, 2016](#) – TAC recommended approval of 2015 Cycle 2 2040 RTP air quality conformity redetermination.

September 20, 2016 – RTC will act on a recommendation.

#### SUMMARY

The DRCOG Board approved the air quality conformity documents for the *2015 Cycle 2 2040 Regional Transportation Plan (2040 RTP)* and *Amended 2016-2021 Transportation Improvement Program (TIP)* on March 16, 2016. DRCOG staff subsequently discovered a coding error in the DRCOG travel model which calculates the inputs for the mobile source emissions model. The air quality Interagency Consultation Group decided to conduct a redetermination of regional conformity, including a new air quality conformity analysis. Staff corrected the error, re-ran the travel model, and provided the results to the Colorado Air Pollution Control Division to calculate mobile source emissions. Their analysis also used an updated version of the EPA MOVES emissions model.

The new emissions results have changed insignificantly compared with the previous conformity analysis, resulting in minor modifications to Table 4 in the *CO and PM10 Conformity Redetermination* and Table 3 and Appendix C in the *8-hour Ozone Conformity Redetermination*. The emission results for this redetermination of regional conformity remain significantly under each of the individual pollutant budgets. Therefore, a redetermination of conformity for the *2015 Cycle 2 2040 RTP* and *Amended 2016-2021 TIP* is demonstrated. More details can be found in the companion conformity documents ([CO and PM10 Conformity Redetermination](#) and [8-hour Ozone Conformity Redetermination](#)).

A public hearing was held on the redetermination at the August 17, 2016 Board meeting. No comments were received at the hearing or during the 30-day comment period. The Board is anticipated to act on the conformity redetermination at its September 2016 meeting.

#### PREVIOUS DISCUSSIONS/ACTIONS

N/A

#### PROPOSED MOTION

Move to adopt a resolution approving the redetermination of air quality conformity for the *2015 Cycle 2 2040 Fiscally Constrained Regional Transportation Plan*, and *Amended 2016-2021 Transportation Improvement Program (TIP)*, along with the *2015 Cycle 2 Denver Southern Subarea 8-hour Ozone Conformity Redetermination* and the *2015 Cycle 2 DRCOG CO and PM10 Conformity Redetermination*, concurrently.

#### ATTACHMENTS

Draft resolution

Links: [DRCOG CO and PM 10 Conformity Redetermination](#) and [Denver Southern Subarea 8-hour Ozone Conformity Redetermination](#)

#### ADDITIONAL INFORMATION

If you need additional information, please contact Douglas W. Rex, Director, Transportation Planning and Operations, at (303) 480-6747 or [drex@drcog.org](mailto:drex@drcog.org); or Jacob Riger, Long Range Transportation Planning Manager, at (303) 480-6751 or [jriger@drcog.org](mailto:jriger@drcog.org).



DENVER REGIONAL COUNCIL OF GOVERNMENTS

STATE OF COLORADO

BOARD OF DIRECTORS  
2016

RESOLUTION NO. \_\_\_\_\_,

A RESOLUTION TO ADOPT THE REDETERMINATION OF AIR QUALITY CONFORMITY FOR THE 2015 CYCLE 2 2040 FISCALLY CONSTRAINED REGIONAL TRANSPORTATION PLAN, AMENDED 2016-2021 TRANSPORTATION IMPROVEMENT PROGRAM, ALONG WITH THE ASSOCIATED DRCOG CO AND PM-10 CONFORMITY REDETERMINATION AND THE DENVER SOUTHERN SUBAREA 8-HOUR OZONE CONFORMITY REDETERMINATION, CONCURRENTLY.

WHEREAS, the Denver Regional Council of Governments, as the Metropolitan Planning Organization, is responsible for the operation and maintenance of the continuing planning process designed to prepare and adopt transportation plans and programs; and

WHEREAS, the transportation planning process within the Denver region is carried out by the Denver Regional Council of Governments through a cooperative agreement with the Regional Transportation District and the Colorado Department of Transportation; and

WHEREAS, state and federal statutes require the Denver Regional Council of Governments to adopt and obtain federal certification for its Regional Transportation Plan every four years; and

WHEREAS, the *2040 Fiscally Constrained Regional Transportation Plan* was prepared by the Denver Regional Council of Governments in cooperation with the Regional Transportation District and the Colorado Department of Transportation and adopted on February 18, 2015; and

WHEREAS, 2015 Cycle 2 amendments to the *2040 Fiscally Constrained Regional Transportation Plan* were adopted by the Denver Regional Council of Governments on March 16, 2016 (known as the *2015 Cycle 2 2040 Fiscally Constrained Regional Transportation Plan*); and

WHEREAS, due to a coding error in the regional travel model discovered after adoption of the *2015 Cycle 2 2040 Fiscally Constrained Regional Transportation Plan*, the DRCOG air quality Interagency Consultation Group decided to conduct a redetermination of regional air quality conformity for the *2015 Cycle 2 2040 Fiscally Constrained Regional Transportation Plan*; and

WHEREAS, Section 176(c) of the federal Clean Air Act as amended requires that the Metropolitan Planning Organization not give its approval to a transportation plan or

A RESOLUTION TO ADOPT THE REDETERMINATION OF AIR QUALITY CONFORMITY FOR THE 2015 CYCLE 2 2040 FISCALLY CONSTRAINED REGIONAL TRANSPORTATION PLAN, AMENDED 2016-2021 TRANSPORTATION IMPROVEMENT PROGRAM, ALONG WITH THE ASSOCIATED DRCOG CO AND PM-10 CONFORMITY REDETERMINATION AND THE DENVER SOUTHERN SUBAREA 8-HOUR OZONE CONFORMITY REDETERMINATION, CONCURRENTLY.

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program unless such plan or program conforms to an approved or promulgated implementation plan for air quality; and

WHEREAS, an air quality conformity redetermination analysis of the *2015 Cycle 2 2040 Fiscally Constrained Regional Transportation Plan* has been prepared consistent with the requirements of the Clean Air Act as amended, and regulations promulgated by the U. S. Environmental Protection Agency, which indicates that the *2015 Cycle 2 2040 Fiscally Constrained Regional Transportation Plan* and *Amended 2016-2021 Transportation Improvement Program* continue to conform to the State Implementation Plan for Air Quality; and

WHEREAS, a public hearing was held before the Denver Regional Council of Governments on August 17, 2016 and no comments were received during the public hearing nor during the preceding 30-day public comment period on the redetermination of air quality conformity for the *2015 Cycle 2 2040 Fiscally Constrained Regional Transportation Plan*, and *Amended 2016-2021 Transportation Improvement Program* as demonstrated in the associated air quality conformity redetermination documents; and

WHEREAS, the Transportation Advisory Committee and the Regional Transportation Committee have recommended that the Board of Directors adopt the redetermination of air quality conformity for the *2015 Cycle 2 2040 Fiscally Constrained Regional Transportation Plan*, and *Amended 2016-2021 Transportation Improvement Program*, along with the associated air quality conformity redetermination documents.

NOW, THEREFORE, BE IT RESOLVED that, pursuant to its *Articles of Association*, and the authority granted under sections 30-28-106 and 43-1-1101 through 1105 of the Colorado Revised Statutes, as the Metropolitan Planning Organization for the Denver Region, the Denver Regional Council of Governments hereby adopts the redetermination of air quality conformity for the *2015 Cycle 2 2040 Fiscally Constrained Regional Transportation Plan*, and *Amended 2016-2021 Transportation Improvement Program*.

BE IT FURTHER RESOLVED that the Board of Directors of the Denver Regional Council of Governments, and as the Metropolitan Planning Organization, hereby determines that the redetermination of air quality conformity for the *2015 Cycle 2 2040 Fiscally Constrained Regional Transportation Plan*, and *Amended 2016-2021 Transportation Improvement Program* conforms to the applicable implementation plans approved or promulgated under the Clean Air Act, as amended, by virtue of the demonstrations incorporated in the *2015 Cycle 2 DRCOG CO and PM-10 Conformity Redetermination*, and the *2015 Cycle 2 Denver Southern Subarea 8-Hour Ozone Conformity redetermination*, concurrently.

A RESOLUTION TO ADOPT THE REDETERMINATION OF AIR QUALITY CONFORMITY  
FOR THE 2015 CYCLE 2 2040 FISCALLY CONSTRAINED REGIONAL  
TRANSPORTATION PLAN, AMENDED 2016-2021 TRANSPORTATION IMPROVEMENT  
PROGRAM, ALONG WITH THE ASSOCIATED DRCOG CO AND PM-10 CONFORMITY  
REDETERMINATION AND THE DENVER SOUTHERN SUBAREA 8-HOUR OZONE  
CONFORMITY REDETERMINATION, CONCURRENTLY.

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RESOLVED, PASSED AND ADOPTED this \_\_\_\_ day of \_\_\_\_\_, 2016  
at Denver, Colorado.

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

ATTEST:

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Jennifer Schaufele, Executive Director

**ATTACH E**

To: Chair and Members of the Board of Directors

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

Meeting Date	Agenda Category	Agenda Item #
September 21, 2016	Action	12

#### SUBJECT

Release of the draft Metro Vision plan for public review and comment.

#### PROPOSED ACTION/RECOMMENDATIONS

Approval to release the draft Metro Vision plan for public review and comment.

#### ACTION BY OTHERS

N/A

#### SUMMARY

##### Background

The DRCOG Board last adopted a major update to Metro Vision in February 2011. Since 2012, DRCOG staff has continuously engaged the public, stakeholders, and local government staff to prepare a draft plan update for the Board's consideration. A draft plan was provided to the Board in March 2015.

Throughout 2015 and 2016, the Metro Vision Issues Committee (MVIC) and the Board of Directors (work sessions) developed and refined the draft Metro Vision plan. The Board's review focused on aligning the draft with DRCOG's Strategic Planning Model (Attachment 1) as presented to the Board in July 2015. In three separate actions in 2016, the Board of Directors approved the following key components of the draft plan:

- **Overarching themes** – destination points that describe the region's desired future
- **Outcomes** - high-level focus areas that represent a region-wide aspiration shared by DRCOG, local governments and other partners
- **Objectives** – continuous improvements needed to achieve a desired outcome
- **Strategic initiatives** – specific, voluntary opportunities for various regional and local organizations to contribute to Metro Vision outcomes and objectives
- **Plan performance measures** – track progress and verify that our collective actions are moving the region toward desired outcomes
- Plan “**preamble**” – serves as primary introductory text to the draft plan

The approved plan components described above are the core pieces of the draft plan. The importance of creating a plan that was aspirational, but also easy to connect with, was noted throughout stakeholder and Board development, review and refinement of the draft plan. The proposed public review draft – linked [here](#) – includes all Board approved components, but also incorporates other narrative elements to assist with readability. Most of the narrative elements were adapted from the March 2015 version of the draft plan.

Key narrative elements added to the Board reviewed and approved components include:

- Overview of DRCOG and history of Metro Vision
- Description of plan organization, including overview of key terms
- Introductory text for themes and transitional language between primary components

In addition to integrating additional text with Board approved components, DRCOG's communication team completed an initial copy edit of the document to improve document style, flow and consistency – with an eye toward improving clarity for a general audience. This review did result in suggested changes throughout the document, including adjustments to Board approved components. In the course of the Board's effort to develop plan components, the Directors granted staff authority to adjust the narrative to improve readability and clarity. Staff is confident the suggested edits do not change Board intent, but rather improve style throughout the document and increase clarity for general readership.

Staff edits to the Board approved components are provided [here](#) using track changes to show recommended changes that have been incorporated into the “clean” public review version.

Staff recommends releasing the draft Metro Vision plan for public review and comment.

#### Next Steps

- The Chair will set a public hearing for the plan – likely using the November Board meeting date (November 16, 2016)
- Staff will publicize the availability of the draft plan using DRCOG's website and other e-communication tools
- The plan will be available for public review and comment for approximately 50 days
- The public hearing will close the public comment period – staff will prepare a report including all comments received and staff responses in advance of Board action
- The Board will consider adopting the plan as early as December 2016

#### PREVIOUS DISCUSSIONS/ACTIONS

##### Board Action

[January 20, 2016](#) – Board approval of Metro Vision outcomes and outcome narratives

[May 18, 2016](#) – Board approval of Metro Vision regional objectives, regional objective narratives, and supporting objectives

[July 20, 2016](#) – Board approval of Metro Vision performance measures, strategic initiatives, and “preamble”

#### PROPOSED MOTION

Move to direct staff to release the draft Metro Vision plan for public review and comment.

## ATTACHMENTS

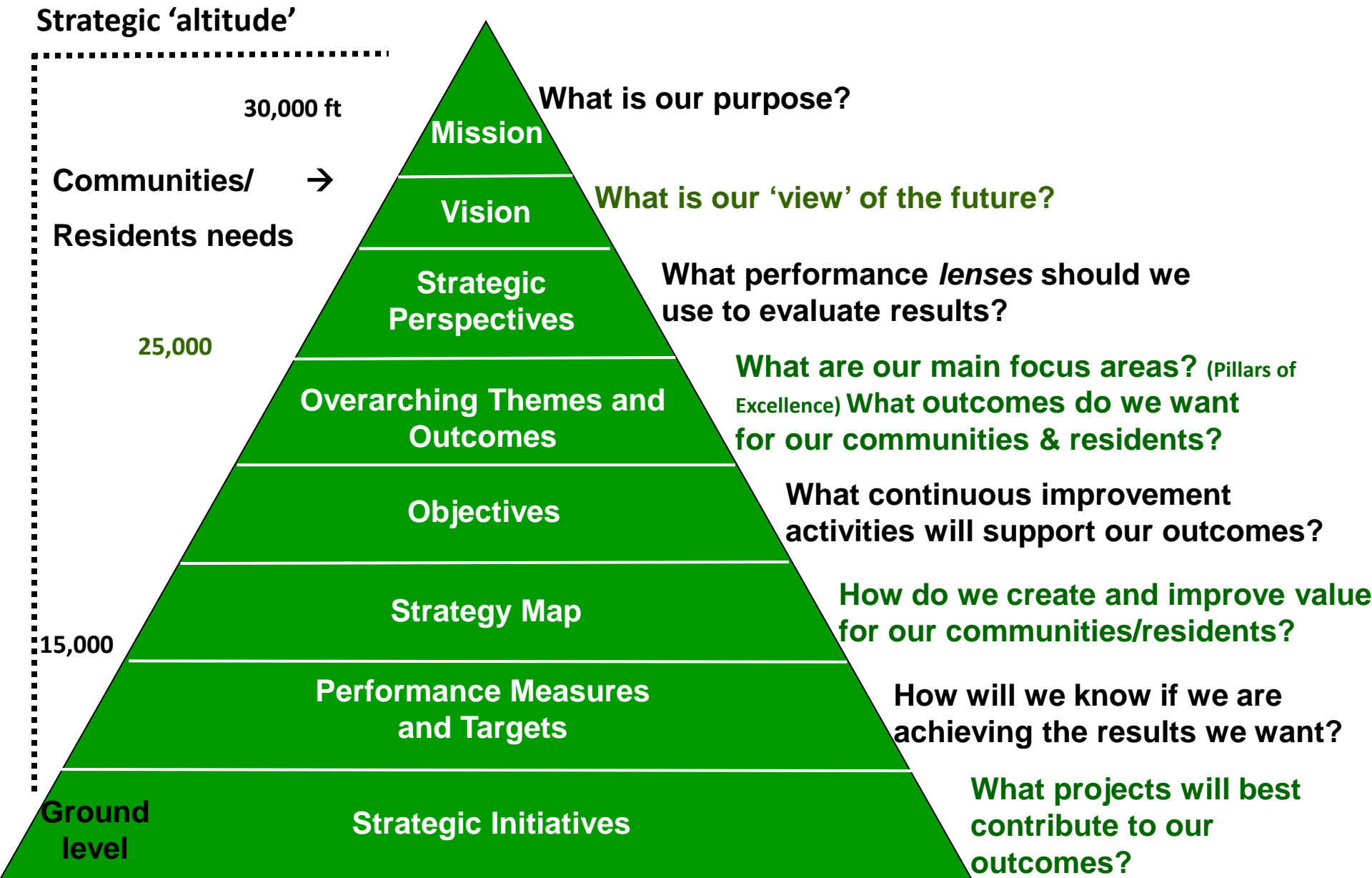
### Attachment 1 – DRCOG's Strategic Planning Model

Link: [DRAFT Metro Vision Plan for public review and comment](#)  
[Staff edits to previously approved Metro Vision Plan components](#)

## ADDITIONAL INFORMATION

If you need additional information, please contact Douglas W. Rex, Director, Transportation Planning & Operations, at (303) 480-6747 or [drex@drcog.org](mailto:drex@drcog.org); or Brad Calvert, Regional Planning and Development Director at (303) 480-6839 or [bcalvert@drcog.org](mailto:bcalvert@drcog.org).

# DRCOG Strategic Planning Model





**ATTACH F**

To: Chair and Members of the Board of Directors

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

Meeting Date	Agenda Category	Agenda Item #
September 21, 2016	Action	13

#### SUBJECT

DRCOG's transportation planning process allows for Board-approved amendments to the current Transportation Improvement Program (TIP), taking place on an as-needed basis. Typically, these amendments involve the addition or deletion of projects, or adjustments to existing projects and do not impact funding for other projects in the TIP.

#### PROPOSED ACTION/RECOMMENDATIONS

DRCOG staff recommends approval of the proposed amendments because it complies with the Board adopted [TIP Amendment Procedures](#).

#### ACTION BY OTHERS

[August 22, 2016](#) – TAC recommended approval.

September 20, 2016 – RTC will act on a recommendation.

#### SUMMARY

The TIP projects to be amended are shown below and listed in Attachment 1. Highlighted items in the attachment depict the specific proposed changes. The proposed policy amendments to the [2016-2021 Transportation Improvement Program](#) have been found to conform with the State Implementation Plan for Air Quality.

- **New Project US-85 Corridor Improvements: I-76 to 124<sup>th</sup> Ave (CDOT Region 1)**  
This project will conduct preconstruction activities for corridor improvements to US-85, from I-76 to 124<sup>th</sup> Ave.
- **2012-081 North Metro Rail Bicycle/Pedestrian Access to Three FasTracks Stations (Thornton)**  
This project is moved to the current TIP and the scope is adjusted to reflect no improvements at 144<sup>th</sup> Ave. and other project modifications.

#### Additional TIP Funding for Waiting List Projects

Earlier this year, DRCOG was made aware of additional revenues to program due to the Fixing America's Surface Transportation (FAST) Act. This additional funding, combined with previous project savings and returns, totaled \$21,399,000. DRCOG staff began the process of selecting projects from the Board-approved waiting list according to the protocols adopted by the Board in June, 2016. The waiting list protocol is shown in Attachment 2.

The first step was to ask existing project sponsors if they would like to advance any of their existing project phases into an earlier year. Three sponsors requested to advance project phases: Castle Rock, RTD, and Superior.

