A Resource for Board Members and Alternates

About DRCOG

VISION STATEMENT

Our region is a diverse network of vibrant, connected, lifelong communities with a broad spectrum of housing, transportation and employment, complemented by world-class natural and built environments.
TABLE OF CONTENTS

DRCOG Vision Statement/Mission Statement, History, Objectives

PROCEDURES/OPERATIONS
1. Articles of Association
2. Organization Chart and Staff Contact Information
3. DRCOG Fact Sheet; Member Governments
4. What All Board Members and Alternates Need to Know
   ▶ Guiding Principles
   ▶ Norms/Code of Conduct
   ▶ Board Member Responsibilities and Other Helpful Tips
   ▶ Officer Responsibilities and Duties
   ▶ Robert's Rules, Parliamentary Procedures and Miscellany
   ▶ Transportation Planning in the Denver Region

5. Important Fiscal Information
   ▶ Revenue Sources
   ▶ Budget

6. Committees
   ▶ Meeting Schedule and Structure
   ▶ Policy, Guidelines and Descriptions

7. 2013-2014 Strategic Plan

MAJOR PROGRAM AREAS
1. Growth and Development
   ▶ Issues Paper: Planning for the Future of the Metro Area
   ▶ Issues Paper: Metro Vision Implementation
   ▶ Sustainable Communities Initiative
   ▶ Mile High Compact
   ▶ Issues Paper: Urban Growth Boundary/Area (UGB/A)
   ▶ History of the Urban Growth Boundary
   ▶ Issues Paper: Transit-Oriented Development (TOD)

2. Transportation
   ▶ Issues Paper: Funding Colorado's Transportation Infrastructure
   ▶ Issues Paper: Using Computer Models to Inform Policy Decisions
   ▶ Regional Transportation Demand Management Program (TDM)
TABLE OF CONTENTS

3. Aging
   ▶ Issues paper: Advocating and Providing Services for Older Adults
   ▶ Issues paper: Accommodating the Region’s Growing Older Adult Population and Community Design
   ▶ Programs Funded by DRCOG to Serve Older Adults

4. Environment
   ▶ Vision, goal, policies are excerpted from the Metro Vision 2035 Plan for Parks and Open Space; Water Conservation; Water Quality; Air Quality; and Noise
   ▶ Issues paper: Ozone and the DRCOG Region

LEGISLATIVE POLICY STATEMENTS
1. State

2. Federal

RESOURCES
1. Services Directory

2. Acronyms
MISSION AND VISION STATEMENTS

DRCOG Mission
DRCOG is a planning organization where local governments collaborate to establish guidelines, set policy and allocate funding in the areas of:

• Transportation and Personal Mobility
• Growth and Development
• Aging and Disability Resources

DRCOG Vision
Our region is a diverse network of vibrant, connected, lifelong communities with a broad spectrum of housing, transportation and employment, complemented by world-class natural and built environments.
Officials of Denver, Adams, Arapahoe and Jefferson counties came together in February 1955 to discuss shared concerns about growth in the region, booming after the end of the Second World War. They created the Inter-County Regional Planning Association, now known as DRCOG, which became one of the nation's first regional planning commissions.

One of the first actions of the Inter-County Regional Planning Association was to issue a resolution of support for an Interstate-70 route through the metro area. Two years later, the Bureau of Public Roads approved I-70 west of Denver. In 1957, the organization called for a circumferential freeway around the metropolitan area. The Valley Highway (now I-25) opened in 1958; the same year the region's first transportation plan was approved by the Inter-County Regional Planning Commission (ICRPC), the organization's new name. Six years later, I-70 east of the Valley Highway opened.

As the region's principal planning agency, ICRPC conducted a metropolitan sewage treatment study (1956) that eventually led to the formation of the Metropolitan Denver Sewage Disposal District (1960s). In 1959, it studied airport needs north of Westminster and in Arapahoe County to relieve private aviation congestion at Stapleton. ICRPC signed the first Memorandum of Agreement with the Colorado Department of Highways (CDOH) in 1963 after the Federal-aid Highway Act established the 3C (continuing, cooperative, comprehensive) planning process.