The proposed amendments in which existing project phases and corresponding funding would shift to an earlier fiscal year are listed below:

- **2016-041 Founders Pkwy and Allen Way Intersection Improvements (Castle Rock)**  
Funding is advanced per TIP waiting list protocol.
- **2016-019 Colfax 15L Transit Improvements: I-225 to I-25 (RTD)**  
Funding is advanced per TIP waiting list protocol.
- **2016-034 Superior Trail: McCaslin BRT to Davidson Mesa Underpass (Superior)**  
Funding is advanced per TIP waiting list protocol.

The next step was to contact sponsors of the ranked projects on the waiting list by funding category. The waiting list contains two ranked lists of projects; one for STP-Metro and the other for CMAQ and/or TAP. STP-Metro is allocated to fund all roadway projects and studies, while CMAQ and/or TAP are used to fund bicycle/pedestrian and transit projects. Of the \$21,399,000 available, \$12,223,000 is STP-Metro and \$9,176,000 is CMAQ.

#### STP-Metro

DRCOG contacted the first two sponsors on the list, Commerce City and Longmont, and offered the full federal funding request of \$150,000 and \$300,000 respectively. Each sponsor accepted and agreed to complete the projects as originally submitted. With a remaining balance of \$11,273,000, Douglas County was offered the amount to partially fund its project. Douglas County accepted and agreed to complete the project as originally submitted with the reduced federal amount.

- **New Project 88th Ave NEPA Study: I-76 to Hwy 2 (Commerce City)**  
Add new NEPA study per waiting list protocol.
- **New Project Southwest Longmont Subarea Operations Study (Longmont)**  
Add new operational study per waiting list protocol.
- **New Project US-85: Blakeland Dr to County Line Rd Operational Improvements (Douglas County)**  
Add new project per waiting list protocol for operational improvements along US-85.

#### CMAQ

DRCOG contacted the first two sponsors on the list, University of Colorado-Boulder and the City of Boulder, and offered the full federal funding request of \$4,798,000 and \$3,200,000 respectively. Each sponsor accepted and agreed to complete the projects as originally submitted. With a remaining balance of \$1,178,000, Denver was offered

the amount to partially fund its project. Denver accepted and agreed to complete the project as originally submitted with the reduced federal amount.

- **New Project**     **19th Street Trail and Bridge: Boulder Creek Trail to CU Main Campus (University of Colorado-Boulder)**  
Add new project per waiting list protocol for a new trail and bridge connecting the CU campus to Boulder.
- **New Project**     **SH-157/Foothills Pkwy Bike/Ped Underpass: north and south of Colorado Ave (Boulder)**  
Add new bicycle/pedestrian underpass project per waiting list protocol.
- **New Project**     **South Platte Greenway Access Sidewalk Improvements: Iowa Ave RR Underpass and Santa Fe Dr (Denver)**  
Add new sidewalk improvements project per waiting list protocol.

Amendment to Table 5 of the 2016-2021 TIP

If action is taken to fund projects off the waiting list, the partial and fully funded projects per the protocol will need to be removed from Table 5 and the remaining projects renumbered. Attachment 3 displays a draft revised Table 5 of the 2016-2021 TIP assuming all projects contained within these amendments are funded.

**PREVIOUS DISCUSSIONS/ACTIONS**

N/A

**PROPOSED MOTION**

Move to adopt a resolution approving the attached amendments and adjustments to Table 5 (waiting list) to the *2016-2021 Transportation Improvement Program (TIP)*.

**ATTACHMENTS**

1. Proposed TIP Amendments
2. Waiting List Protocol (Appendix E of the 16-21 TIP)
3. Revised Waiting List (Table 5 of the 16-21 TIP)
4. Draft resolution

**ADDITIONAL INFORMATION**

If you need additional information, please contact Douglas W. Rex, Director, Transportation Planning and Operations, at (303) 480-6747 or [drex@drcog.org](mailto:drex@drcog.org); or Todd Cottrell, Senior Transportation Planner, Transportation Planning and Operations at (303) 480-6737 or [tcottrell@drcog.org](mailto:tcottrell@drcog.org).

**New Project:** Add new project from CDOT Region 1.

## New Project

Title: **US-85 Corridor Improvements: I-76 to 124th Ave**

Project Type: **Roadway Operational Improvements**

TIP-ID: **Request**

STIP-ID:

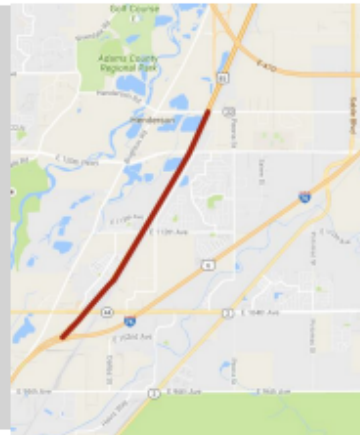
Open to Public:

Sponsor: **CDOT Region 1**

### Project Scope

US-85 corridor operational improvements between I-76 and 124th Ave.

Current funding is for pre-construction activities, including ROW, environmental, and design.



Affected Municipality(ies)

Affected County(ies)

Brighton

Adams

Commerce City

Amounts in \$1,000s	Prior Funding	FY16	FY17	FY18	FY19	FY20-21	Future Funding	Total Funding
Federal		\$0	\$0	\$0	\$0	\$0		
State (TCC)		\$0	\$15,000	\$0	\$0	\$0		
Local		\$0	\$0	\$0	\$0	\$0		
Total	\$0	\$0	\$15,000	\$0	\$0	\$0	\$0	\$15,000

**2012-081:** Revise scope.**Existing (2012-2017 TIP)****Title: North Metro Rail Bicycle/Pedestrian Access to Four FasTrack Stations****TIP-ID: 2012-081****STIP-ID:****Open to Public:****Project Type: Bicycle and Pedestrian Projects (New)****Sponsor: Thornton****Project Scope**

Project will provide pedestrian and bicycle sidewalks and trails at the 88th Ave, 104th, Eastlake-124th, and the 144th stations

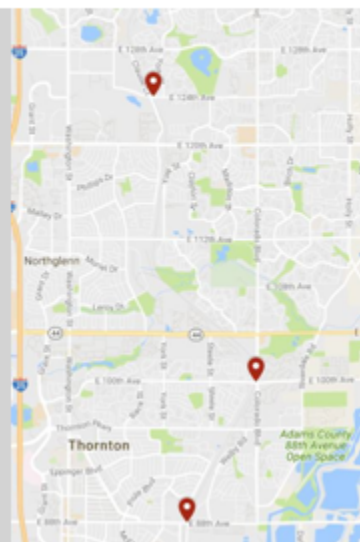
This project constructs the following facilities:

1. Welby Rd, west side, from Beachwood Dr approx. 1700 ft south: 8 ft detached walk fill in attached or detached, here and following
2. 88th Ave, north side, from Welby Rd to Monroe St: 8 ft detached walk
3. Moon Ct extension from Carnation Way approx. 1400 ft east: 10 ft trail
4. "New" Welby Rd, west side from 88th Ave to current Welby Rd (see TIP ID 2012-084): 8 ft detached walk
5. Presidential Estates east side from 100th Ave to Settlers Chase trail: 10 ft trail
6. York St, east side, from 112th Ave approx. 1900 ft north: 8 ft detached walk
7. Claude Ct, east side, from 128th Ave approx. 2200 ft. south: 8 ft detached walk
8. 1st St, west side, from 124th Ave approx. 420 ft north: 10 ft trail
9. Eastlake Estates connection (1st St extension) from Lake Ave approx. 700 ft north: 8 ft detached walk
10. Haven South (west side of railroad) from 144th Ave to 145th Ct: 10 ft trail
11. 144th Ave, south side, from railroad to Detroit St: 10 ft trail
12. Fallbrook Farms (east side of railroad) from 142nd Pl to 144th Ave: 10 foot trail

**Revised (2016-2021 TIP)****Title: North Metro Rail Bicycle/Pedestrian Access to Three FasTracks Stations****TIP-ID: 2012-081****STIP-ID:****Open to Public: 2017****Project Type: Bicycle and Pedestrian Projects (New)****Sponsor: Thornton****Project Scope**

The Project will provide pedestrian and bicycle sidewalks and trails at the future city of Thornton FasTracks Stations. Construction will occur in the vicinity of the 88th Ave, 104th Ave, and Eastlake stations. Additional work may take place at the 88th Ave, 112th Ave, and 124th Ave stations as funding allows. Detached and attached sidewalks and trails, varying from 8 to 10 feet wide, along with appropriate drainage, retaining walls, ROW, and supporting improvements will be constructed:

- 1) 88th Station: 88th Ave, north side, from New Welby Rd to Old Welby Rd and Monroe St approximately 150 feet west,
- 2) 88th Station: Yucca Way extension to RTD pedestrian underpass,
- 3) 88th Station: "New" Welby Rd, west side from 88th Ave to 88th Ave Station Access Driveway (see TIP ID 2012-084),
- 4) 104th Station: 100th Ave, south side from Jackson St to Settlers Chase Trail; and
- 5) 124th Station: 1st St, west side, from 124th Ave approximately 420 feet north, Birch Ave approximately 480 feet south, and 128th Ave approx. 200 feet south.



**2016-041:** Advance funding per TIP waiting list protocol.

## Existing

Title: **Founders Pkwy and Allen Way Intersection Improvements**

Project Type: **Roadway Operational Improvements**

TIP-ID: **2016-041**

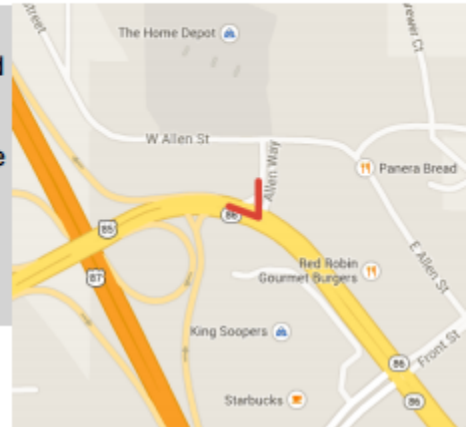
STIP-ID:

Open to Public: **2020**

Sponsor: **Castle Rock**

### Project Scope

Project will widen Founders Pkwy (SH-86) to accommodate a second eastbound left turn lane, and a dedicated westbound right turn lane. The new left turn lane will extend to the I-25 / Founders northbound ramp intersection. Project will also add a second southbound right turn lane at Founders and a second through lane at the Allen Way and Allen St intersection. The existing roadside trail will be replaced with a new 8-ft trail.



Affected Municipality(ies)	Affected County(ies)	Project Phases	
Castle Rock	Douglas	Year	Phase
		2017	Initiate Environmental
		2017	Initiate Design
		2018	Initiate ROW
		2019	Initiate Construction

Amounts in \$1,000s	Prior Funding	FY16	FY17	FY18	FY19	FY20-21	Future Funding	Total Funding
Federal		\$0	\$0	\$0	\$0	\$0		
Federal (STP-M)		\$0	\$284	\$269	\$1,447	\$0		
State		\$0	\$0	\$0	\$0	\$0		
State (Faster-S)		\$0	\$0	\$0	\$280	\$0		
Local		\$0	\$71	\$68	\$905	\$0		
Total	\$0	\$0	\$355	\$337	\$2,632	\$0	\$0	\$3,324

## Revised Funding Table

Amounts in \$1,000s	Prior Funding	FY16	FY17	FY18	FY19	FY20-21	Future Funding	Total Funding
Federal		\$0	\$0	\$0	\$0	\$0		
Federal (STP-M)		\$0	\$284	\$1,716	\$0	\$0		
State		\$0	\$0	\$0	\$0	\$0		
State (Faster-S)		\$0	\$0	\$280	\$0	\$0		
Local		\$0	\$71	\$973	\$0	\$0		
Total	\$0	\$0	\$355	\$2,969	\$0	\$0	\$0	\$3,324



**2016-019:** Advance funding per TIP waiting list protocol.

## Existing

Title: **Colfax 15L Transit Improvements: I-225 to I-25**

Project Type: **Transit Passenger Facilities**

TIP-ID: **2016-019**

STIP-ID:

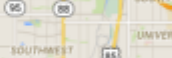
Open to Public: **2018**

Sponsor: **R T D**

### Project Scope

Project will replace or add existing bus stop amenities for stops along the 15L bus route servicing Colfax Ave, from I-225 to I-25. Improvements include new shelters, station furniture, lighting, and security cameras.



Affected Municipality(ies)		Affected County(ies)		Project Phases				
Aurora		Adams		Year	Phase			
Denver		Arapahoe		2018	Initiate Construction			
		Denver		2019	Initiate Construction			
Amounts in \$1,000s	Prior Funding	FY16	FY17	FY18	FY19	FY20-21	Future Funding	Total Funding
Federal (STP-M)		\$0	\$0	\$1,300	\$1,300	\$0		
State		\$0	\$0	\$0	\$0	\$0		
Local		\$0	\$0	\$325	\$325	\$0		
Total	\$0	\$0	\$0	\$1,625	\$1,625	\$0	\$0	\$3,250

## Revised Funding Table

Amounts in \$1,000s	Prior Funding	FY16	FY17	FY18	FY19	FY20-21	Future Funding	Total Funding
Federal (STP-M)		\$0	\$0	\$2,600	\$0	\$0		
State		\$0	\$0	\$0	\$0	\$0		
Local		\$0	\$0	\$650	\$0	\$0		
Total	\$0	\$0	\$0	\$3,250	\$0	\$0	\$0	\$3,250



**2016-034:** Advance funding per TIP waiting list protocol.

## Existing

Title: **Superior Trail: McCaslin BRT to Davidson Mesa Underpass**

Project Type: **Bicycle and Pedestrian Projects (New)**

TIP-ID: **2016-034**

STIP-ID:

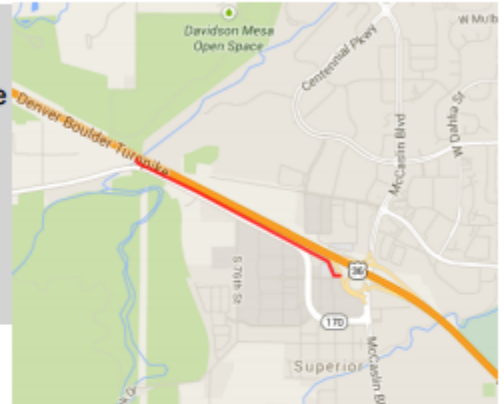
Open to Public: **2020**

Sponsor: **Superior**

### Project Scope

This project constructs a 10 ft wide concrete multi-use trail between US 36 and Marshall Rd, from the McCaslin BRT Station to the US 36 pedestrian and bicycle underpass at Davidson Mesa.

A Bus-then-Bike Shelter with 31 covered bicycle parking spaces, lighting, landscaping, and way-finding signage with destination and distance information will also be included.



Affected Municipality(ies)		Affected County(ies)		Project Phases				
Superior		Boulder		Year	Phase			
				2017	Initiate Design			
				2018	Initiate ROW			
				2019	Initiate Construction			
Amounts in \$1,000s	Prior Funding	FY16	FY17	FY18	FY19	FY20-21	Future Funding	Total Funding
Federal (CMAQ)		\$0	\$200	\$147	\$350	\$0		
State		\$0	\$0	\$0	\$0	\$0		
Local		\$0	\$50	\$37	\$191	\$0		
Total	\$0	\$0	\$250	\$184	\$541	\$0	\$0	\$975

## Revised Funding Table

Amounts in \$1,000s	Prior Funding	FY16	FY17	FY18	FY19	FY20-21	Future Funding	Total Funding
Federal (CMAQ)		\$0	\$200	\$497	\$0	\$0		
State		\$0	\$0	\$0	\$0	\$0		
Local		\$0	\$50	\$228	\$0	\$0		
Total	\$0	\$0	\$250	\$725	\$0	\$0	\$0	\$975

**Request:** Add a new Commerce City study selected from the waiting list.

## New Project

Title: **88th Ave NEPA Study: I-76 to Hwy 2**

Project Type: **Roadway/Transit Studies**

TIP-ID: **Request**

STIP-ID:

Open to Public:

Sponsor: **Commerce City**

### Project Scope

A NEPA study will be performed to determine the environmental effects of the proposed roadway project on 88th Ave, from NB I-76 Ramp to Highway 2.



Affected Municipality(ies)	Affected County(ies)	Project Phases	
Commerce City	Adams	Year	Phase
Unincorporated		2017	Initiate Study

Amounts in \$1,000s	Prior Funding	FY16	FY17	FY18	FY19	FY20-21	Future Funding	Total Funding
Federal (STP-M)		\$0	\$150	\$0	\$0	\$0		
State		\$0	\$0	\$0	\$0	\$0		
Local		\$0	\$100	\$0	\$0	\$0		
Total	\$0	\$0	\$250	\$0	\$0	\$0	\$0	\$250

**Request:** Add a new Longmont study selected from the waiting list.

## New Project

Title: **Southwest Longmont Subarea Operations Study**

Project Type: **Roadway/Transit Studies**

TIP-ID: **Request**

STIP-ID:

Open to Public:

Sponsor: **Longmont**

### Project Scope

The study will look at the operational improvements of three major intersections (Ken Pratt/Hover, Ken Pratt/Nelson, and Nelson/Hover), as well as the operations of the three corridors in this subarea. Planning-level costs and design for the three corridors and intersections for future construction projects will be developed, as well as incorporating future BRT along Ken Pratt Blvd/SH-119, in the next 10 years.

Affected Municipality(ies)	Affected County(ies)	Project Phases	
Longmont	Boulder	Year	Phase
		2017	Initiate Study



Amounts in \$1,000s	Prior Funding	FY16	FY17	FY18	FY19	FY20-21	Future Funding	Total Funding
Federal (STP-M)		\$0	\$300	\$0	\$0	\$0		
State		\$0	\$0	\$0	\$0	\$0		
Local		\$0	\$75	\$0	\$0	\$0		
Total	\$0	\$0	\$375	\$0	\$0	\$0	\$0	\$375

**Request:** Add a new Douglas County project selected from the waiting list.

## New Project

Title: **US 85: Blakeland Dr to County Line Rd Operational Improvements**

Project Type: **Roadway Operational Improvements**

TIP-ID: **Request**

STIP-ID:

Open to Public: **2020**

Sponsor: **Douglas County**

### Project Scope

This project will widen Santa Fe Dr (US-85) from 4 to 6 thru lanes from Blakeland Dr to approximately 1,200 ft north of the intersection with County Line Rd. Features include:

- 1) Intersection improvements, including adding or improving left turn lanes, auxiliary lanes, and traffic signals, where warranted,
- 2) Reconstructing and/or repaving existing lanes, where feasible,
- 3) Replacing the existing US-85 bridge over C-470, including shoulders,
- 4) New and improved signal interconnection and ITS infrastructure,
- 5) A bike/ped multi-use trail along the east side of US-85 from Blakeland Dr to the C-470 trail,
- 6) Grade separating the C-470 trail under US-85,
- 7) A bike/ped bridge over C-470 along US-85, and bike counters; and
- 8) Transit stop enhancements including bus pads, shelters, benches, sidewalk connections, and landscaped medians.