During this period, the organization withstood the painful comings and goings of member governments. Its existence was shaky due to fiscal problems, board composition, and member disagreements with policies. But, the organization survived and took a new name. After considering names such as the Denver Area Association of Governments and the Denver Area Council of Governments, the organization adopted its new name—the Denver Regional Council of Governments—in 1968. The inclusion of Denver in the name was meant to signify the responsibility of the core city to its neighbors.

DRCOG assumed a lead role in environmental planning in the late 1960s and 1970s. In this time period, nationally the Clean Air Act was adopted (1970), and locally the Section 208 Clean Water Plan and the regional element of the Carbon Monoxide and Ozone State Implementation Plan (1978) were adopted. These environmental plans exist today, even stronger than the original plans. Local governments continue to play a strong role in air quality planning through the Regional Air Quality Council, created through a memorandum of agreement.
In 1969, DRCOG supported legislation creating the Regional Transportation District (RTD) and hosted RTD's organizational meeting. As early as 1971, DRCOG and the Colorado Department of Highways signed the first agreement with RTD to jointly plan the region's transportation facilities. Subsequent transportation plans included transit and roadways and DRCOG develops the region's comprehensive, multi-modal 20-year transportation plan.

In 1973, DRCOG was designated the Area Agency on Aging under the Older Americans Act. Equally important to older Coloradans was the creation of a Long-Term Care Ombudsman program (1987) to safeguard the health and well-being of residents of long-term care facilities. Today, a small staff and a large group of dedicated volunteers visit each of the region's more than 300 facilities monthly.

DRCOG's most publicly visible program, carpool matching, began in 1975 after the oil embargo created gas shortages. Since then, under the umbrella of Transportation Demand Management (TDM), DRCOG has expanded its alternative transportation programs to include vanpools, schoolpools and teleworking, as well as carpool. Following Boulder's example, DRCOG established a regionwide promotion in 1996 called Bike to Work Day. In 2009, Bike to Work Day's 30,000+ participants significantly reduced vehicle miles traveled.

From a number of important projects were studied by DRCOG to provide technical information to decisionmakers. These studies/plans are representative of DRCOG's behind-the-scenes accomplishments:

- The Metro Airport Study (1979-1983) examined several sites for a new commercial airport, ultimately identifying two locations – one at the current site of DIA, and the other as an expansion onto the Rocky Mountain Arsenal. Denver and Adams County negotiated on a mutually acceptable site.
- A task force illustrated needs for the Metropolitan Corrections Diagnostic Center and a site study helped decide its location. The facility opened in 1990.
- A Convention Center Metropolitan Financing Task Force convened by DRCOG recommended state financial support for a new convention center. The Colorado Convention Center opened in 1990 with state financial support.

Equally important has been the state legislation requiring DRCOG to assess each major rapid transit proposal before it is built for its financial feasibility and technology. The first time DRCOG discharged this role was in 1991 for the Central Corridor light rail line from Auraria to Five Points. The Board continues this process for all corridors including an annual review of the FasTracks project.
The strength of DRCOG as a collaborative organization has grown over time. Periods of major population growth and job creation have connected member governments in their efforts to guide growth responsibly. Recognition of the need to work together has resulted in new partnerships, especially those in economic development. Neighboring governments are sharing responsibility for water supply and wastewater treatment, among others. These cooperative arrangements have become the foundation for a mutual vision of the region. It is this shared vision that has given the DRCOG member governments “one voice.”

In the areas of growth planning, DRCOG’s member governments have seen success. One of the Inter-County Regional Planning Commission’s first major work efforts, and reason for its creation, was the Metro Growth Plan of 1961. It set forth a guide for growth, and suggested ways to implement and finance the public structures needed to accommodate that growth. The plan was comprehensive, with its roots in five years of work, and laid the foundation for other regional plans the organization would produce through the years. The most recent of these is Metro Vision.

In 1997, after two years of committee work and public meetings, DRCOG adopted Metro Vision 2020, a long-range plan to manage growth within the Denver area. Metro Vision’s goal is to protect the quality of life that makes our region such an attractive place to live and work.

Since August 2000, cities and counties in the region have abided by the Mile High Compact, the first city- and county-led agreement of its kind in the nation. The compact is an intergovernmental agreement that binds communities to work together to guide growth using Metro Vision. To date, 46 of the region’s local governments, representing nearly 90 percent of the region’s population, have signed on to the compact.

As the region continues to grow and change, new issues arise. A recent change to the Mission Statement reflects the spirit of flexibility and commitment to an open vision: DRCOG is local officials working together to address the region’s challenges for today and tomorrow.
ARTICLES OF ASSOCIATION

OF

THE DENVER REGIONAL COUNCIL OF GOVERNMENTS

As Amended February 15, 2017

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.
E. “Member Representative” means the local elected official, or local elected official alternate, designated in writing by the chief elected official or the governing body of a member county, municipality, or city and county to represent that member on the Board as a voting representative.

F. “Plan” means a regional plan or a comprehensive master plan for the Region as defined by statute, which Plan is currently denoted as Metro Vision.

G. “Region” means the geographic area composed of the City & County of Denver, City & County of Broomfield, and the counties of Adams, Arapahoe, Boulder, Clear Creek, Douglas, Gilpin and Jefferson, and portions of Weld County, and other counties as may be necessary in the State of Colorado.

ARTICLE IV. Declaration of Policy.

A. The Board finds and declares that the need for a Council of Governments is based on the recognition that, wherever people live in a metropolitan area, they form a single community and are bound together physically, economically and socially. It is the policy of this Council of Governments, through its members, staff, and programs, to provide local public officials with the means of reacting more effectively to the local and regional challenges of this regional community.

B. The Board finds and declares that the need for a Council of Governments is based on the recognition that:

1. Plans and decisions made by each local government with respect to land use, circulation patterns, capital improvements, and so forth, affect the welfare of neighboring jurisdictions and therefore should be coordinated on a voluntary basis; and

2. It is imperative for the regional planning process to be directly related to the elected local government decision and policymakers, the locally elected public officials.

C. The Board further finds and declares that the people within the Region have a fundamental interest in the orderly development of the Region.

D. The Board further finds and declares:

1. That the members have a positive interest in the preparation and maintenance of a Plan for the benefit of the Region and to serve as a guide to the political subdivisions and other entities within the Region;

2. That the continuing growth of the Region presents challenges that are not confined to the boundaries of any single governmental jurisdiction;

3. That the Region, by reason of its numerous governmental jurisdictions, presents special challenges of development that can be dealt with best by a regional council of governments that acts as an association of its
members and as a regional planning commission created under Section 30-28-105, C.R.S., as amended;

4. That the Region is well adapted to unified and coordinated consideration, and;

5. That in order to assure, insofar as possible, the orderly and harmonious development of the Region, and to provide for the needs of future generations, it is necessary for the people of the Region to perform regional activities and functions as defined by statute, and for the Council to serve as an advisory coordinating agency to harmonize the activities of federal, state, county and municipal agencies and special purpose governments/districts concerned with the Region, and to render assistance and service and create public interest and participation for the benefit of the Region.

ARTICLE V. Functions.

A. The Council shall promote regional coordination and cooperation through activities designed to:

1. Strengthen local governments and their individual capacities to deal with local challenges;

2. Serve as a forum to identify, study, and resolve areawide challenges;

3. Develop and formalize regional policies involving areawide challenges;

4. Promote intergovernmental cooperation through such activities as reciprocal furnishing of services, mutual aid, and parallel action as a means to resolve local as well as regional challenges;

5. Provide the organizational framework to foster effective communication and coordination among governmental bodies in the provision of functions, services, and facilities serving the Region’s local governments or their residents;

6. Serve as a vehicle for the collection and exchange of information of areawide interest;

7. Develop regional or master plans for the Region;

8. Serve as spokesperson for local governments on matters of regional and mutual concern;

9. Encourage action and implementation of regional plans and policies by local, state and federal agencies;
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:
   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
in which their membership was terminated, by payment of all
assessments then currently due and owing.

C. **Member Representatives.** Except as provided herein, only a local elected
official of a member may be designated a member representative, and each
member representative may have a designated elected alternate, as follows:

1. One county commissioner and an alternate commissioner from each
county, designated by the board of county commissioners.