Affected Municipality(ies)		Affected County(ies)		Project Phases				
Unincorporated		Douglas		Year	Phase			
				2019	Initiate Construction			
Amounts in \$1,000s	Prior Funding	FY16	FY17	FY18	FY19	FY20-21	Future Funding	Total Funding
Federal (STP-M)		\$0	\$0	\$0	\$11,273	\$0		
State		\$0	\$0	\$0	\$0	\$0		
Local		\$0	\$0	\$0	\$18,727	\$0		
Total	\$0	\$0	\$0	\$0	\$30,000	\$0	\$0	\$30,000

**Request:** Add a new University of Colorado-Boulder project selected from the waiting list.

## New Project

Title: **19th Street Trail and Bridge: Boulder Creek Trail to CU Main Campus**

Project Type: **Bicycle and Pedestrian Projects (New)**

TIP-ID: **Request**

STIP-ID:

Open to Public: **2020**

Sponsor: **University of Colorado-Boulder**

### Project Scope

Construct a new 10' bike/ped bridge at 19th St and new 10' ADA compliant bike/ped trail from the bridge up the hillside to connect the City of Boulder to the University of Colorado campus.



Affected Municipality(ies)	Affected County(ies)	Project Phases	
Boulder	Boulder	Year	Phase
		2017	Initiate Environmental
		2017	Initiate Design
		2018	Initiate ROW
		2019	Initiate Construction

Amounts in \$1,000s	Prior Funding	FY16	FY17	FY18	FY19	FY20-21	Future Funding	Total Funding
Federal (CMAQ)		\$0	\$420	\$498	\$3,880	\$0		
State		\$0	\$0	\$0	\$0	\$0		
Local		\$0	\$105	\$125	\$970	\$0		
Total	\$0	\$0	\$525	\$623	\$4,850	\$0	\$0	\$5,998

**Request:** Add a new Boulder project selected from the waiting list.

## New Project

Title: **SH-157/Foothills Pkwy Bike/Ped Underpass: north and south of Colorado Ave**

Project Type: **Bicycle and Pedestrian Projects (Upgrade/Reconstruct)**

TIP-ID: **Request**

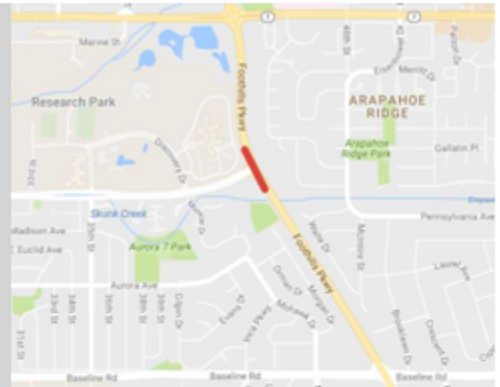
STIP-ID:

Open to Public: **2020**

Sponsor: **Boulder**

### Project Scope

This project will construct a bike/ped underpass providing a grade separated crossing of Foothills Pkwy/SH-157 near Colorado Ave, meeting AASHTO and ADA design guidelines. The project will provide wayfinding/signage features, 20 bicycle parking spaces, and connections to existing bicycle and pedestrian facilities on either side of the crossing.



Affected Municipality(ies)	Affected County(ies)	Project Phases	
Boulder	Boulder	Year	Phase
		2017	Initiate Environmental
		2017	Initiate Design
		2019	Initiate Construction

Amounts in \$1,000s	Prior Funding	FY16	FY17	FY18	FY19	FY20-21	Future Funding	Total Funding
Federal (CMAQ)		\$0	\$400	\$160	\$2,640	\$0		
State		\$0	\$0	\$0	\$0	\$0		
Local		\$0	\$100	\$40	\$660	\$0		
Total	\$0	\$0	\$500	\$200	\$3,300	\$0	\$0	\$4,000

**Request:** Add a new Denver project selected from the waiting list.

## New Project

**Title:** South Platte Greenway Access Sidewalk Improvements: Iowa Ave RR Underpass and Santa Fe Dr

**Project Type:** Bicycle and Pedestrian Projects (Upgrade/Reconstruct)

**TIP-ID:** Request

**STIP-ID:**

**Open to Public:** 2020

**Sponsor:** Denver

### Project Scope

This project will reconstruct the sidewalk along Iowa Ave from Bannock St to Santa Fe Dr (excludes the sidewalk underneath the railroad bridge), and the west side of Santa Fe Dr from Florida Ave to Jewell Ave. Improvements include:

- 1) Removing the existing stairs and replace them with a ramp with a 5-percent slope along Iowa Ave,
- 2) Constructing a queuing area at the Santa Fe Dr/Iowa Ave intersection to provide adequate waiting space, meet grade needs, and provide pedestrian/bicycle signal improvements,
- 3) Upgrading the sidewalk along Santa Fe Dr from 8 to 10-ft, including a 5-ft buffer; and
- 4) Way finding signage and 20 bicycle racks.

**Affected Municipality(ies)**

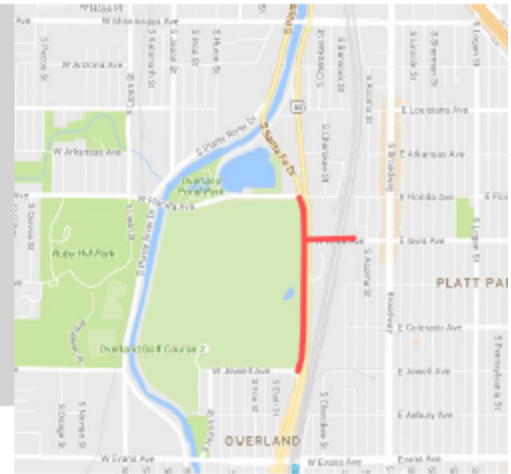
Denver

**Affected County(ies)**

Denver

**Project Phases**

Year	Phase
2017	Initiate Design
2018	Initiate ROW
2019	Initiate Construction



Amounts in \$1,000s	Prior Funding	FY16	FY17	FY18	FY19	FY20-21	Future Funding	Total Funding
Federal (CMAQ)		\$0	\$493	\$342	\$343	\$0		
State		\$0	\$0	\$0	\$0	\$0		
Local		\$0	\$495	\$863	\$864	\$0		
Total	\$0	\$0	\$988	\$1,205	\$1,207	\$0	\$0	\$3,400

## ATTACHMENT 2

### Waiting List Protocol (Appendix E of 16-21 TIP)

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

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

1. Obtain official verification from CDOT of availability of funds.
2. When either a) \$2 million is accrued within one of the two specific funding program categories (STP-Metro or CMAQ/TAP) or b) an amount equal to 100% of the next-in-line (top-ranked) project funding request is accrued, staff will first contact sponsors of projects to try to advance project phases already identified in the TIP. Staff will then select projects in order from the waiting list(s) included in Appendix E, Table 4 of the 2016-2021 TIP to the limit of applicable funds available.
  - a. Contact the sponsor of the top ranked project on the waiting list, by funding category to determine the sponsor's interest in being selected. If the amount of funds available is less than the requested cost of that project, the sponsor will be asked if it would be willing to complete the entire project as submitted for the amount of funds available. Projects that accept partial funding will be removed from the list. If the response is no, or if all the available funds have not been fully allocated, DRCOG staff will proceed to the next project on the waiting list. Sponsors that request to be passed over on the funding opportunity will remain on the waiting list.
  - b. At the end of FY 2018 (September 30, 2018), even if less than \$2 million has accrued within a funding category, staff will go down the wait list in accordance with section 2.a. above to allocate available funds.
3. Recommend projects to be programmed and take them through the committee process to the Board as TIP Amendments.



**Attachment 3**  
**Table 5. Eligible Projects for Waiting List for the 2016-2021 TIP**

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

DENVER REGIONAL COUNCIL OF GOVERNMENTS

STATE OF COLORADO

BOARD OF DIRECTORS

RESOLUTION NO. \_\_\_\_\_, 2016

A RESOLUTION AMENDING THE 2016-2021 TRANSPORTATION IMPROVEMENT PROGRAM

WHEREAS, the Denver Regional Council of Governments, as the Metropolitan Planning Organization, is responsible for carrying out and maintaining the continuing comprehensive transportation planning process designed to prepare and adopt regional transportation plans and programs; and

WHEREAS, the urban transportation planning process in the Denver region is carried out through cooperative agreement between the Denver Regional Council of Governments, the Regional Transportation District, and the Colorado Department of Transportation; and

WHEREAS, a Transportation Improvement Program containing highway and transit improvements expected to be carried out in the period 2016-2021 was adopted by the Board of Directors on April 15, 2015; and

WHEREAS, it is necessary to amend the 2016-2021 Transportation Improvement Program; and

WHEREAS, the Regional Transportation Committee has recommended approval of the amendment.

NOW, THEREFORE, BE IT RESOLVED that the Denver Regional Council of Governments hereby amends the 2016-2021 Transportation Improvement Program.

BE IT FURTHER RESOLVED that the Denver Regional Council of Governments hereby determines that this amendment to the 2016-2021 Transportation Improvement Program conforms to the State Implementation Plan for Air Quality.

RESOLVED, PASSED AND ADOPTED this \_\_\_\_ day of \_\_\_\_\_, 2016 at Denver, Colorado.

\_\_\_\_\_  
Elise Jones, Chair  
Board of Directors  
Denver Regional Council of Governments

ATTEST:

\_\_\_\_\_  
Jennifer Schaufele, Executive Director

**ATTACH G**

To: Chair and Members of the Board of Directors

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

Meeting Date	Agenda Category	Agenda Item #
September 21, 2016	Informational Briefing	14

#### 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**.

#### PREVIOUS DISCUSSIONS/ACTIONS

N/A

PROPOSED MOTION
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N/A

ATTACHMENT
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Board Workshop Survey Summary

ADDITIONAL INFORMATION
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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](mailto: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.

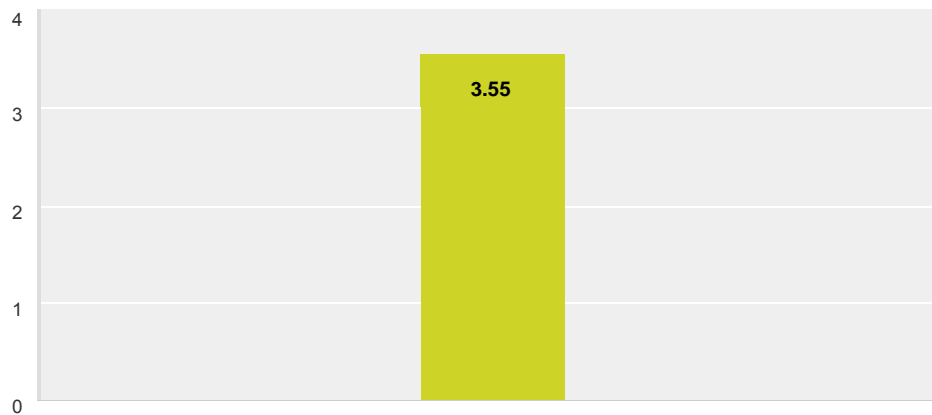
	True	More True than False	More False than True	False	N/A	Total	Weighted Average
The DRCOG Board Workshop was beneficial to me and my community.	100.00% 22	0.00% 0	0.00% 0	0.00% 0	0.00% 0	22	4.00

#	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



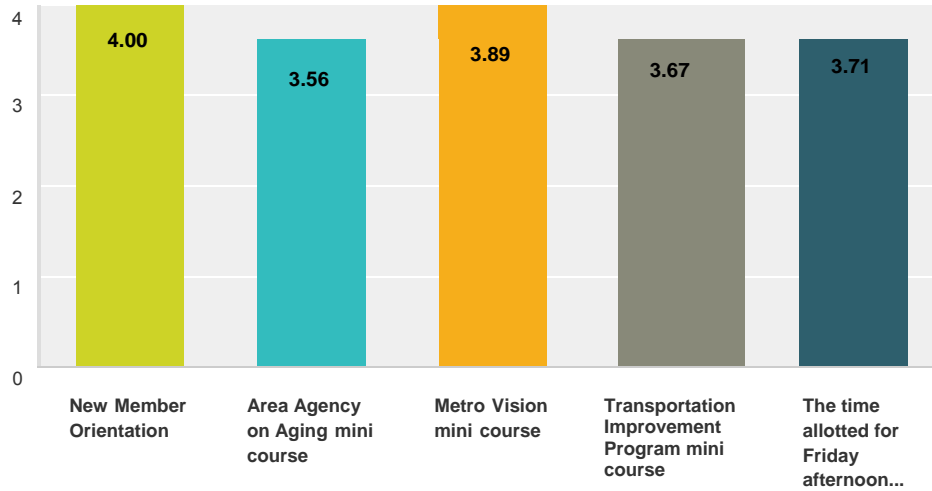
The overall length of the workshop was appropriate.

	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 board 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

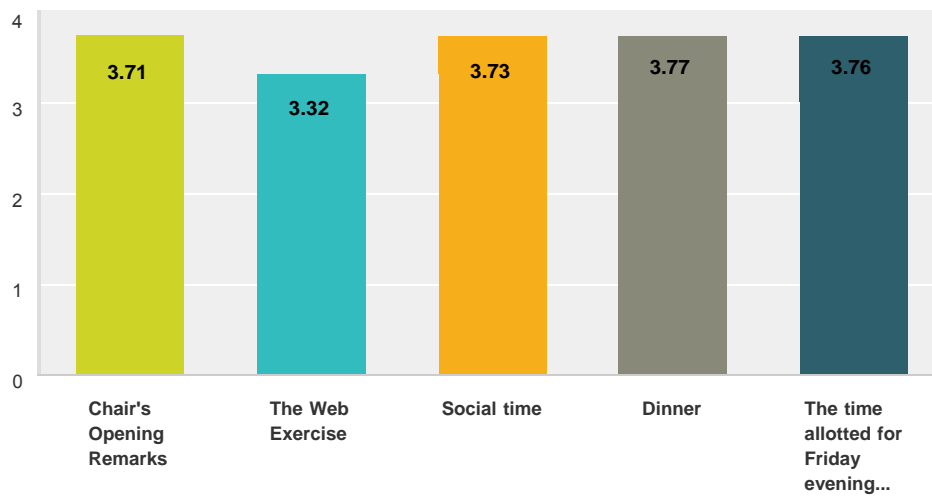
#	Comments:	Date
1	Both sessions I attended were excellent. Presenters were well prepared, information was great. Small groups allowed for good interaction.	8/11/2016 8:38 PM
2	Unfortunately, I was not able to attend any of these breakouts	8/9/2016 10:22 AM
3	No comments here but participate placed an 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



## 2016 DRCOG Board Workshop

### Q4 The Friday evening events were beneficial.

Answered: 22 Skipped: 0

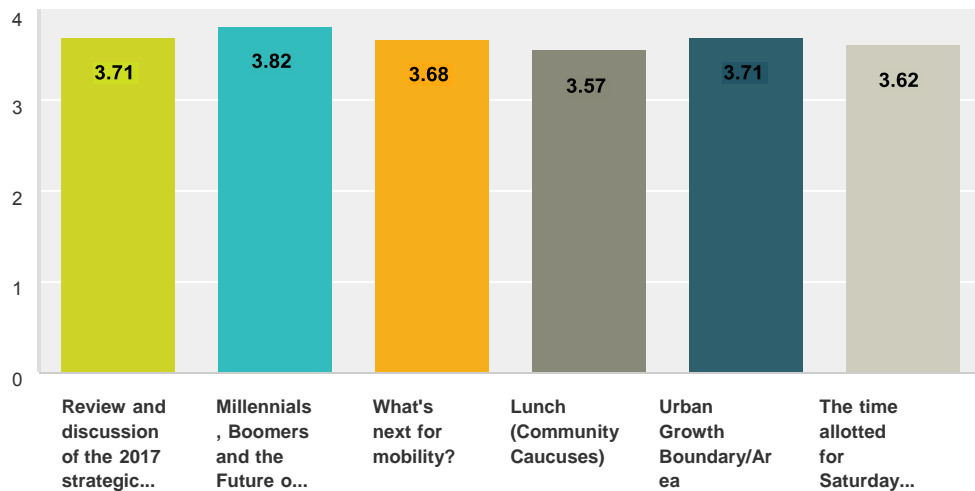


	True	More True than False	More False than True	False	N/A	Total	Weighted Average
Chair's Opening Remarks	72.73% 16	18.18% 4	4.55% 1	0.00% 0	4.55% 1	22	3.71
The Web Exercise	50.00% 10	30.00% 6	10.00% 2	5.00% 1	5.00% 1	20	3.32
Social time	72.73% 16	27.27% 6	0.00% 0	0.00% 0	0.00% 0	22	3.73
Dinner	77.27% 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	<i>No comments here but participate placed an asterisk beside the Chair's Opening Remarks score.</i>	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 change to meet other board members. A simple code on a nametag would have made moving to a pre-assigned table at an appropriate time would have worked 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

## 2016 DRCOG Board Workshop

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

## 2016 DRCOG Board Workshop

### 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

## 2016 DRCOG Board Workshop

### Q7 What were the least useful parts of the workshop?

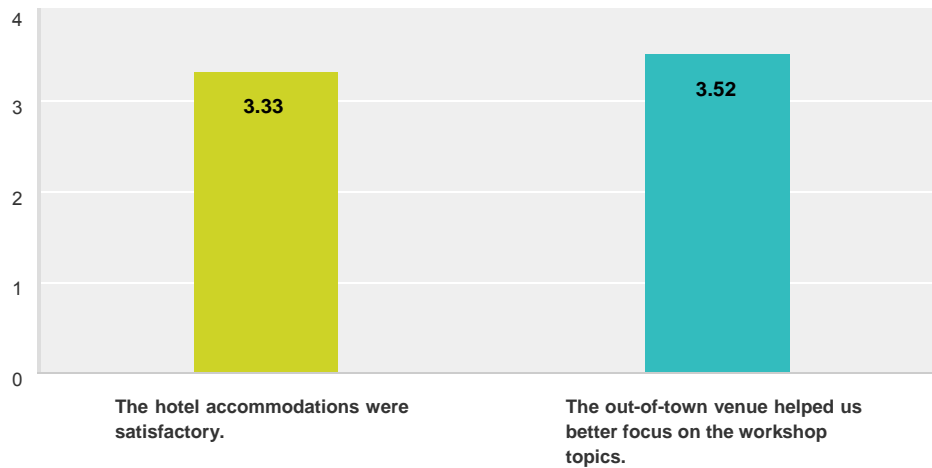
Answered: 10 Skipped: 12

#	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

# 2016 DRCOG Board Workshop

## 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

## 2016 DRCOG Board Workshop

### 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

## 2016 DRCOG Board Workshop

### **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



## 2016 DRCOG Board Workshop

### 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

**ATTACH H**

To: Chair and Members of the Board of Directors

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

Meeting Date	Agenda Category	Agenda Item #
September 21, 2016	Informational Item	16

**SUBJECT**

Overview of Board Collaborative Assessment results.

**PROPOSED ACTION/RECOMMENDATIONS**

No action requested. This item is for information only.

**ACTION BY OTHERS**

N/A

**SUMMARY**

The purpose of the Board Collaborative Assessment is to assist Board members in improving their collaboration for regional impact. The assessment was sent to all Board members on April 22, 2016. Thirty-six Board members completed the assessment. An overview of the results is attached.

**PREVIOUS DISCUSSIONS/ACTIONS**

N/A

**PROPOSED MOTION**

N/A

**ATTACHMENT**

1. DRCOG Board Collaboration Assessment results
2. Analysis of assessment results

**ADDITIONAL INFORMATION**

If you need additional information, please contact Douglas W. Rex, Director, Transportation Planning & Operations, at (303) 480-6747, or [drex@drcog.org](mailto:drex@drcog.org); or Jerry Stigall, Director, Organizational Development at 303-480-6780 or [jstigall@drcog.org](mailto:jstigall@drcog.org).



# **DRCOG BOARD COLLABORATION ASSESSMENT RESULTS 2016**



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## DRCOG Board Collaboration Assessment

### Overview

Board Collaboration Assessment is a continuous improvement tool to help the DRCOG Board refine their governance process using input exclusively from its own Board Directors. The assessment will be administered yearly to provide Board Directors feedback and recommended actions for improving collaboration. Individual responses are completely anonymous and only group results will be shared with all Board Directors.

The **Performance and Engagement Committee**, established in part from the results of the 2015 DRCOG Board collaboration assessment, as a key function of their role did an initial review of the Executive Summary and assessment results to ensure that a timely and informative report will be provided to the full Board.

### Report Format

The **Executive Summary** is the first section of the report. This section provides Dr. Larson's analysis and recommendations based on the assessment results. It's helpful to review this section before reviewing numeric scores and comments.

The second part of the report contains **12 main sections**; Structural Integrity, Authenticity, Strong Leadership, Members, Structure, General Success, Community Involvement & Collaboration, Outcomes, Quality of Services, Fragmentation of Services, Duplication of Services, and Costs. The Membership Value is the last item and was added for the 2016 assessment but was not included for 2015. It is currently a measure in the Executive Office scorecard. Each main section will include numeric scores for items in that section. Board Directors' comments for each section follow the numeric scores.

### Reviewing numeric scores

All items in the assessment are scored on a 4-point scale, True (4), More True than False (3), More False than True (2), False (1). The Authenticity section is reversed score. The numbers in parenthesis next to each answer option listed above is the value assigned to that answer and is used to calculate the average score. True for those items is scored as a 1 and False is scored as a 4 in order to calculate the average.

Don't Know/Not Applicable is a 5th answer option but is not factored into the average. Scores **above 2.5** (mid-point of scale) are moving in a positive direction and **scores below 2.5** are moving in a negative direction.

**Bar charts** in the report will **include two scores**; **2016** (1st score - **black** font) and **2015** (2nd score - **purple** font)

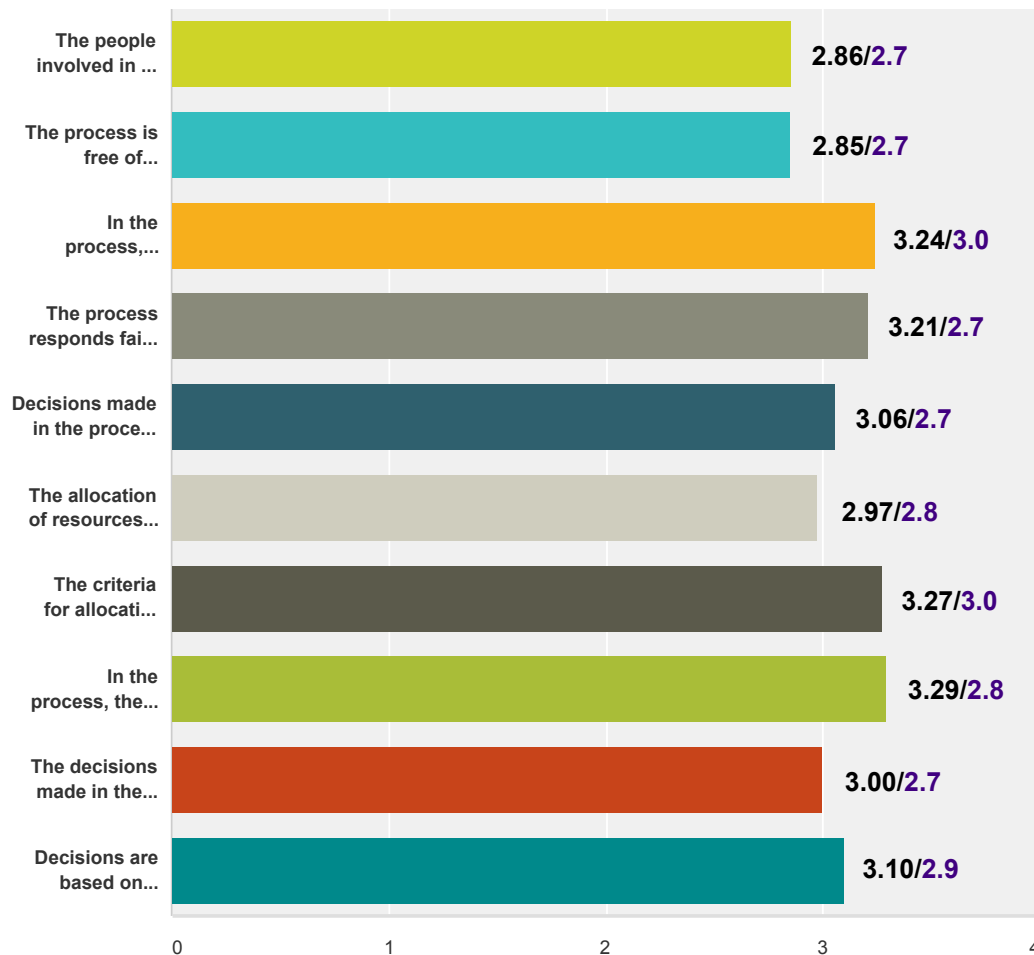
For questions about this assessment, contact Jerry Stigall at [jstigall@drcog.org](mailto:jstigall@drcog.org).





## DRCOG Board Collaboration Assessment - 2016

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



	True	More True than False	More False than True	False	Total	Weighted Average
The people involved in the process usually are focused on broader goals (outcomes) of the region, rather than individual agendas.	17.14% 6	57.14% 20	20.00% 7	5.71% 2	35	2.86
The process is free of favoritism.	20.59% 7	55.88% 19	11.76% 4	11.76% 4	34	2.85
In the process, everyone has an equal opportunity to influence decisions.	50.00% 17	32.35% 11	8.82% 3	8.82% 3	34	3.24

The process responds fairly to the needs of its members.	35.29% 12	52.94% 18	8.82% 3	2.94% 1	34	3.21
Decisions made in the process are based on fair criteria.	26.47% 9	58.82% 20	8.82% 3	5.88% 2	34	3.06
The allocation of resources is decided fairly.	25.00% 8	50.00% 16	21.88% 7	3.13% 1	32	2.97
The criteria for allocations are fairly applied.	39.39% 13	51.52% 17	6.06% 2	3.03% 1	33	3.27
In the process, there is sufficient opportunity to challenge decisions.	48.57% 17	37.14% 13	8.57% 3	5.71% 2	35	3.29
The decisions made in the process are consistent.	21.21% 7	60.61% 20	15.15% 5	3.03% 1	33	3.00
Decisions are based on accurate information.	26.67% 8	63.33% 19	3.33% 1	6.67% 2	30	3.10

**Please provide comments for the Structural Integrity section in the space below.**

At times in the past, people have indicated that they feel they do not have the opportunity to express their views and/or influence decisions made at the board table. I have never understood that perspective from the standpoint that they do have a voice at the table, they can express their views, and if they feel they are not being heard maybe they have the wrong representative at the table.

I recognize there is a very vocal minority that does not like the TIP criteria being connected to Metro Vision. But given that the majority approved the TIP criteria, the application of those criteria to projects WAS fair, even if everyone didn't agree. The organization should be evaluated on how well we implement the majority decisions that are made.

Overall I believe that DRCOG works to be fair but as with all human endeavors that is a goal.

It appears that cities to the north are not treated as favorable as others.

At times I'm concerned with criteria used for decision making. Even with the major review of TIP criteria we seem to still allocate resources based on how it's been done in the past.

While the overall goal and intention is to be regionally minded, it is easy as a board member to feel leanings toward decisions that effect your own community.

My answers and concerns are colored by our last TIP process. The criteria on selection appeared to be directly impacted by the submitted projects. I don't believe this process is fair or equitable to each of the members - in my opinion, each entity tries to better the region but the goal prioritization of each entity is different. We, as a Board, need to determine how we can empower each entity to reach resources that will better their municipality, further the region and allow each municipality to address those regional goals that are important at the local level. We need to forget about the divisiveness of the past and work toward respect and collaboration in all areas the Board oversees. Besides the TIP criteria, we have made great strides in coming together as a Board and I hope the momentum continues into the future.

I believe the board directors (through re-organization) is somewhat addressing the structural integrity of the organization. I look forward to and welcome the change.

## **Comments for the Structural Integrity (cont.)**

Board members representing regions of lower population have less influence.

Board members must focus first on their individual entity needs, which makes it harder to shift to a collaborative process for the greater good. Not sure how to resolve this other than recognize the challenge of thinking locally, but acting globally.

Being new to the board it seems like previous relationships have already been built and if you're not part of the group you're voice is not heard. The South Metro area gets more representation.

Very new to the process and do not have enough of a history to answer most of the questions.

I haven't been on this board long enough to give an accurate account of the decision process.

Still learning.

It continues to need improvement

There is still a palatable bias among the DRCOG Staff in favor of Denver and Boulder. DRCOG employees can be depended on to always err in favor of a decision in the favor of Denver and Boulder.

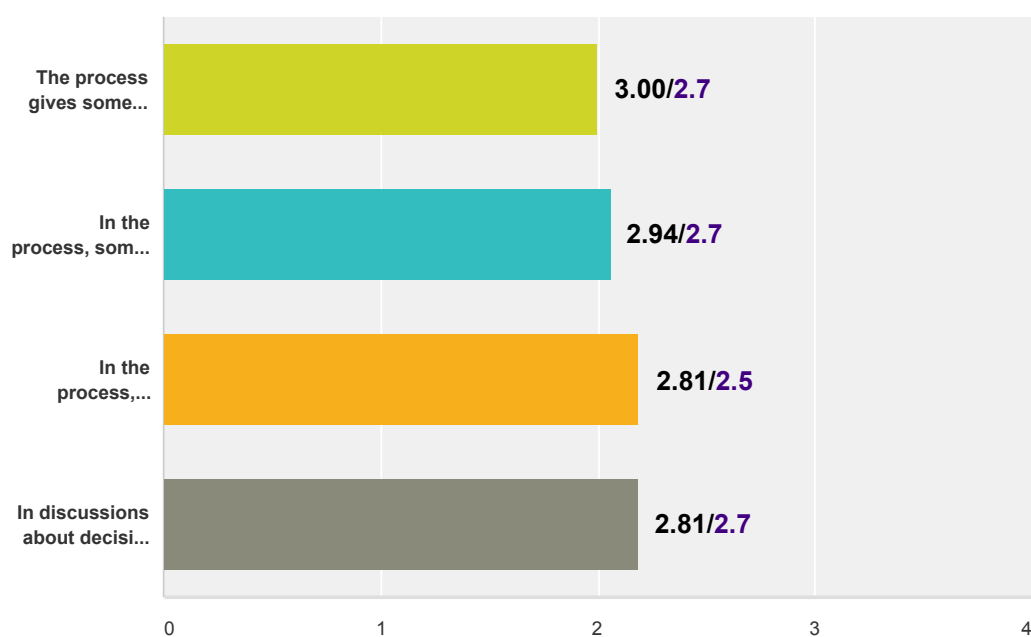
The Executive Director has all but written off many of us from emerging jurisdictions outside of Denver and Boulder and made it clear our input is really just something to be tolerated, rather than considered. In this last year, we had a presentation from a past DRCOG Board Member from Boulder I believe. That presentation was proven to be false by a member of the DRCOG staff. Yet the presenter was given full access to the Board by the Executive Director and her managing staff and it took questioning by the Board members to reveal that his statements were in fact false. Facts already known by the DRCOG Staff, managers and Executive Director. As a matter of fact, I believe she gave the presenter of false information from Boulder, an award last year.

Still Learning process

'Equally' is not the same as 'equitably.'



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



	True	More True than False	More False than True	False	Total	Weighted Average
The process gives some people more than they deserve, while shortchanging others.	9.38% 3	9.38% 3	53.13% 17	28.13% 9	32	3.00
In the process, some people's opinions are accepted while other people are asked to justify themselves.	8.82% 3	17.65% 6	44.12% 15	29.41% 10	34	2.94
In the process, strings are being pulled from outside Board discussions which influence important decisions.	15.63% 5	12.50% 4	46.88% 15	25.00% 8	32	2.81
In discussions about decisions or procedures, some people are discounted because of the organizations/jurisdictions that they represent.	12.90% 4	22.58% 7	35.48% 11	29.03% 9	31	2.81

**Please provide comments for the Authenticity section in the space below.**

The only reason that I didn't indicate all of these are completely false is that occasionally there is a "consortium" created of geographical partners that can create undue influence over what they normally would have.

Where some folks vote yes on a policy or proposal and some folks vote no, those who lose the vote will always feel that the decision is unfair/wrong. But in a body that operates on majority rule, we have to hear minority voices and work to incorporate their feedback, but honor the will of the majority.

The greatest influences on the Board discussions come from the Directors entity from which elected and appointed from.

I think Board Directors can't help but be influenced by personalities at the table and therefore some view points are readily accepted/dismissed based on who's offering the opinion.

I do believe some entities seek to guide the Board toward a preferred outcome on certain issues.

The groups that go beyond just providing public comment are concerning.

A vote on transportation last year strongly influences my responses in this section. Last year, it appeared additional discussion had taken place that positioned projects/entities more fairly than other projects/entities.

It will prove to be impossible to make the playing field absolutely level. DRCCOG is about as level a field as you will find.

With such a high number of Board members it is difficult to hear all opinions equally.

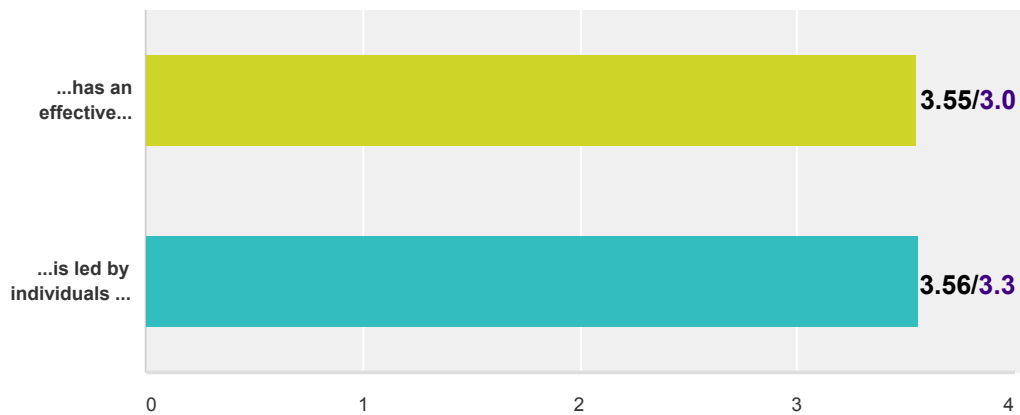
Goes back to previous relationships already in place and if you're not part of that group your voice is not heard.

Very new to the process and do not have enough of a history to answer most of the questions.

Outside influence is not a factor in Board decisions

The influence special interests have in the TAC phase of every decision making cycle is criminal. The Board is essentially being presented with a fait accompli crafted by the special interests outside of the influence of the members elected to represent their jurisdictions.

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



	True	More True than False	More False than True	False	Total	Weighted Average
...has an effective organizer/coordinator.	66.67% 22	24.24% 8	6.06% 2	3.03% 1	33	3.55
...is led by individuals who are strongly dedicated to the Mission and Vision of DRCOG.	73.53% 25	14.71% 5	5.88% 2	5.88% 2	34	3.56



**Please provide comments for the Strong Leadership section in the space below.**

Our ED is very dedicated, but is not effective at leading through conflict, she continues to seem conflict adverse, which limits her ability to help coordinate and lead through differences of opinion.

The administrative staff works hard to do their best to provide what the directors need to properly make decisions.

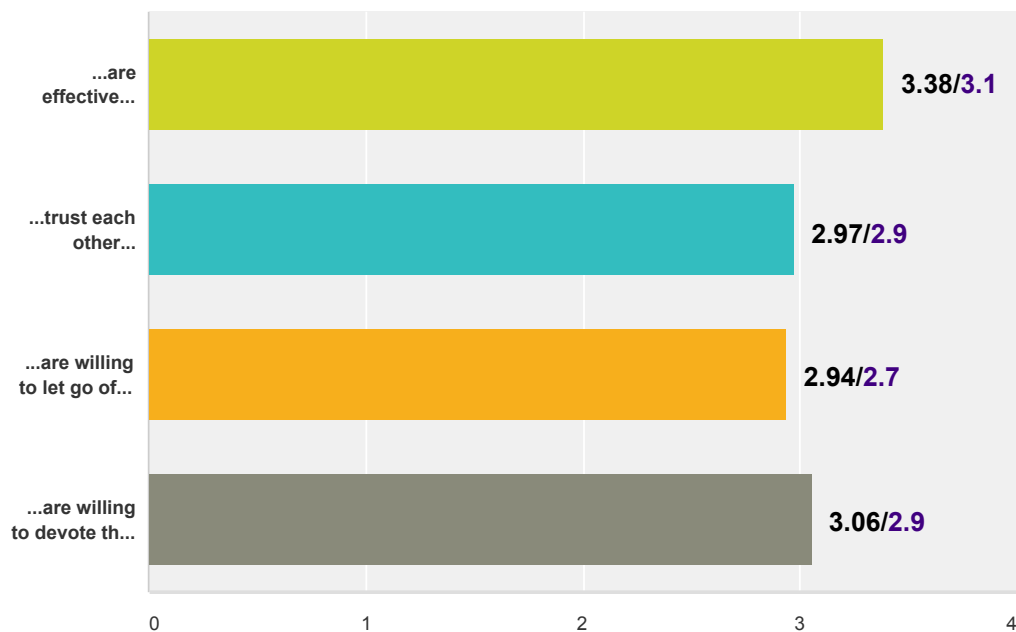
We are blessed to have people who are passionate, dedicated and committed to DRCOG - I feel fortunate to work along side of all Board Members.