2. The mayor or one member of the governing body, and a similarly elected
alternate, of each municipality and of the City and County of Broomfield,
designated by said mayor or governing body, and

3. Two representatives of Denver:
   a. The mayor or, as the mayor’s designee, any officer, elected or
      appointed, of the City & County of Denver and an alternate
      similarly designated, and
   b. One city council member of the City and County of Denver and an
      alternate council member designated by said council or its
      president.

D. **Term of Office.** Member representatives shall serve until replaced, but shall
hold such office and have Board privileges only during their terms as local
elected officials, or an appointed official, if applicable, in the case of the
alternate for the mayor of the City and County of Denver.

E. **Non-voting Membership.** The State of Colorado shall have three (3) non-voting
members on the Board, appointed by the Governor, one of which shall be a
representative of the Colorado Department of Transportation (either the
Executive Director or a member of senior management). The Regional
Transportation District shall have one non-voting member on the Board, to be
appointed by the General Manager of the organization. The General Manager
may appoint themselves to the Board, or they may designate a member of their
senior staff.

F. **Vacancies.** Any vacancy shall be filled in the same manner as is provided for
the original designation.

G. **Receipt of Documents.** Each member representative shall receive notice and
minutes of meetings, a copy of each report and any other information or
material issued by the Council.

H. **Other Membership Categories.** The Council may establish other categories of
membership appropriate to carrying out the provisions of this Article.
I. **Conduct.** By accepting appointment, each member representative is subject to such rules of conduct as the Board may adopt from time to time. For any violation of the rules of conduct, the Executive Committee of the Council may take such action as it deems appropriate, including without limitation, issuing a letter of reprimand, reporting the matter to the designating governing body or elected official, with or without a request that the member representative be replaced, or adopting a finding of no violation.

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

2. **Nominating Committee for Board Officers.**

   a. At the January meeting of each year, the Nominating Committee shall present to the Board nominations for Board officers to be elected at the February meeting.

   b. Board officer nominations may be made from the floor, provided that the consent of each nominee is obtained in advance.

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

1. Appointment by a majority of the remaining Board officers of a member representative to fill the vacancy; or

2. Referral of the vacancy to the Nominating Committee to present to the Board at least one nominee to fill the vacancy if called for by a majority of the remaining Board officers. No later than the meeting held on the month following the month in which the Nominating Committee was referred the vacancy, the Nominating Committee shall present to the Board at least one nominee for an officer to be elected by the Board at that meeting to fill such vacancy.

3. Nominations may be made from the floor, provided that the consent of each nominee is obtained in advance.

4. In the event the remaining Board officers appoint the incumbent Vice Chair to fill a vacancy in the position of Chair pursuant to D.1 of this Article VII, the Vice Chair so appointed shall serve the remainder of the
term for such vacancy and shall thereafter automatically retain the
dPosition of Chair for an additional one-year term, subject to other
requirements for holding such position.

E. **Executive Committee.** The incumbent Board officers shall constitute the
Executive Committee of the Council. The Executive Committee shall be the
primary executive leadership of the Council, providing leadership to the Board
and guidance to the Executive Director. The Executive Committee has no policy
making authority. The Executive Committee helps set Board meeting agendas;
provides guidance on resolution of conflicts; provides process guidance,
receives updates from and assures the progress of committees of the Council,
and takes action on complaints of violations of the rules of conduct for member
representatives as adopted by the Board from time to time.

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

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

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

ARTICLE IX. Performance & Engagement Committee.

A. Membership on the Performance & Engagement Committee. The administrative business of the Council concerning the performance and evaluation of the Executive Director, the oversight of onboarding of new Board members and related matters shall be managed by a Performance & Engagement Committee. The Committee membership shall not exceed more than one-quarter of the total membership of the Board, plus the Board Chair who shall be an ex officio, voting member of the Committee. The Board Chair’s attendance at meetings is at the Chair’s discretion. Members of the Performance & Engagement Committee shall be appointed by the Board upon recommendation of the Nominating Committee.

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

C. Powers and Duties. The following powers and duties are vested in the Performance & Engagement Committee:
1. To develop the process for recruitment of the Executive Director.