I am seeing some positive change in the leadership and "culture" of the board of directors. Leadership actions must consistently reinforce that we are a "Council of Governments" working together to improve transportation connections and life in the region.

The last several Board Chairs have done an admirable job in their roles.

I am concerned we have current leadership that is more concerned about their next steps in their careers, than the Mission and Vision of DRCOG and the Denver Region as a whole.

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



	True	More True than False	More False than True	False	Total	Weighted Average
...are effective liaisons between their home organizations and our group.	41.18% 14	55.88% 19	2.94% 1	0.00% 0	34	3.38
...trust each other sufficiently to honestly and accurately share information, perceptions, and feedback.	24.24% 8	54.55% 18	15.15% 5	6.06% 2	33	2.97
...are willing to let go of an idea for one that appears to have more merit.	20.00% 7	60.00% 21	14.29% 5	5.71% 2	35	2.94
...are willing to devote the effort necessary to achieve Metro Vision Outcomes.	27.27% 9	54.55% 18	15.15% 5	3.03% 1	33	3.06

**Please provide comments for the Members section in the space below.**

Overall the Directors are willing to take the time and to put in the effort necessary to make DRCOG work. However, in the current transition of governance I have noticed that "control" over the focus of the Directors to be involved has had some push to a loyalty to DRCOG over the governmental entities each represents. On the two occasions I know of the problem when present was resolved properly.

Metro Vision is not a document with a shared vision and is biased towards one way of thinking and processing.

I still think there is concern by Directors over whether they can "buy in" or make strides in their individual communities to the MV outcomes.

So much of this is human nature; however, there are many true leaders on this board open to learning and collaboration. I have witnessed predominately adult, fair behavior.

It is difficult to articulate the monthly work we do at DRCOG within a Council update setting. Depending on the size and relevance the municipality has toward DRCOG, may make this challenging. I would think the smaller communities and those that are on the outer edge would find it difficult to communicate the monthly purpose and relevance and monthly actions to their municipality.

Members highest commitment is to the organization that they represent at DRCOG.

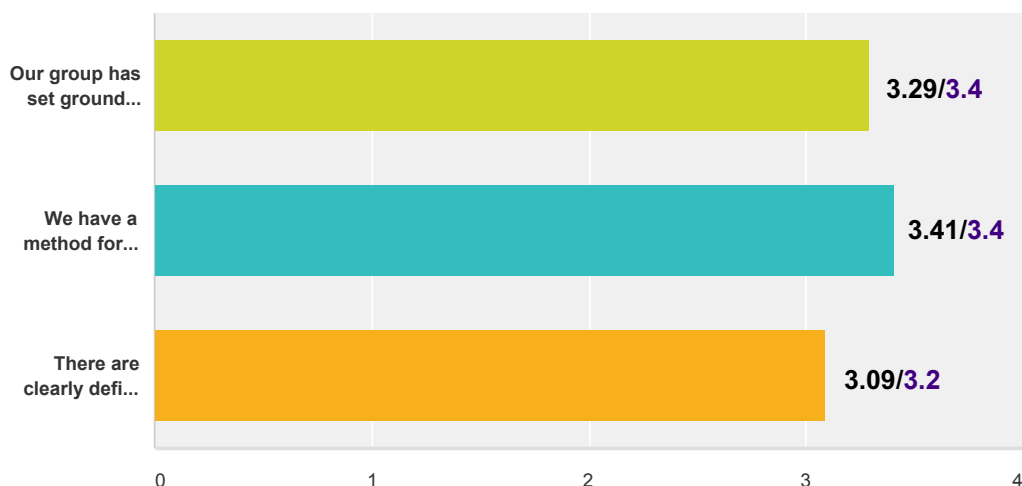
Very new to the process and do not have enough of a history to answer most of the questions.

Perhaps the most important area upon which this survey is focused.

I think that we are in transition to a better Board. There were small groups who are meeting outside of the organization's Board meetings, who should focus their concerns and issues with all in the membership organizations so we can continue to make a great region by collaborate a whole versus factions.

Although I generally feel that most members are willing to listen to the ideas of others, and are willing to lay their ideas aside if there is a better one out there (or a consensus that doesn't support theirs), there are those that are like a dog on a bone sometimes. When a member has expressed a view, then expressed it again, and again...at some point they just need to chalk the outcome up to lessons learned and move on.

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



	True	More True than False	More False than True	False	Total	Weighted Average
Our group has set ground rules and norms about how we will work together.	44.12% 15	44.12% 15	8.82% 3	2.94% 1	34	3.29
We have a method for communicating the activities and decisions of the group to all members.	50.00% 17	44.12% 15	2.94% 1	2.94% 1	34	3.41
There are clearly defined roles for group members.	36.36% 12	45.45% 15	9.09% 3	9.09% 3	33	3.09

**Please provide comments for the Structure section in the space below.**

This is in process. I would anticipate that over the remainder of 2016 this will be improved top True.

The Structure/Governance group has provided a clearer understanding on these items. We have done a great job to identify and memorialize the norms on slides and laminated cards that Board Members see monthly.

As with any new board or elected position - the first few meetings - you are drinking from a fire hose and I think that is true with DRCOG. With the new "organizational structure" it would be nice to have an overview of the committees, what they represent, who currently serves, when seats come open, what the current time commitment is for these committees.

In the past there seemed to be too many committees and groups attended by basically the same members. The Board should continue to work at getting the business of the organization efficiently concluded in the fewest number of meetings.

Very new to the process and do not have enough of a history to answer most of the questions.

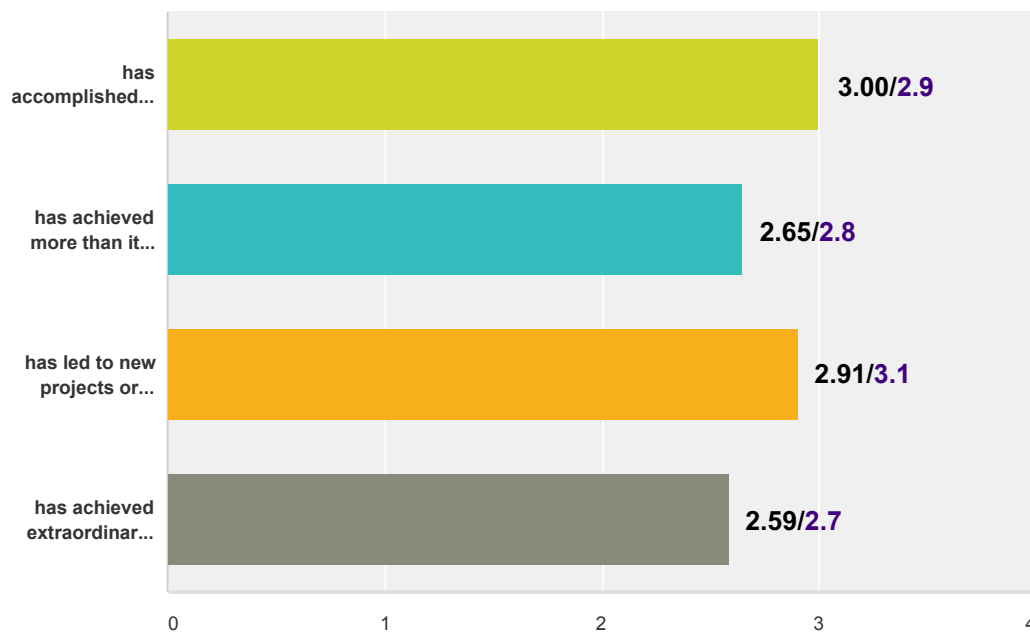
I have not been on a committee so there is no history to draw upon.

The tie that binds is Connie

At this time, the new committees will be/are 'in process.'

Unfortunately this is still new, but with all the discussions and documentation, we have clear direction for such committees. I am excited for our future.

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



	True	More True than False	More False than True	False	Total	Weighted Average
has accomplished its specific objective	20.00% 5	64.00% 16	12.00% 3	4.00% 1	25	3.00
has achieved more than its original objectives.	8.70% 2	56.52% 13	26.09% 6	8.70% 2	23	2.65
has led to new projects or efforts.	26.09% 6	52.17% 12	8.70% 2	13.04% 3	23	2.91
has achieved extraordinary success.	13.64% 3	45.45% 10	27.27% 6	13.64% 3	22	2.59

**Please provide comments for the General Success section in the space below.**

I believe it is proceeding better than anticipated.

I do not have the familiarity to offer a valid opinion.

I don't recall the Board ever getting an interim update on the measures that the Board set for the examples. It would be nice to get at least an annual update or have a dashboard for the Board to review to determine how we are progressing. I do believe this is a feature that we are currently working on and will be available in the near future.

As a region (the Denver metro area), I believe overall we are successful.

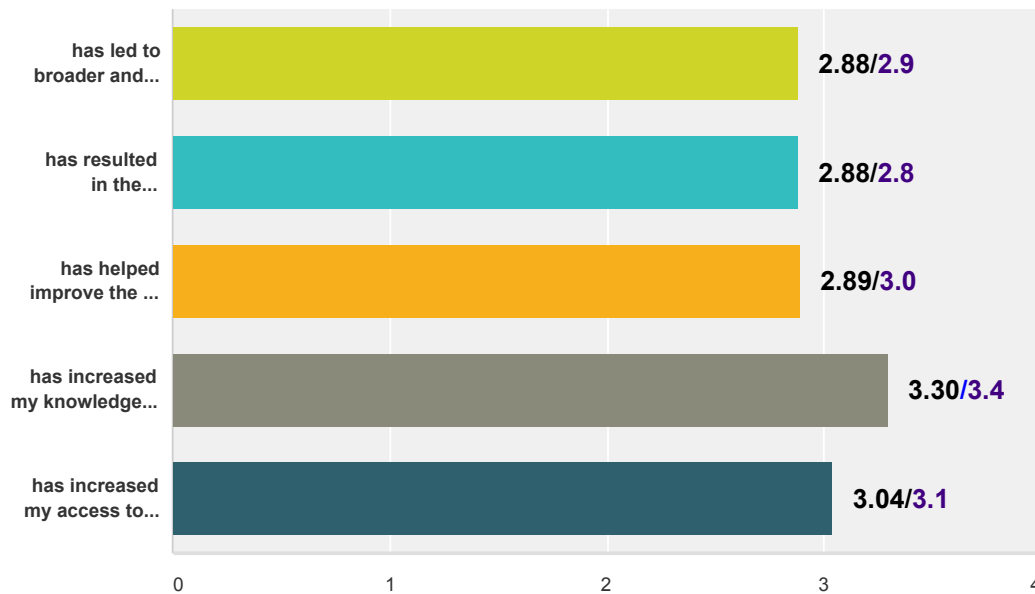
Provide time on Board agenda for members to share status and successes of collaborative projects at meetings.

My only knowledge is from the US 36 project which is very successful

I am hard pressed to think of new overall projects as opposed to specific projects

I still say we are failing to succeed in our central role as the RTP for the Region.

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



	True	More True than False	More False than True	False	Total	Weighted Average
has led to broader and more meaningful engagement of diverse partners.	34.62% 9	34.62% 9	15.38% 4	15.38% 4	26	<b>2.88</b>
has resulted in the emergence of new leaders committed to collaboration.	23.08% 6	53.85% 14	11.54% 3	11.54% 3	26	<b>2.88</b>
has helped improve the way our participating jurisdictions work together.	18.52% 5	59.26% 16	14.81% 4	7.41% 2	27	<b>2.89</b>
has increased my knowledge of resources outside of my agency/organization.	46.67% 14	43.33% 13	3.33% 1	6.67% 2	30	<b>3.30</b>
has increased my access to resources outside of my agency/ organization for my community.	37.04% 10	40.74% 11	11.11% 3	11.11% 3	27	<b>3.04</b>



**Please provide comments for the Community Involvement & Collaboration section in the space below.**

It has allowed greater networking and interaction with Directors and resources

Still learning

DRCOG has broadened my perspective and ability to understand and communicate regional concerns and goals.

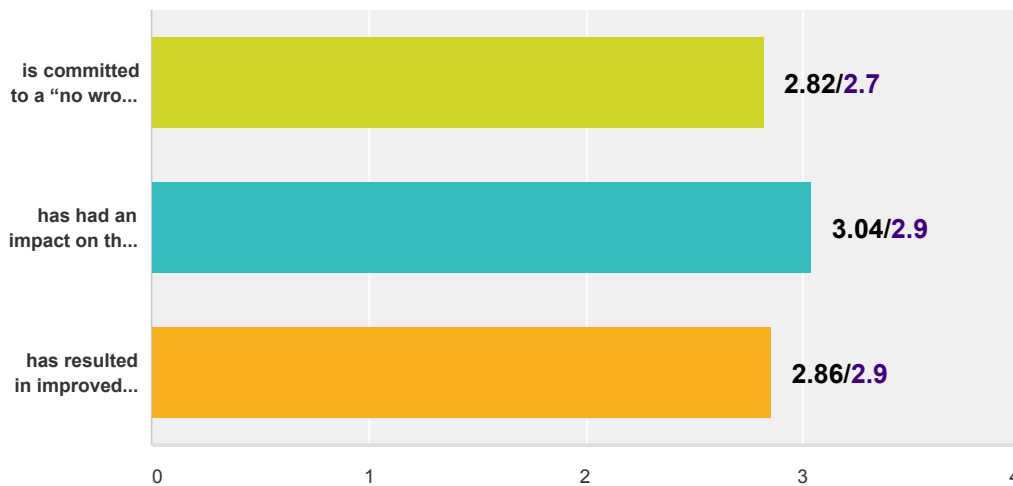
DRCOG is the excuse that brings diverse municipalities together to talk and help each other out in many functional areas outside the scope of DRCOG. Attending DRCOG meetings allow Board Members to get together, ask questions and share knowledge. This allows the region to become a community that is more effective and efficient.

It appears that more jurisdictions are engaging during board discussions. It certainly appears more collaborative than prior years.

Very new to the process and do not have enough of a history to answer most of the questions. Some new self appointed leaders have emerged.

**VIII. Outcomes** refer to the extent to which members believe the collaborative has had an impact on the outcomes it is targeting.

For example an outcome is; The built environment accommodates the needs of residents of all ages, incomes, and abilities; Development patterns are easy to navigate, enhance multimodal connectivity, and maximize the ability for all people to access opportunities. (Metro Vision 2035) Our Collaborative...



	True	More True than False	More False than True	False	Total	Weighted Average
is committed to a "no wrong door" approach where any idea can be considered.	25.00% 7	46.43% 13	14.29% 4	14.29% 4	28	2.82
has had an impact on the outcomes it is targeting.	25.00% 7	57.14% 16	14.29% 4	3.57% 1	28	3.04
has resulted in improved outcomes for the population served.	17.24% 5	58.62% 17	17.24% 5	6.90% 2	29	2.86

**Please provide comments for the Outcomes section in the space below.**

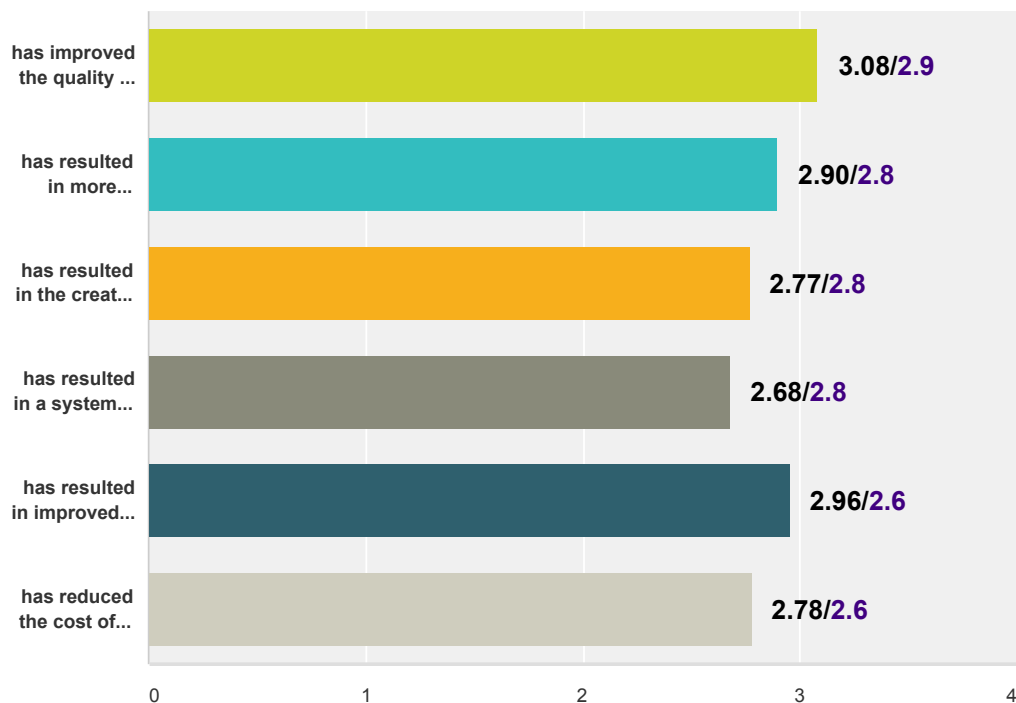
This varies depending upon the specific outcome you're talking about. It would be helpful to survey us on the specific Metro Vision goals or major DRCOG program areas; it would give a more accurate picture of where we are doing well and where we aren't

This item seems to be somewhat esoteric as presented.

I would like DRCOG to take a more active role in promoting collaboration between a county and their towns and cities. Providing consultative services to the smaller communities that do not have the numbers and provide them discussion on best practices and visioning on where they are at in the cycle and what to expect and how to effectively plan.

Improved outcomes are limited.

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



	True	More True than False	More False than True	False	Total	Weighted Average
has improved the quality of services for the population served.	34.62% 9	42.31% 11	19.23% 5	3.85% 1	26	3.08
has resulted in more streamlined service provision across participating jurisdictions/organizations.	15.00% 3	65.00% 13	15.00% 3	5.00% 1	20	2.90
has resulted in the creation of a system that is easier for the population served to navigate.	13.64% 3	59.09% 13	18.18% 4	9.09% 2	22	2.77
has resulted in a system that makes it easier for population served to access needed services.	9.09% 2	59.09% 13	22.73% 5	9.09% 2	22	2.68
has resulted in improved quality of services within my agency/ organization due to our participation on the DRCOG Board.	26.09% 6	47.83% 11	21.74% 5	4.35% 1	23	2.96
has reduced the cost of delivering services for the population served by my agency/organization that are also served by DRCOG.	22.22% 4	44.44% 8	22.22% 4	11.11% 2	18	2.78

**Please provide comments for the Quality of Services section in the space below.**

DRCOG does not provide direct services to the public overall, outside the AAA. I would rate the AAA highly for direct service provision, but since the DRCOG board is more involved in transportation and regional planning, I don't think it is accurate to evaluate those pieces of our work as services to a population in this way. Difficult to determine outcome at this time

Still learning

My comments above are primarily directed to DRCOG's AAA services. I don't believe the Board Directors make decisions that strongly impact the access or delivery of those services. It is the good work of staff.

Improvement needed to disclose all agencies that provide senior services. A comprehensive website that outlines all public and private service providers for seniors would be great.

Government, by it's very nature is inefficient. With increased services, inherently, comes increased complexity and increased cost.

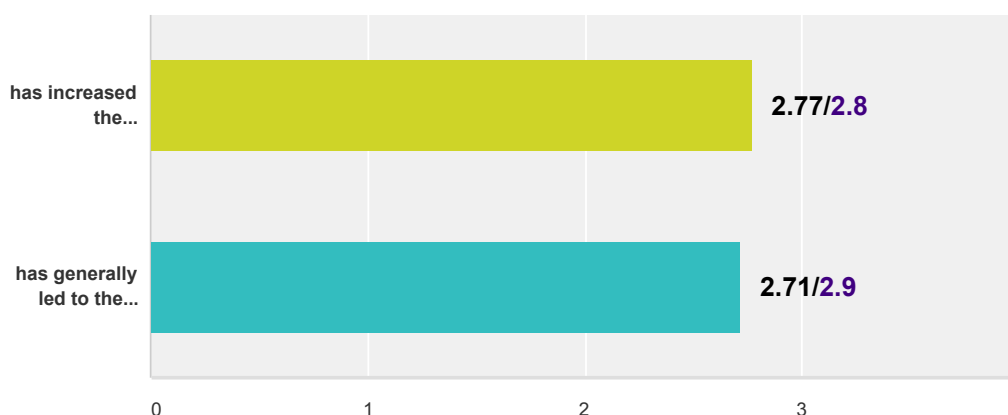
Very new to the process and do not have enough of a history to answer most of the questions.

Our population has been undeserved and fights for all of it's services.

I'm not aware of any substantially improved services or in reduced costs in my town or surrounding county.

I find it hard to believe that anyone could be positive in this area.

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



	True	More True than False	More False than True	False	Total	Weighted Average
has increased the availability of continuous and uninterrupted services for the population served by DRCOG, regardless of the funding source.	18.18% 4	54.55% 12	13.64% 3	13.64% 3	22	2.77
has generally led to the creation of more comprehensive services plans for the population served by participating jurisdictions/organizations.	23.81% 5	42.86% 9	14.29% 3	19.05% 4	21	2.71

**Please provide comments for the Fragmentation of Services section in the space below.**

Again, "service" is a very awkward term. But I do think the transportation system we deliver is more streamlined because of DRCOG's role.

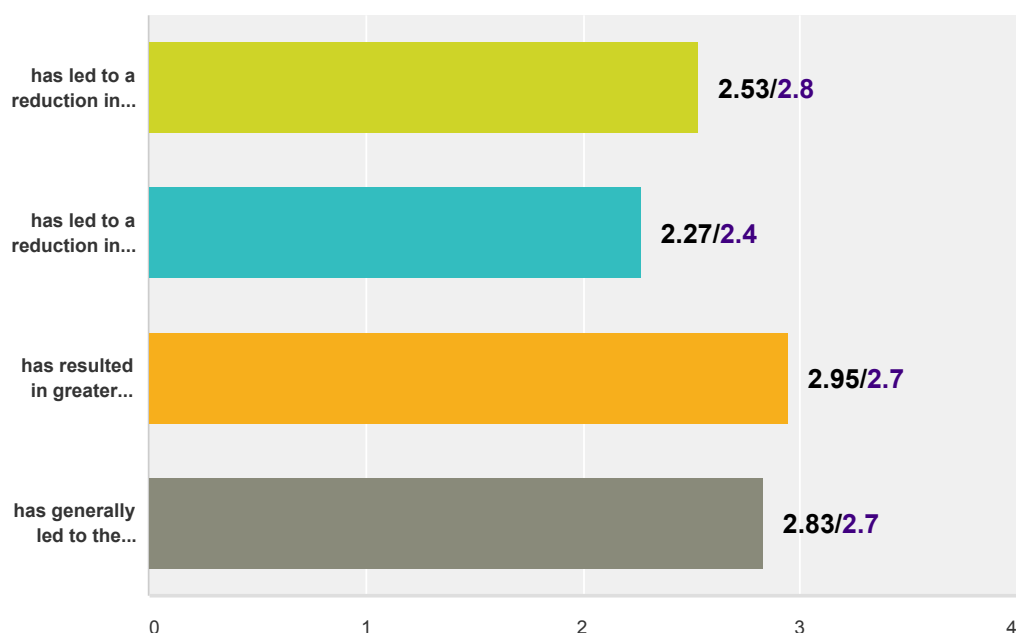
Again this is difficult to judge at this time. It seems to be improving.

We appreciate (northern jurisdictions DRCOG's effort to utilize additional funding for the rail study.

Again I am hard pressed to be positive in this area.



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



	True	More True than False	More False than True	False	Total	Weighted Average
has led to a reduction in the duplication of overlapping services across all participating jurisdictions/organizations when serving the region.	5.88% 1	58.82% 10	17.65% 3	17.65% 3	17	2.53
has led to a reduction in the number of professionals providing overlapping services for the population served.	0.00% 0	60.00% 9	6.67% 1	33.33% 5	15	2.27
has resulted in greater integration of services for the population served.	21.05% 4	63.16% 12	5.26% 1	10.53% 2	19	2.95
has generally led to the creation of more comprehensive services plans for the population served.	16.67% 3	66.67% 12	0.00% 0	16.67% 3	18	2.83



**Please provide comments for the Duplication of Services section in the space below.**

DRCOG doesn't provide services outside the AAA directly to constituents.

I think this answer may differ depending upon whether you're thinking of the AAA or transportation.

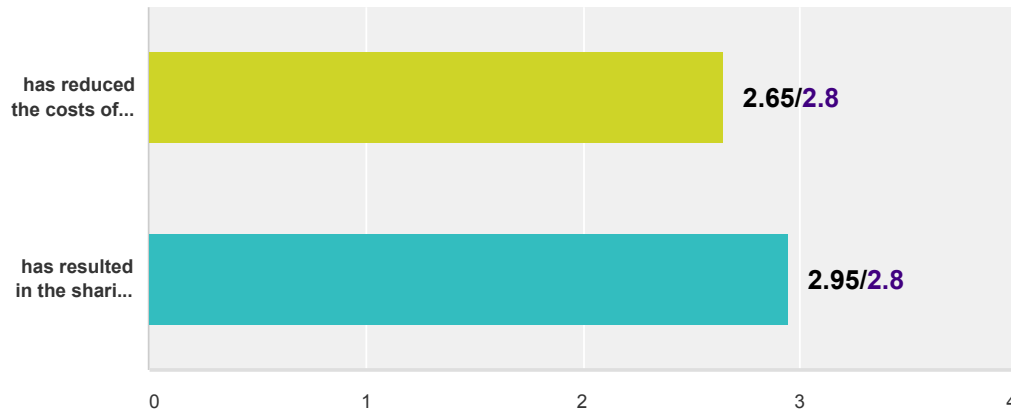
Again exposure to date here does not allow a informed decision of success here to be made.

I think we are still at the discovery and awareness phase. In the coming years, I believe we can work together to eliminate redundancy and increase efficiency.

The above is true for only some populations, not all

This area is one where there has been an increase in the number of professionals not a decrease.

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



	True	More True than False	More False than True	False	Total	Weighted Average
has reduced the costs of delivering services to the population served.	10.00% 2	65.00% 13	5.00% 1	20.00% 4	20	2.65
has resulted in the sharing of costs between jurisdictions/ organizations participating in the collaborative.	18.18% 4	63.64% 14	13.64% 3	4.55% 1	22	2.95

**Please provide comments for the Costs section in the space below.**

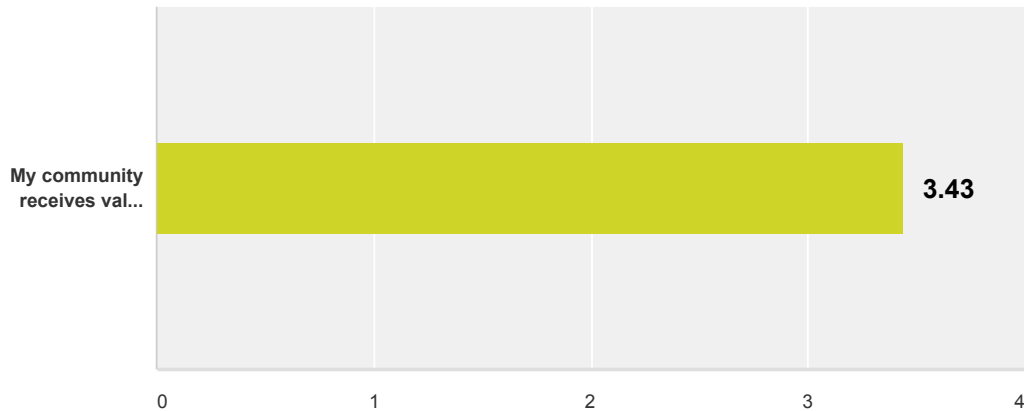
This has created the view that we are improving and succeeding

Not sure of the evidence for sharing of costs...projects are focused more on the individual entity with little emphasis or description of the shared benefits and costs.

The number of sharing of costs is limited. There are instances where "partnerships", e.g. Denver and Glendale may have saved Glendale fire service costs, but the jury is still out on Englewood and Sheridan.



## Membership Value



	True	More True than False	More False than True	False	Total	Weighted Average
My community receives value from being a member of DRCOG.	63.89% 22	22.22% 8	8.33% 3	5.56% 2	35	3.43

**Please provide comments for the Membership Value section in the space below.**

My community receives value from DRCOG. DRCOG receives value from each of the involved communities also, but my community receives value also from the individual members of DRCOG.

Definitely not.

This is true both in information received, use of tools, and financial assistance.

Our community has benefited from grant funding for traffic signals. It is much appreciated and a project we wouldn't have completed without the use of DRCOG. Our entity (and I believe businesses) also utilize the aerial photography program.

Without question.

We are small and we are north. In general, the types of services and the scale at which they are offered are not often not relevant to my community and those that surround us at this time. As we grow, as the population of our area increases, as the transportation needs of the area in the "gap miles" on the northern I-25 corridor are addressed, DRCOG will become more relevant and more important.

Hard to estimate what we would have received if we were not members since we have had such a longstanding membership.

**Please provide additional comments in the  
section below.**

Questions VI thru XII do not readily fit with a clear vision of how they are actually working. The perception is that they are but I don't have confidence with the validity of the conclusion.

I see some real positive changes in DRCOG recently. I think the "on-boarding" program will deepen the level of understanding and commitment for new directors. I've been around for a while and I still don't know all the ins and outs of the organization.

DRCOG has some real potential, but they are not as inclusive as they try to portray themselves. The bigger cities and the south metro area seem to have much more say. Collaboration should be more than just a word it should be an action.

DRCOG is overwhelmed by process. Many of the above questions seem redundant and what are you going to do with a negative response? It will take some time to understand what DRCOG actually does but I am looking forward to learning.

Survey was too long.





**OBSERVATIONS ON**

**DRCOG'S COLLABORATION ASSESSMENT**

**2016**

by

Carl E. Larson, Ph.D.

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## **OBSERVATIONS ON THE COLLABORATION ASSESSMENT 2015 TO 2016**

### **INTRODUCTION**

Last year I suggested that the board concentrate on three important dimensions in your collaboration assessment: authenticity, structural integrity, and strong leadership. You were already strong on those three dimensions, and your strengths positioned you to improve on these important qualities of collaboration. Your results are even better this year, and you have positioned yourselves to make continued improvements in the quality of your collaborative process.

### **SUSTAINING POSITIVE MOMENTUM**

When examining the change from 2015 to 2016, you will see that very consistent improvements have occurred on authenticity and strong leadership. The change in structural integrity, though less consistent, nevertheless shows improvement in key items, such as “the process responds fairly to the needs of its members.” The foundations are still there, and getting stronger. Authenticity and strong leadership showed marked improvement.

Your discussions of the results of your assessments should and probably will explore multiple alternative places to focus your energies. Let me suggest one particularly problematic area which threatens the success of many collaborations. Consider the following combination of circumstances.

\*In 2015 one of your lowest rated items was an authenticity item: “In the process, strings are being pulled from outside board discussion which influence important decisions.” This item also showed by far, the least amount of change from 2015 to 2016 among authenticity items. Your open-ended comments reinforce member concerns about this issue.

\*Authenticity is the factor which best predicts collaborative success and often leads to the all-important development of collective identity. It also is the factor that characterizes the extraordinary failures of some collaboratives. Last year I described briefly an example of failed collaboration in a Colorado community initiative. I have encountered some very unusual failures resulting from collaborations which were experienced by participants as “phony.” If people are led to believe that their efforts are genuine and their time together will result in real decisions on important issues, and then they discover that decisions are often predetermine outside the collaborative process, they can become cynical and counter-productive. They can sabotage entire organizations, allow faulty plans to be implemented that they know will fail terribly, engage in actions that they know to be disastrous but which grow from disillusionment with the process. I doubt if your board is anywhere near these conditions, but an inauthentic process is a bomb ready to explode. It is a good strategy to correct the problem before it gets worse.

## **THE IMPORTANCE OF AN EXPERIMENTAL MINDSET**

Whether you decide to focus on authenticity or some other aspect of your collaboration, you can derive considerable comfort from knowing that when it comes to collaborative leadership, “doing something” is usually more important than “doing the right thing.” For example, it is more important that you and your spouse have agreed on *how* you will handle contention or conflict rather than deciding on the *best way* to handle contention or conflict. It is more important that your team members are following the *same* problem-solving process rather than using the *right* problem-solving process.

As your board discusses authenticity, it is more important that you end by *trying something*, rather than waiting until you have agreed on the *solution* to the problem. As long as you are trying something, you are likely to find a way to improve the situation. If you are not trying to make conditions better, they rarely improve on their own.

## **PERSEVERANCE**

Clearly, you have taken action to address the issues raised by your 2015 assessment. With successful collaboratives that action is usually a *first step* moving in the direction of finding a strategy for solving a problem. What matters now is the perseverance of the group in monitoring its progress and adjusting its problem-solving strategies. One way that perseverance is enhanced is by a strategy which has been labelled “vigilant function.”

Vigilant function involves assigning responsibility for monitoring a problem or issue and keeping that problem or issue *in front* of the group as a whole. Leadership research has strongly reinforced the finding that more successful leadership involves the willingness to identify, raise, and resolve the difficult issues that are impacting a group’s performance.

Your improved ratings on “strong leadership” are consistent with collaboration success. You have identified and raised a *difficult* issue and have taken the *first step* toward resolving it. You have a newly created infrastructure which now includes a Finance and Budget Committee and a Performance and Engagement Committee. Your Performance and Engagement Committee now can be responsible for leading the process of identifying, raising, and acting upon the issues impacting the success of your collaborative efforts.

## **CELEBRATE YOUR PROGRESS**

Since the early research from MIT and Harvard on how groups manage contention, we have known that the threats most likely to deter collaboration are competition among group members and the adoption of strategies which pursue *self-interest* rather than *common goal*. These are among the most difficult issues to manage in groups, especially which decide “who gets what.”

You have done a remarkable job of taking the first steps toward addressing issues which have plagued collaborative efforts, probably throughout history. From what I have seen in 50 years of studying this process, what you are doing deserves continued optimism and commitment.

## **Carl E. Larson, Ph.D.**

Carl Larson is Professor Emeritus of Human Communication Studies and past Dean of Social Sciences at the University of Denver. Teaching is his life's work, and he has enjoyed engaging in it with undergraduates, master's, doctoral, and post-doctoral students. After retirement from teaching, he continues to work in seminars and workshops with a very wide range of adult participants. Dr. Larson has received many awards for teaching excellence, including the Driscoll Master Educator Award given by the students of the University of Denver to the University's outstanding professor.

Dr. Larson's main research activities have focused on groups and teams, leadership, collaboration, and negotiation. He has co-authored eight books on these topics, including:

***Successful Communication and Negotiation***, with Alvin Goldberg (Gardena, CA: International Right of Way Association, 1992).

***Collaborative Leadership***, with David Chrislip (San Francisco: Jossey-Bass, 1994).

***Teamwork: What Must Go Right/What Can Go Wrong***, with Frank LaFasto (Newbury Park, CA: Sage, 1989).

***When Teams Work Best***, with Frank LaFasto (Newbury Park, CA: Sage, 2002).

***The Humanitarian Leader in Each of Us: 7 Choices that Shape a Socially Responsible Life***, with Frank LaFasto (Newbury Park, CA: Sage, 2012).

Dr. Larson's research and consulting have moved increasingly to issues of collaborative leadership, when individuals must come together from different sectors, interests, backgrounds, positions, and values. These differing stakeholders must reach an agreement about how to manage a situation that requires a resolution.

Dr. Larson studies leaders who do this well and what account for their success. As a result, much of his consulting is done for institutions, such as: The Regional Institute for Health and Environmental Leadership (Denver, CO), The Collaborative Management Program of the State of Colorado, the Colorado Center for Nursing Excellence, The Kansas Leadership Center, and others.

In addition to his awards for teaching excellence, Dr. Larson has received awards for research (e.g. The Omni Award for contributions to evaluation research) and for community service (e.g. The Florence Sabin Award from the Colorado Public Health Association).

Dr. Larson has had considerable experience developing courses and programs for delivery to specific audiences. Some of these experiences include:

- He was selected the subject matter expert for the collaborative leadership program developed by the Turning Point Initiative on improving public health leadership, funded by the Robert Wood Johnson Foundation.
- He, with his colleague, Alvin Goldberg, developed the team leadership courses, public hearings program and the communication and negotiation courses for the International Right-of-Way Association, an association of over 10,000 professional negotiators.
- He was the content expert for the team leadership and collaboration program developed by UniVentures for their clients.
- He was a founding faculty in 1994 of the Pioneer Leadership Program at the University of Denver, an undergraduate program that was featured in the Chronicles of Higher Education and became an early model for academic leadership programs.
- He, along with his colleague Frank LaFasto, developed assessments on teamwork, team leadership, collaborative leadership, and interpersonal effectiveness used by Baxter Healthcare, the FBI, AT&T, the Leadership and Management Institute at CDC, and many other organizations.
- Dr. Larson has conducted research on leadership and collaboration for projects funded by the Rockefeller Foundation (in Africa), the MacArthur and Luce Foundations (on the American Leadership Forum, funded by these foundations), the U.S. Congress (on metropolitan planning organizations), the Colorado Trust (on sustainability of their Healthy Communities grants), the Collaborative Management Program of the state of Colorado (on the success of county programs for assisting at-risk youth and families) among many others.