2. To recommend appointment of the Executive Director to the Board.

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

4. To develop the process for, and execute and document the annual 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.

5. To hold quarterly meetings with the Executive Director to provide performance feedback to the Executive Director.

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

7. To provide oversight of onboarding programs for new Board appointees.

8. To implement and review Board structure and governance decisions.

9. To plan the annual Board workshop.

10. Review results of any Board Assessments and recommend improvements.

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

12. To review and make recommendations to the Board regarding the rules of conduct for member representatives.

13. Through a panel of the Committee, to review and make recommendations to the Executive Committee of the Council regarding complaints of violations of the rules of conduct for member representatives as adopted by the Board from time to time, in accordance with the following:

   a. The vice chair of the Committee, along with two members of the Committee selected by the vice chair, shall comprise a review panel to review any written complaint of a violation. If the complaint concerns the vice chair, the chair of the Committee shall select three members of Committee,
excluding the vice chair, who shall comprise the review panel. Upon completion of its review, the panel shall provide a recommendation to the Executive Committee for its review and action, which recommendation may include, without limitation, issuing a letter of reprimand, reporting the matter to the designating governing body or elected official, with or without a request that the member representative be replaced, or adopting a finding of no violation.

b. The panel’s review shall be in accordance with rules and procedures adopted by the Board from time to time.

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

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

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

F. 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.

ARTICLE X. Nominating Committee.

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

1. The Immediate Past Chair of the Board (or the Vice Chair if there is no Immediate Past Chair);

2. One Board member representing the City and County of Denver;
3. One member selected by the Performance & Engagement Committee, except that in the initial establishment of the Nominating Committee, such member shall be selected by the Board;

4. One member selected by the Finance & Budget Committee, except that in the initial establishment of the Nominating Committee, such member shall be selected by the Board;

5. One member selected by the Board; and

6. One member selected by the Board Chair.

B. **Member Qualifications.**

1. Members of the Nominating Committee shall have served not less than one year on the Board before being eligible to serve on the Nominating Committee.

2. 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.

3. A designated alternate may not serve on the Nominating Committee.

4. 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.

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

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

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

1. To make recommendations regarding nominations for Board officers and Board officer vacancies as provided in these Articles. A Nominating Committee member may not be a nominee for Board officer.
2. To recommend member representatives for appointment by the Board to the Finance & Budget Committee and the Performance & Engagement Committee. Such appointments shall be made in accordance with the following procedures and requirements:

   a. The combined membership of the two Committees shall include the following:

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

      (2) The Mayor or, as the Mayor’s designee, any elected or appointed officer of the City and County of Denver who is designated as the member representative to the Board;

      (3) One Denver City Council member who is designated as the member representative to the Board;

      (4) The Immediate Past Chair of the Board; and

      (5) Other member representatives to the Board not included in (1), (2), (3) or (4) of this section, up to the maximum permitted membership.

   b. The Nominating Committee shall recommend to the Board candidates for appointment to the Finance & Budget Committee and candidates for appointment to the Performance & Engagement Committee. In addition to the recommendations of the Nominating Committee, nominations for membership to the Committees may be made from the floor, provided that the consent of each nominee is obtained in advance. No individual shall be a member of the two Committees at the same time, except the Board Chair, who may serve on both committees at the same time.

   c. Consideration shall be given to member representatives’ requests to be appointed to a particular Committee, and to providing representation of a broad cross-section of the Board, taking into account community size, geographic location, the rate of growth, county and municipality, rural and suburban and other factors.
d. The City and County of Denver shall have one representative on each Committee.

e. Committee members shall be appointed to two-year terms, except that in the initial establishment of the Committees the Board shall appoint one half of the members of each Committee to an initial one-year term so as to achieve staggered terms. Terms extend until Board appointment of successors, provided no term is thereby shortened by more than 30 days. A Committee member may seek re-appointment at the expiration of his or her term, but the Board shall have no obligation to re-appoint any member to successive terms.

f. Committee members are eligible to serve so long as the jurisdiction he/she represents is a member of the Council, and he/she remains that member’s official member representative on the Board.

g. Membership on the Finance & Budget Committee and the Performance & Engagement Committee shall be designated to the member’s jurisdiction. Therefore, if a 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 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.