**ATTACH I**

To: Chair and Members of the Board of Directors

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

Meeting Date	Agenda Category	Agenda Item #
September 21, 2016	Informational Item	17

**SUBJECT**

September Administrative modifications to the *2016-2021 Transportation Improvement Program*.

**PROPOSED ACTION/RECOMMENDATIONS**

No action requested. This item is for information.

**ACTION BY OTHERS**

N/A

**SUMMARY**

Per the DRCOG Board adopted [Policy on Transportation Improvement Program \(TIP\) Preparation](#), administrative modifications to the 2016-2021 TIP are reviewed and processed by staff. Administrative modifications represent revisions to TIP projects that do not require formal action by the DRCOG Board.

Once processed, the projects are posted on the [DRCOG 2016-2021 TIP web page](#) and emailed to the TIP Notification List, which includes members of the Regional Transportation Committee, the Transportation Advisory Committee, TIP project sponsors, staff of various federal and state agencies, and other interested parties.

The September 2016 Administrative Modifications are listed and described in the attachment. Highlighted items in the attachment depict project revisions.

**PREVIOUS DISCUSSIONS/ACTIONS**

N/A

**PROPOSED MOTION**

N/A

**ATTACHMENT**

- September 2016: 2016-2021 TIP Administrative Modifications

**ADDITIONAL INFORMATION**

If you need additional information, please contact Douglas W. Rex, Director, Transportation Planning & Operations at 303 480-6747 or [drex@drcog.org](mailto:drex@drcog.org).

## ATTACHMENT

To: TIP Notification List

From: Douglas W. Rex, Transportation Planning & Operations Director

Subject: September Administrative Modifications to the 2016-2021 Transportation Improvement Program

Date: September 21, 2016

### SUMMARY

- Per the [Policy on Transportation Improvement Program \(TIP\) Preparation](#), administrative modifications are reviewed and processed by staff. They are emailed to the TIP Notification List, and posted on the [DRCOG 2016-2021 TIP web page](#).
- The TIP Notification List includes the members of the Denver Regional Council of Governments (DRCOG) Regional Transportation Committee and Transportation Advisory Committee, TIP project sponsors, staffs of various federal and state agencies and other interested parties. The notification via e-mail is sent when administrative modifications have been made to the 2016-2021 TIP. If you wish to be removed from the TIP Notification List, please contact Mark Northrop at (303) 480-6771 or via e-mail at [mnorthrop@drcog.org](mailto:mnorthrop@drcog.org).
- Administrative modifications represent minor changes to TIP projects not defined as “regionally significant changes” for air quality conformity findings or per CDOT definition. For more information on the TIP modification policy, visit the [DRCOG 2016-2021 TIP web page](#).
- Projects included through this set of administrative modifications are listed below. The attached describes each modification.

### PROJECTS TO BE MODIFIED

- **2012-107: Enhanced Mobility for Elderly and Disabled (FTA 5310)**  
Add funds and projects to pool.
- **2016-004: Regional Transportation Operations Pool**  
Add projects to pool.
- **2007-133: Region 4 Bridge On-System Pool**  
Remove funds and project from pool; add funds to a project.
- **2012-121: Region 4 Non-Regionally Significant RPP Pool**  
Remove project and shift funds to another project; add project and funds to pool.
- **2008-081: North I-25: Front Range EIS**  
Shift and add funds.
- **2016-055: I-25: 120th Ave to SH-7 Managed Lanes**  
Add funds, extend project limits, and change project sponsor.
- **2016-057: Region 1 RPP Pool**  
Remove project and shift to new stand-alone project.
- **Request: I-25 S PEL: Monument to C-470**  
New stand-alone project and add funds.



**2012-107:** Add funds and projects to the pool; revise existing pool project names to indicate small urban or large urban UZA.

## Existing

Title: **Enhanced Mobility for Elderly and Disabled (FTA 5310)**

Project Type: **Transit Operational Improvements**

TIP-ID: **2012-107**

STIP-ID:

Open to Public:

Sponsor: **CDOT**

### Project Scope

Funds will be used for Mobility Management and activities such as purchase of vans and operating assistance for door-to-door service for the elderly and disabled.

Affected County(ies)

Regional



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

Facility Name	Start-At and End-At	Cost (1,000s)	Facility Name (Cont)	Start-At and End-At	Cost (1,000s)	Facility Name (Cont)	Start-At and End-At	Cost (1,000s)
Via	Call Center Operating (FY16)	\$270	Via	Rebuild 3 Body-on-Chassis Paratransit Buses (FY16)	\$27	Broomfield	Support Software Dispatch (from FY15)	\$24
Via	Mobility Management (Travel Training, MM) (FY16)	\$300	SRC	A-Lift Fleet Replacements (FY16)	\$128	SRC	Purchase Tablets (from FY15)	\$37
SRC	Operational Support (FY16)	\$250	SRC	SCR Fleet Vehicle Replacements (FY16)	\$120	CNDC	Brokerage (from FY15)	\$33
Douglas County	Mobility Management (FY16)	\$109	Easter Seals Colorado	BOC Replacement	\$50	CNDC	Mobility Management (from FY15)	\$128
Douglas County	Capital Operating (FY16)	\$176	Via	Rebuild One Paratransit Van (FY16)	\$9	Douglas County	Mobility Management (from FY15)	\$53
Via	Mobility Management (Travel Training) (FY16)	\$200	SRC	Two Replacement BOCs (from FY15)	\$128	SRC	Mobility Management (from FY15)	\$47
Colorado Nonprofit Development Center	DRMAC (FY16)	\$200	Broomfield	Two BOC Replacements (from FY15)	\$79	SRC	Brokerage (from FY15)	\$100
SRC	Brokerage/Mobility Management (FY16)	\$230	Easter Seals	Replacement Paratransit Bus (from FY15)	\$45	Via	Travel Training (from FY15)	\$167
SRC	3 A-Lift busses (FY16)	\$238	SRC	BOC Replacement (from FY15)	\$33	SRC	Operating (from FY15)	\$130
SRC	A-Lift sedan (FY16)	\$43	SRC	Replacement Vehicle (From FY15)	\$46	Via	Four Replacment BOC (from FY15)	\$181
SRC	Bus replacements for urban area (FY16)	\$152	SRC	Replacement Vehicles (from FY15)	\$128	Via	Two BOC Rehas (from FY15)	\$18
SRC	Sedans for urban area (FY16)	\$55	SRC	Replace 5 Sedans (from FY15)	\$112	Via	Paratransit Vehicle Replacements (from FY15)	\$199
SRC	Bus purchases for urban area (FY16)	\$152	SRC	1 Sedan (from FY15)	\$36	Via	Operating (from FY15)	\$252
Via	Replace 3 Body-on-Chassis Paratransit Buses (FY16)	\$136	Development Pathways	Purchase Expansion BOC (from FY15)	\$52	Via	Mobility Management (from FY15)	\$201
Amounts in \$1,000s	Prior Funding	FY16	FY17	FY18	FY19	FY20-21	Future Funding	Total Funding
Federal		\$0	\$0	\$0	\$0	\$0		
Federal (5310)		\$2,692	\$2,228	\$0	\$0	\$0		
State		\$0	\$0	\$0	\$0	\$0		
State (Faster-T)		\$104	\$0	\$0	\$0	\$0		
Local		\$673	\$844	\$0	\$0	\$0		
Total	\$6,329	\$3,469	\$3,072	\$0	\$0	\$0	\$0	\$12,870

## Revised Pool Projects and Funding Table

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

Facility Name	Start-At and End-At	Cost (\$1,000s)	Facility Name (Cont)	Start-At and End-At	Cost (\$1,000s)	Facility Name (Cont)	Start-At and End-At	Cost (\$1,000s)
Via	Call Center Operating (FY16 <small>Small Urban</small> )	\$270	Via	Rebuild One Paratransit Van (FY16 <small>Small Urban</small> )	\$9	SRC	Operating (from FY15 <small>Large Urban</small> )	\$130
Via	Mobility Management (Travel Training, MM) (FY16 <small>Small Urban</small> )	\$300	SRC	Two Replacement BOCs (from FY15 <small>Large Urban</small> )	\$128	Via	Four Replacment BOC (from FY15 <small>Small Urban</small> )	\$181
SRC	Operational Support (FY16 <small>Large Urban</small> )	\$250	Broomfield	Two BOC Replacements (from FY15 <small>Large Urban</small> )	\$79	Via	Two BOC Rehas (from FY15 <small>Small Urban</small> )	\$18
Douglas County	Mobility Management (FY16 <small>Large Urban</small> )	\$109	Easter Seals	Replacement Paratransit Bus (from FY15 <small>Large Urban</small> )	\$45	Via	Paratransit Vehicle Replacements (from FY15 <small>Small Urban</small> )	\$199
Douglas County	Capital Operating (FY16 <small>Large Urban</small> )	\$176	SRC	BOC Replacement (from FY15 <small>Large Urban</small> )	\$33	Via	Operating (from FY15 <small>Small Urban</small> )	\$252
Via	Mobility Management (Travel Training) (FY16 <small>Large Urban</small> )	\$200	SRC	Replacement Vehicle (From FY15 <small>Large Urban</small> )	\$46	Via	Mobility Management (from FY15 <small>Small Urban</small> )	\$201
CNDC	DRMAC (FY16 <small>Large Urban</small> )	\$200	SRC	Replacement Vehicles (from FY15 <small>Large Urban</small> )	\$128	CNDC	Regional Mobility Management (from FY16 <small>Large Urban</small> )	\$82
SRC	Brokerage/Mobility Management (FY16 <small>Large Urban</small> )	\$230	SRC	Replace 5 Sedans (from FY15 <small>Large Urban</small> )	\$112	Douglas County	S310 Mobility Management (from FY16 <small>Large Urban</small> )	\$71
SRC	3 A-Lift buses (FY16 <small>Large Urban</small> )	\$238	SRC	1 Sedan (from FY15 <small>Large Urban</small> )	\$36	Douglas County	S310 capital operating (from FY16 <small>Large Urban</small> )	\$202
SRC	A-Lift sedan (FY16 <small>Large Urban</small> )	\$43	Development Pathways	Purchase Expansion BOC (from FY15 <small>Large Urban</small> )	\$52	SRC	Operations support for SRC transportation (from FY16 <small>Large Urban</small> )	\$250
SRC	Bus replacements for urban area (FY16 <small>Large Urban</small> )	\$152	Broomfield	Support Software Dispatch (from FY15 <small>Large Urban</small> )	\$24	SRC	Mobility Mgmt. to enhance trip services (from FY16 <small>Large Urban</small> )	\$230
SRC	Sedans for urban area (FY16 <small>Large Urban</small> )	\$55	SRC	Purchase Tablets (from FY15 <small>Large Urban</small> )	\$37	Via	Mobility Management (from FY16 <small>Large Urban</small> )	\$200
SRC	Bus purchases for urban area (FY16 <small>Large Urban</small> )	\$152	CNDC	Brokerage (from FY15 <small>Large Urban</small> )	\$33	Easter Seals	Vehicle purchase (from FY16 <small>Large Urban</small> )	\$50
Via	Replace 3 Body-on-Chassis Paratransit Buses (FY16 <small>Small Urban</small> )	\$136	CNDC	Mobility Management (from FY15 <small>Large Urban</small> )	\$128	SRC	3 BOC replacements, 1 sedan (from FY16 <small>Large Urban</small> )	\$165
Via	Rebuild 3 Body-on-Chassis Paratransit Buses (FY16 <small>Small Urban</small> )	\$27	Douglas County	Mobility Management (from FY15 <small>Large Urban</small> )	\$53	Via	3 BOC replacements (from FY16 <small>Small Urban</small> )	\$136
SRC	A-Lift Fleet Replacements (FY16 <small>Large Urban</small> )	\$128	SRC	Mobility Management (from FY15 <small>Large Urban</small> )	\$47	Via	Call Center/Brokerage (from FY16 <small>Small Urban</small> )	\$270
SRC	SCR Fleet Vehicle Replacements (FY16 <small>Large Urban</small> )	\$120	SRC	Brokerage (from FY15 <small>Large Urban</small> )	\$100	Via	Mobility Management & Travel Training (from FY16 <small>Small Urban</small> )	\$150
Easter Seals Colorado	BOC Replacement ( <small>Large Urban</small> )	\$50	Via	Travel Training (from FY15 <small>Large Urban</small> )	\$167			

Amounts In \$1,000s	Prior Funding	FY16	FY17	FY18	FY19	FY20-21	Future Funding	Total Funding
Federal		\$0	\$0	\$0	\$0	\$0		
Federal (5310)		\$2,692	\$4,035	\$0	\$0	\$0		
State		\$0	\$0	\$0	\$0	\$0		
State (Faster-T)		\$104	\$0	\$0	\$0	\$0		
Local		\$673	\$1,483	\$0	\$0	\$0		
Total	\$6,329	\$3,469	\$5,518	\$0	\$0	\$0	\$0	\$15,316

**2016-004:** Add local agency projects to the pool previously selected through separate call for projects.

## Existing

Title: **Regional Transportation Operations Pool**

Project Type: **Congestion Management**

TIP-ID: **2016-004**

STIP-ID:

Open to Public:

Sponsor: **DRCOG**

### Project Scope

A pool to fund capital improvements to traffic signal systems, traffic signal timing and coordination work, traffic signal system engineering and design, and intelligent transportation systems projects.

Affected County(ies)

Regional



Amounts in \$1,000s	Prior Funding	FY16	FY17	FY18	FY19	FY20-21	Future Funding	Total Funding
Federal (CMAQ)		\$4,839	\$4,200	\$4,200	\$4,200	\$0		
State		\$0	\$0	\$0	\$0	\$0		
Local		\$1,210	\$1,050	\$1,050	\$1,050	\$0		
Total	\$0	\$6,049	\$5,250	\$5,250	\$5,250	\$0	\$0	\$21,799

## Added Pool Projects

Facility Name	Start-At and End-At	Cost (1,000s)	Facility Name (Cont)	Start-At and End-At	Cost (1,000s)	Facility Name (Cont)	Start-At and End-At	Cost (1,000s)
Arvada	Extend communications on 84th Ave	\$15	Commerce City	Upgrade cabinets and controllers on SH 2	\$99	CDOT Region 1	Ramp metering upgrades on I-25	\$308
Brighton	Upgrade traffic signal controllers citywide	\$41	Superior/Louisville	Upgraded signal control system on McCaslin Blvd	\$142	Centennial	Travel time and conditions monitoring citywide	\$106
CDOT	Travel time monitoring system equipment on Arapahoe Rd	\$104	CDOT Region 1	Upgrade communications on Federal Blvd	\$302	Denver	Travel time monitoring expansion on 56th Ave, Federal Blvd, and Hampden Ave	\$273
CDOT	Travel time monitoring system equipment on Wadsworth Blvd	\$346	Denver	Upgrade controllers, communications and install UPS - CBD	\$2,089	Denver	Center-to-Center feasibility report	\$160
Centennial	Extend communications on Arapahoe Rd	\$2	Thornton	Upgrade communications, controllers on Colorado Blvd	\$529	Lakewood	Travel time monitoring on Colfax, Alameda, Kilping, Simms/Union	\$199
Commerce City	Upgrade cabinets and controllers on Quebec St	\$33	Thornton	Upgrade communications, controllers on 136th, 104th, and 88th Ave	\$412			

**2007-133:** Remove one project from the pool, add funding to another; decrease overall funding.

## Existing

Title: **Region 4 Bridge On-System Pool**

Project Type: **Bridge**

TIP-ID: **2007-133**

STIP-ID: **SR46598**

Open to Public:

Sponsor: **CDOT Region 4**

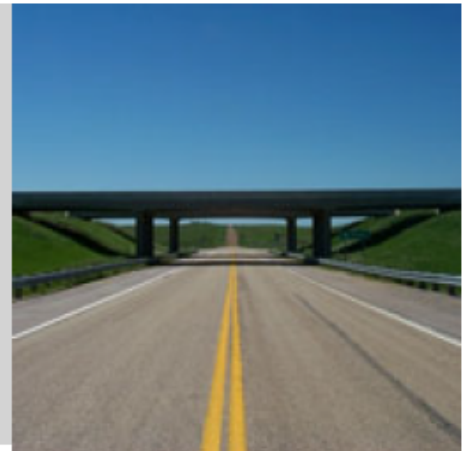
### Project Scope

Pool funds Region 4 On-System bridge projects.

Affected County(ies)

Boulder

Weld



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

Facility Name	Start-At and End-At	Cost (1,000s)	Facility Name (Cont)	Start-At and End-At	Cost (1,000s)	Facility Name (Cont)	Start-At and End-At	Cost (1,000s)
Bridge Asset Management	I-25, SH-157, US-287	\$2,565	US-287 (FY17)	Jasper Rd North	\$135	Boulder County Scour Package (FY17)	US-36, US-287, SH-7	\$3,330
SH-119 (FY18)	Boulder East, Niwot Rd to Hover St	\$220	SH-7 (FY19)	28th St to US-287	\$558			
Amounts in \$1,000s	Prior Funding	FY16	FY17	FY18	FY19	FY20-21	Future Funding	Total Funding
Federal (BR)		\$0	\$0	\$0	\$0	\$0		
State		\$1,565	\$4,465	\$220	\$558	\$0		
Local		\$0	\$0	\$0	\$0	\$0		
Total	\$0	\$1,565	\$4,465	\$220	\$558	\$0	\$0	\$6,808

Highlighted pool project to be removed as part of this modification.

## Revised Pool Projects and Funding Table

Facility Name	Start-At and End-At	Cost (1,000s)	Facility Name (Cont)	Start-At and End-At	Cost (1,000s)	Facility Name (Cont)	Start-At and End-At	Cost (1,000s)
Bridge Asset Management	I-25, SH-157, US-287	\$2,565	US-287 (FY17)	Jasper Rd North	\$135			
SH-119 (FY18)	Boulder East, Niwot Rd to Hover St	\$220	SH-7 (FY19)	28th St to US-287	\$613			
Amounts in \$1,000s	Prior Funding	FY16	FY17	FY18	FY19	FY20-21	Future Funding	Total Funding
Federal (BR)		\$0	\$0	\$0	\$0	\$0		
State		\$1,565	\$1,135	\$220	\$613	\$0		
Local		\$0	\$0	\$0	\$0	\$0		
Total	\$0	\$1,565	\$1,135	\$220	\$613	\$0	\$0	\$3,533

**2012-121:** Remove one project; add one project; increase funding on a project; and adjust funding by year and increase overall funding.

## Existing

Title: **Region 4 Non-Regionally Significant RPP Pool**

Project Type:

TIP-ID: **2012-121**

STIP-ID:

Open to Public:

Sponsor: **CDOT Region 4**

### Project Scope

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



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

Facility Name	Start-At and End-At	Cost (1,000s)	Facility Name (Cont)	Start-At and End-At	Cost (1,000s)	Facility Name (Cont)	Start-At and End-At	Cost (1,000s)
SH-66: WCR 7 Intersection Imp (FY17)		\$1,000	SH-66: Lyons to I-25 Access and PEL (FY17)		\$500	SH-66: PEL Implementation (FY18)		\$1,000
Amounts in \$1,000s	Prior Funding	FY16	FY17	FY18	FY19	FY20-21	Future Funding	Total Funding
Federal		\$0	\$0	\$0	\$0	\$0		
State (R P P)		\$0	\$1,500	\$1,000	\$0	\$0		
Local		\$0	\$0	\$0	\$0	\$0		
Total	\$5,100	\$0	\$1,500	\$1,000	\$0	\$0	\$0	\$7,600

Highlighted pool project to be removed as part of this modification.

## Revised Pool Projects and Funding Table

Facility Name	Start-At and End-At	Cost (1,000s)	Facility Name (Cont)	Start-At and End-At	Cost (1,000s)	Facility Name (Cont)	Start-At and End-At	Cost (1,000s)
SH-66: WCR 7 Intersection Imp		\$1,000	SH-66: Lyons to I-25 Access and PEL		\$2,000	SH-93 Shoulders		\$300
Amounts in \$1,000s	Prior Funding	FY16	FY17	FY18	FY19	FY20-21	Future Funding	Total Funding
Federal		\$0	\$0	\$0	\$0	\$0		
State (R P P)		\$0	\$2,000	\$1,000	\$300	\$0		
Local		\$0	\$0	\$0	\$0	\$0		
Total	\$5,100	\$0	\$2,000	\$1,000	\$300	\$0	\$0	\$8,400



**2008-081:** Shift funding from FY 2018 to FY 2019; add additional funding.

## Existing

Title: **North I-25: Front Range EIS**

Project Type: **Roadway/Transit Studies**

TIP-ID: **2008-081**

STIP-ID: **SSP4028**

Open to Public:

Sponsor: **CDOT Region 4**

### Project Scope

Funds will be used to complete the Final Environmental Impact Statement, the Record of Decision for Phase I of North I-25 (MP 214 - 269), and for design and Right of Way for phase I elements. Project funding shown is for DRCOG portion only.

#### Affected County(ies)

Adams  
Broomfield  
Denver  
Weld



Amounts in \$1,000s	Prior Funding	FY16	FY17	FY18	FY19	FY20-21	Future Funding	Total Funding
Federal		\$0	\$0	\$0	\$0	\$0		
State (R P P)		\$550	\$451	\$438	\$425	\$0		
Local		\$0	\$0	\$0	\$0	\$0		
Total	\$21,317	\$550	\$451	\$438	\$425	\$0	\$0	\$23,181

## Revised Funding Table

Amounts in \$1,000s	Prior Funding	FY16	FY17	FY18	FY19	FY20-21	Future Funding	Total Funding
Federal		\$0	\$0	\$0	\$0	\$0		
State (R P P)		\$550	\$451	\$0	\$1,313	\$0		
Local		\$0	\$0	\$0	\$0	\$0		
Total	\$21,317	\$550	\$451	\$0	\$1,313	\$0	\$0	\$23,631

**2016-055:** Add funding to extend design only from E-470 to SH-7; change sponsor to CDOT Region 1 and extend project limits.

## Existing

Title: **I-25: 120th Ave to E-470 Managed Lanes**

Project Type: **Roadway Capacity**

TIP-ID: **2016-055**

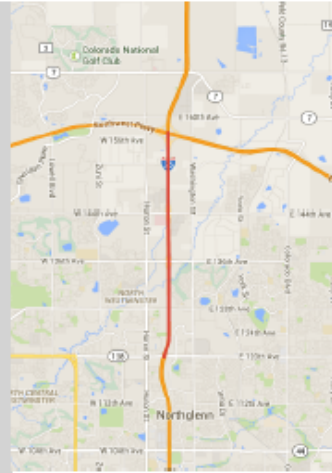
STIP-ID:

Open to Public: **2020**

Sponsor: **CDOT Region 4**

### Project Scope

This project will extend the existing and under construction managed lanes project (TIPID 2012-073), utilizing existing and new ROW. The project will result in one new managed lane in each direction from the current project's northern terminus near 120th Ave to E-470. Project will resurface the entire stretch, add traffic management, sound wall, tolling/ITS equipment and safety, bridge and drainage improvements.



Affected Municipality(ies)	Affected County(ies)
Broomfield	Adams
Thornton	Broomfield
Westminster	
Unincorporated	

Amounts in \$1,000s	Prior Funding	FY16	FY17	FY18	FY19	FY20-21	Future Funding	Total Funding
Federal		\$0	\$0	\$0	\$0	\$0		
Federal (BR)		\$0	\$979	\$0	\$0	\$0		
Federal (Hazard)		\$2,000	\$4,500	\$0	\$0	\$0		
Federal (Water Qlty)		\$1,100	\$0	\$0	\$0	\$0		
State		\$0	\$0	\$0	\$0	\$0		
State (Bond/Loans)		\$0	\$25,000	\$0	\$0	\$0		
State (RMP)		\$44,000	\$0	\$0	\$0	\$0		
State (Safety)		\$3,000	\$0	\$0	\$0	\$0		
State (Surface)		\$0	\$0	\$0	\$12,000	\$0		
Local		\$0	\$0	\$0	\$0	\$0		
Total	\$11,000	\$50,100	\$30,479	\$0	\$12,000	\$0	\$0	\$103,579

## Revised Project

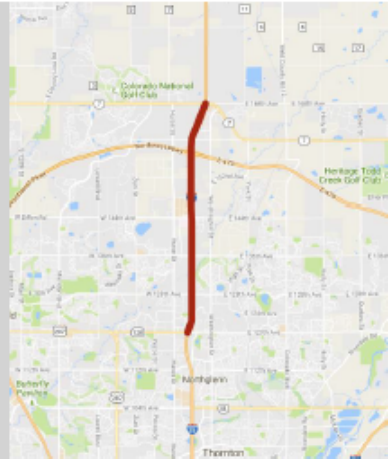
Title: I-25: 120th Ave to **SH-7** Managed LanesProject Type: **Roadway Capacity**TIP-ID: **2016-055**

STIP-ID:

Open to Public: **2020**Sponsor: **CDOT Region 1**

### Project Scope

This project will extend the existing and under construction managed lanes project (TIPID 2012-073), utilizing existing and new ROW. The project will result in one new managed lane in each direction from the current project's northern terminus near 120th Ave to **SH-7**. Project will resurface the entire stretch, add traffic management, sound wall, tolling/ITS equipment and safety, bridge and drainage improvements.



Affected Municipality(ies)	Affected County(ies)
Broomfield	Adams
Thornton	Broomfield
Westminster	
Unincorporated	

Amounts in \$1,000s	Prior Funding	FY16	FY17	FY18	FY19	FY20-21	Future Funding	Total Funding
Federal		\$0	\$0	\$0	\$0	\$0		
Federal (BR)		\$0	\$979	\$0	\$0	\$0		
Federal (Hazard)		\$2,000	\$4,500	\$0	\$0	\$0		
Federal (Water Qlty)		\$1,100	\$0	\$0	\$0	\$0		
State		\$0	\$0	\$0	\$0	\$0		
State (Bond/Loans)		\$0	\$25,000	\$0	\$0	\$0		
State (RMP)		\$44,000	<b>\$2,000</b>	\$0	\$0	\$0		
State (Safety)		\$3,000	\$0	\$0	\$0	\$0		
State (Surface)		\$0	\$0	\$0	\$12,000	\$0		
Local		\$0	\$0	\$0	\$0	\$0		
Total	\$11,000	\$50,100	<b>\$32,479</b>	\$0	\$12,000	\$0	\$0	<b>\$105,579</b>



**2016-057:** Remove pool project and funding; transfer project to a new stand-alone project (see next page).

## Existing

Title: **Region 1 RPP Pool**

Project Type: **Other**

TIP-ID: **2016-057**

STIP-ID:

Open to Public: **2016**

Sponsor: **CDOT Region 1**

### Project Scope

CDOT Region 1 RPP Pool. Funds projects with RPP funds.

#### Affected County(ies)

Adams  
Arapahoe  
Broomfield  
Denver  
Douglas  
Jefferson



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

Facility Name	Start-At and End-At	Cost (1,000s)	Facility Name (Cont)	Start-At and End-At	Cost (1,000s)	Facility Name (Cont)	Start-At and End-At	Cost (1,000s)
Small projects/consultants/clo seouts		\$15,000	I-70	PPSL	\$4,000	US 85 design	Sedalia to Meadows	\$2,900
Montgomery settlement		\$200	I-25 S	PEL	\$1,500	US 85	Louviers to Sedalia	\$16,000
I-70	Tower to Colfax	\$2,600	C470	Study	\$1,000	I-25 N	Post-PEL	\$2,000
C470 West	PEL	\$2,100	I-270	Interchange Study (TIP ID 2016-047)	\$1,000	Regionwide ADA Ramps (Preconstruction)		\$3,000
120th Ave Connection	Broomfield TIP ID 2007-029	\$1,400	I-25	Operational Study	\$1,000	Brighton Blvd/42nd Culvert		\$2,500

Amounts in \$1,000s	Prior Funding	FY16	FY17	FY18	FY19	FY20-21	Future Funding	Total Funding
Federal		\$0	\$0	\$0	\$0	\$0		
State (R P P)		\$16,800	\$16,800	\$14,100	\$8,500	\$0		
Local		\$0	\$0	\$0	\$0	\$0		
Total	\$0	\$16,800	\$16,800	\$14,100	\$8,500	\$0	\$0	\$56,200

Highlighted pool project to be removed as part of this modification.

## Revised Funding Table

Amounts in \$1,000s	Prior Funding	FY16	FY17	FY18	FY19	FY20-21	Future Funding	Total Funding
Federal		\$0	\$0	\$0	\$0	\$0		
State (R P P)		\$16,800	\$15,300	\$14,100	\$8,500	\$0		
Local		\$0	\$0	\$0	\$0	\$0		
Total	\$0	\$16,800	\$15,300	\$14,100	\$8,500	\$0	\$0	\$54,700

**New Project:** This PEL study and its funding (\$1,500,000) was transferred out of the CDOT Region 1 RPP Pool. New TIP project will add new funding and become a stand-alone project.

## New Project

Title: **I-25 S PEL: Monument to C-470**

Project Type: **Roadway/Transit Studies**

TIP-ID: **Request**

STIP-ID:

Open to Public:

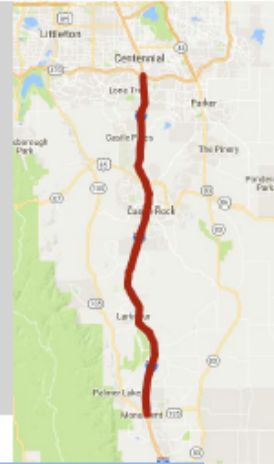
Sponsor: **CDOT Region 1**

### Project Scope

Conduct PEL and preconstruction activities on I-25 between Monument and C-470.

Affected County(ies)

Douglas



Amounts in \$1,000s	Prior Funding	FY16	FY17	FY18	FY19	FY20-21	Future Funding	Total Funding
Federal		\$0	\$0	\$0	\$0	\$0		
State (R P P)		\$0	\$1,500	\$0	\$0	\$0		
State (RMP)		\$0	\$3,750	\$0	\$0	\$0		
Local		\$0	\$0	\$0	\$0	\$0		
Total	\$0	\$0	\$5,250	\$0	\$0	\$0	\$0	\$5,250

**ATTACH J**

# Lafayette EcoPass, municipal broadband head to November ballot

**By Anthony Hahn**  
*Staff Writer*

POSTED: 08/16/2016 09:56:42 PM MDT

Following in the wake of neighboring communities, Lafayette officials voted Tuesday to refer a litany of issues to the November ballot — including municipal broadband and an increase in [property taxes to fund a citywide EcoPass](#).

"It is important to make decisions on part of your community," former Nederland Mayor Joe Gierlach said at Tuesday night's meeting.

Under Gierlach in 2012, Nederland — working with Boulder County's transportation department — put together a similar program with about \$90,000 from a federal grant administered by the Denver Regional Council of Governments and about \$20,000 in matching funds raised through Boulder County's transit tax.

"In the first two years (of the program), ridership grew 45 percent," he said Tuesday night. "We were able to build programming around knowing that the fact that everyone had a free EcoPass. My recommendation is to allow (Lafayette) residents to make the decision — give them the option and the data and see what happens."

When Boulder County officials asked residents earlier this year to [consider a proposal](#) that would raise property taxes to help fund free mass transit passes, a poll suggested that voters would most likely reject a ballot initiative. In November, however, Lafayette officials are hoping that a similar program on a smaller scale will be better received among residents.

The tax initiative would increase property taxes by a 1.25 mill levy for the next six years to provide an EcoPass at no charge for every Lafayette resident who requests one. If voters get behind the measure in November, the proposal would likely increase the property tax by roughly \$35 to \$40 on a \$350,000 home in Lafayette.

An EcoPass would provide unlimited rides on all RTD buses and trains throughout the Denver metro area, including Boulder County.

"I'm one of 60,000 people that drive to Boulder every day," resident Deryn Wagner said. "A lot of those people live in Lafayette. I think we owe it to the residents of Boulder County to think about the impact we make by driving to Boulder every day. If we were to provide a

service to not just our residents but also our fellow citizens I feel that we would be doing a great service by providing that opportunity."

A survey taken by Talmey-Drake Research and Strategy Inc. last month suggested that if the election were held at this juncture, support for the lower-level EcoPass (\$35) would have a 56 percent favorable support rate.

"I want to applaud you for even considering such an inclusive program," resident Jamie Harkins said. "My budget is tight but I would gladly take on this critical community need. The cost of living is skyrocketing in Colorado; this is just one tiny step to make the cost of living more affordable for your community."

Given the high percentage of Lafayette voters who feel things in the city is going in the right direction, the climate could very well be favorable for the 1.25 mill levy to raise \$575,000 (\$35/household) city EcoPass tax initiative to prove successful in November.

### **Municipal broadband**

In addition to Tuesday's EcoPass decision, Lafayette's council voted to refer the increasingly sought-after option of municipal broadband to November's ballot.

The motion — providing options between three forms of community broadband: municipal, public-private or fully private — would follow in the footsteps of several other Boulder County communities, including the city of Boulder, Longmont and, [earlier this month, Superior](#).

"We had discussed quite awhile back — the desire to cross the digital divide," Berg said earlier this month.

Because of a 2005 state law, cities must ask voters whether they can provide telecommunications services — essentially entering the marketplace with other companies such as Comcast and CenturyLink.

Besides the perks of a faster internet connection, forced competition in the form of local government fosters positive business growth, according to attorney Ken Fellman.

"(Municipal broadband) gives any local government the ability to leverage their network investment to enter into competition with their own price and speed," Fellman said. "You don't have to be Longmont, but you can say to private actors, 'Look at these options we have.'"

If approved in November, the exemption from the law would allow Lafayette to consider numerous options for being involved in broadband services. Options include installing and

leasing fiber to private entities, creating a public-private partnership to provide services or directly providing services, officials said.

"You're not at the end of the line, and you're not at the front of the line if you do this," said Fellman, who last month summarized municipal broadband and what an approval of a ballot question would allow for Erie's Board of Trustees. "We're going to see a whole lot more communities start to adopt this."

Last month, Erie officials weighed a plan to refer a similar initiative to voters. Because Erie does not have a regularly-scheduled municipal election in 2016, the price to place this one topic on an Erie ballot this year would have cost the town between \$50,000 to \$65,000. Instead, Erie officials opted to forgo the issue and will study it for possible inclusion on the 2017 ballot.

While an approval of the ballot item this fall would provide the town an option to begin offering broadband to residents, officials say they currently have no plans to begin such an offer.

# Report: \$1 billion a year needed for Colorado pedestrians, cyclists, transit users

Bike trails, sidewalk repairs, new bus service recommended

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More than \$573 million a year for transit, including the launch of 14 new bus rapid transit routes. Nearly \$230 million annually to build bike trails and shoulders and expand bike-share programs. Approximately \$243 million a year to construct 6,000 miles of new sidewalks and make repairs to 8,600 miles of existing ones.

All told, Colorado needs to invest \$1.05 billion annually in transit, bicycle and pedestrian improvements for the next quarter century if it wants to cut emissions, unclog roads and reduce obesity, according to [a report issued Wednesday by the Southwest Energy Efficiency Project and the CoPIRG Foundation](#).

“This state is quite behind a lot of other states in the context of making of some of these investments,” said Danny Katz, CoPIRG Foundation director and co-author of the 80-page report.

Adding more opportunities for biking, walking and bus and train use statewide, he said, could help Colorado households ditch a car, saving themselves more than \$8,500 a year in maintenance and operation costs.

Will Toor, transportation program director with the Southwest Energy Efficiency Project, said the cost to make the changes recommended in the report could be covered by multiple sources, including local governments, metropolitan planning organizations like the Denver Regional Council of Governments or the state legislature.

But any funding bill to come out of the state Capitol would have to specifically allocate monies to alternative transportation solutions, he said, lest it be used to build more vehicle lanes.

“In any transportation funding package that moves forward, it needs to be a balanced package that provides funding for pedestrian, bike and transit infrastructure and not just highways,” Toor said.

The pressure to come up with alternatives to vehicle travel will only increase in the next 25 years, a period during which an additional 2.4 million people are projected to move into Colorado, according to the report.

The report breaks down the state’s needs into three broad categories: those moving by foot, those traveling by bike and those riding the train or bus. Jill Locantore, policy and program director for WalkDenver, said the annual allotment of \$243.6 million eyed for sidewalk construction and repair would most benefit low-income areas in the metro area, where investment in pedestrian improvements has lagged.

On the cycling side, the report suggests that \$229.5 million a year would be needed to build regional routes connecting communities across the state, ensure safe shoulders on rural roads and bring trail systems in every city up to the standards of the best communities in Colorado.

In the transit category, the report calls for a total of 14 new bus rapid transit lines for the Denver metro area, where [transportation planners characterize several busy corridors as underserved](#). It also urges the completion of the [Regional Transportation District’s North Metro Rail Line](#) and the Central and Southwest Rail Extensions, as well as pushing for fare-free access to RTD’s current services in order to increase ridership.

Outside of Denver, the [statewide Bustang service](#) should be expanded to include Pueblo and Grand Junction, fixed regional bus routes should be considered for far-flung sections of the state, and frequent, weekend bus service to shuttle skiers and others to destinations along the Interstate 70 corridor should move forward, according to the report. The cost for all these transit improvements: \$573.6 million a year.

All told, the annual \$1 billion-plus figure to address the needs cited in the report seems steep, Toor said, but it would just be a small piece of overall transportation expenditures in Colorado. And it would bring benefits — in the form of cleaner air, healthier residents, and a lifeline for seniors in rural areas seeking a reliable way to get to the doctor’s office or other appointments — that are hard to quantify monetarily.

“A billion dollars is a big amount, but you have to put it in the context of the many billions we spend on transportation every year,” he said.