D. Review of Local Plan Referrals. The Council shall review all matters referred to it in accordance with law. The Council may review local laws, procedures, policies, and developments, including any new or changed land use plans, zoning codes, sign codes, urban renewal projects, proposed public facilities, or other planning functions that clearly affect two or more local governmental units, or that affect the Region as a whole, or that are subjects of primary responsibility for the Council. Within thirty days after receipt of any referred case, the Council shall report to the concerned commission or body. An extension of time may be mutually agreed upon.

E. Metropolitan Planning Organization. As may be authorized or required by federal and state law, the Council shall serve as the metropolitan planning agency (MPO) for the area and shall exercise such powers and perform such functions as are required or authorized by statute in connection therewith.

F. Area Agency on Aging. As may be authorized or required by federal and state law, the Council shall serve as the Area Agency on Aging (AAA) for such planning and service areas as are designated to it, and shall exercise such powers and perform such functions as are required or authorized by statute in connection therewith. The Council shall be the approving and contracting agent for distribution of Older Americans Act funds and other aging services federal and state funds and grants, as authorized.

G. Other Activities, Services and Functions. The Council shall undertake and perform such other activities, services or functions as are authorized to it by its members or as are designated to it by federal or state law, consistent with its purposes and in service and support of its member governments.
H. **Committees.** The standing committees of the Council shall consist of the Executive Committee, the Nominating Committee, the Finance & Budget Committee and the Performance & Engagement Committee, as established in these Articles. The Board may establish other committees of the Board and advisory committees to the Board as necessary, and the Chair of the Board, except as otherwise provided by the Board, shall appoint the membership of these committees.

I. **Cooperation with Others.** The Council may promote and encourage regional understanding and cooperation through sponsorship and participation in public or private meetings, through publications, or through any other medium. The Council may offer its facilities and services to assist in the solution and mediation of issues involving two or more political jurisdictions.

J. **Functional Review.** The Council may study and review the nature, scope, and organization under which the functions of the Council may best be carried on, and report to federal, state, and local jurisdictions, and agencies thereof, on ways to improve proposals concerning legislation, regulations, and other actions taken for the effectuation of the provisions of these Articles.

K. **Coordination of Research.** The Council may make recommendations to legislative bodies, planning commissions, and other organizations and agencies within the Region for the coordination of research, collection of data, improvement of standards, or any other matter related to the activities of the Council.

L. **Contracts.** The Council may contract for any service necessary or convenient for carrying out the purposes of the Council.

M. **Real Property.** As provided in the Council’s Articles of Incorporation, the Council shall have all the powers granted to nonprofit corporations by Articles 121 through 137 of Title 7, C.R.S., as amended, but the Board reserves final approval of the acquisition and disposition of real property.

**ARTICLE XIII. Council Executive Director.**

A. The Board after receiving a recommendation of the Performance & Engagement Committee and by the affirmative vote of a majority of member representatives shall appoint an Executive Director hereinafter referred to as the “Director,” who shall serve at the pleasure of the Board. The Performance & Engagement Committee shall develop the process for, and execute and document an annual performance evaluation for the Executive Director.

B. The Director shall be the Chief Administrative Officer and authorized recording officer of the Council. The Director shall administer and
execute all other functions and duties determined by the Board, including but not limited to the following:

1. Appointment, removal, compensation and establishment of the number and duties of the Council staff;

2. Establish and implement policies and procedures for the efficient administration of personnel matters;

3. Serve, or designate personnel to serve, as recording secretary of the Council and be responsible for preparing and maintaining all records and information required by law to be kept by nonprofit corporations, including those records required to be kept by Section 7-136-101, C.R.S., and for authenticating the records of the Council;

4. Designate personnel to provide staff services to committees; and

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

ARTICLE XIV. Filing of Local Reports.

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


A. Budget Submission to the Finance & Budget Committee. Each year, no later than the regular October meeting of the Finance & Budget Committee, the Director shall submit an estimate of the budget required for the operation of the Council during the ensuing calendar year.

B. Budget Approval by the Board. Each year, no later than the regular November meeting of the Board, the budget recommended by the Finance & Budget Committee shall be presented for approval by the Board. The funds required from each member in the Region shall be apportioned as determined by the Board in the approved budget.

C. Contract and Other Funds. The Council is specifically empowered to contract or otherwise participate in and to accept grants, funds, gifts, or services from any federal, state, or local government or its agencies or instrumentality thereof, and from private and civic sources, and to expend funds received therefrom, under provisions as may be required of and agreed on by the Council, in connection with any program or purpose for which the Council exists.
D. **Records and Audit.** The Council shall arrange for a systematic and continuous recordation of its financial affairs and transactions and shall obtain an annual audit of its financial transactions and expenditures.

**ARTICLE XVI. Adoption and Amendment of Articles of Association.**

A. The Articles shall become effective upon their adoption by the boards of county commissioners, and the governing body of any municipality or city and county within or adjacent to the Region desiring to participate in the Council activities.

B. These Articles may be amended at any regular meeting of the Board by an affirmative vote of a majority of the member representatives, provided that at least one week’s notice in writing be given to all member representatives setting forth such amendment. These Articles may also be amended by an affirmative vote of a majority of member representatives obtained through a certified mail vote in accordance with Article XI, F.2.f when so directed by the Board or on the initiative of the Board Chair.
AMENDMENT HISTORY


- 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.


- 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 September 21, 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.

- AMENDED February 15, 2017. Amended to reflect addition of language related to establishing a conduct policy for Board Directors and a process for receiving and processing complaints related to the policy.
DENVER REGIONAL COUNCIL OF GOVERNMENTS
BOARD OF DIRECTORS RULES OF CONDUCT
Adopted February 15, 2017

These Denver Regional Council of Governments (“DRCOG”) Board of Directors Rules of Conduct (“Rules”) are designed to establish reasonable expectations for member representative conduct and describe the manner in which member representatives should treat one another, DRCOG staff, constituents, and others they come into contact with while representing DRCOG. For ease of reference the term “member” is used in these Rules to refer to any member representative or designated alternate.

RULES OF CONDUCT

Members’ Ethical Conduct

Members are expected to comply with applicable laws governing ethical conduct, including those requiring avoidance of conflicts of interest, prohibiting receipt of unauthorized gifts, and prohibiting unauthorized use or disclosure of confidential information belonging to DRCOG. Members shall not engage in any activities constituting malfeasance in appointed office.

Members’ Conduct with Each Other in Public Meetings

Members are individuals who, with their member jurisdictions, hold a wide variety of values, positions, and goals. Despite this diversity, all have been appointed as DRCOG member representatives to serve their respective jurisdictions’ interests in furthering mutual, regional cooperation. In all cases, this common goal should be acknowledged even though individuals and member jurisdictions may not agree on every issue.

(a) Honor the role of the chair in maintaining order
It is the role of the chairs of the DRCOG Board and committees to keep the comments of members on track during meetings. Members should honor efforts by the chair to focus discussion on current agenda items. If there is disagreement about the agenda or the chair’s actions, those objections should be voiced politely and with reason, following DRCOG’s parliamentary procedures.

(b) Practice civility and decorum in discussions and debate
Difficult questions, rigorous challenges to a particular point of view, and criticism of ideas and information are legitimate elements of debate. However, free debate does not require or justify, and members are expected to avoid making, any intentionally intimidating, slanderous, threatening, abusive, or disparaging comments or attacks.

(c) Avoid personal comments that could offend other members
If a member is personally offended by the remarks of another member, the offended member should make notes of the actual words used and call for a "point of personal privilege" that challenges the other member to justify or apologize for the language used. The chair controls the discussion.
Members’ Conduct with the Public in Public Meetings

Making the public feel welcome is an important part of the public meeting process. No signs of partiality, prejudice or disrespect should be evident on the part of individual members toward an individual participating in a public forum. Every effort should be made to be fair and impartial in listening to public testimony.

(a) Be welcoming to speakers
While questions of clarification may be asked, the member's primary role during public comments is to listen.

(b) Respect for speaker's testimony
Members should be conscious of their activity while others are speaking and avoid facial expressions, comments or other actions that could be interpreted as smirking, disbelief, anger or boredom.

(c) Ask for clarification, but avoid debate and argument with the public
Only the chair – not individual members – can interrupt a speaker during a presentation. However, a member can ask to be recognized to pose questions of clarification and can ask the chair for a point of order if the speaker is off the topic or exhibiting behavior or language the member finds disturbing.

Members’ Conduct with DRCOG Staff

Governance of DRCOG relies on the cooperative efforts of members, who set policy, and DRCOG staff, who advise the Board and DRCOG committees and implement and administer DRCOG’s policies. Therefore, every effort should be made to be cooperative and show mutual respect for the contributions made by each individual.

(a) Treat all DRCOG staff as professionals
Clear, honest communication that respects the abilities, experience, and dignity of each individual is expected. Unprofessional behavior towards DRCOG staff is not acceptable.

(b) Never publicly criticize an individual DRCOG staff member
Members should never express concerns about the performance of an individual DRCOG staff member in public, to the staff member directly, or to the staff member’s manager. Comments about DRCOG staff performance should only be made to the Executive Director through private correspondence or conversation. If the concern regards the Executive Director, it should be expressed within and through the established Executive Director performance evaluation meetings and procedures, within appropriate Board or committee discussions, to the Board Chair, or to the chair of the Performance & Engagement Committee.

(c) Avoid individual involvement in administrative functions
Members acting in their individual capacity must not attempt to unduly influence DRCOG staff on the making of appointments, awarding of contracts, hiring of employees, selecting of consultants, processing of applications, or granting of DRCOG approvals or authorizations.
(d) Do not solicit political support from DRCOG staff
Members should not solicit any type of political support from DRCOG staff. DRCOG staff may, as private citizens with constitutional rights, support political candidates but all such activities must be done away from the workplace.

Non-discrimination and Workplace Safety

DRCOG is committed to providing a workplace free from discrimination, harassment and retaliation. It is also DRCOG’s policy and practice to assure equal employment opportunity in all personnel transactions, without regard to age (40 and over), race, sex, color, religion, creed, veteran status, national origin, ancestry, disability, genetic information, sexual orientation, gender identity, or any other status protected by applicable federal, state or local law, and to promote a safe working environment free from workplace violence. All DRCOG officials and staff, including members, are responsible for and expected to conduct themselves in accordance with DRCOG’s policies prohibiting discrimination, harassment, retaliation and workplace violence. Members shall not engage in harassing, hostile or threatening behavior that violates such policies. Member violations of these policies are subject to compliance actions under these Rules.

COMPLIANCE

(a) Behavior and Conduct
These Rules express standards of appropriate conduct expected for members, and members themselves have the primary responsibility to assure that expectations for appropriate conduct are understood and met. The chairs of the Board and committees have the additional role of intervening when actions of members that appear to be in violation of the Rules are brought to their attention.

Members who intentionally and repeatedly disregard the Rules, or who commit a serious infraction of the Rules, may be reprimanded, censured, have the matter reported to the designating governing body or elected official that designated the member to the DRCOG Board, with or without a request that the member be replaced, or subject to other sanctions.

Individual members should point out to the offending member perceived infractions of the Rules. If the offenses continue or if an offense constitutes a serious infraction, then the matter should be referred to the vice chair of the Performance & Engagement Committee in private, except that if such vice chair is unavailable or is the individual whose actions are being questioned, then the matter should be referred to the chair of the Performance & Engagement Committee.

(b) Review of Complaints
It is the responsibility of the vice chair of the Performance & Engagement Committee, upon his or her receipt of a written complaint of violation, to promptly notify the chair of the Executive Committee of the filing of the complaint, and to initiate the process for review of such complaint. In accordance with the Articles of Association of the Denver Regional Council of Governments, the vice chair of the Performance & Engagement Committee, along with two members of such Committee selected by the vice chair, shall comprise a review panel to review the complaint. Members of the Committee shall be selected for the
review panel on an ad hoc basis for each complaint, and may serve on more than one panel. However, if the complaint concerns the vice chair or the vice chair is unavailable, the chair of the Committee shall initiate the process for review of such complaint and shall select three members of the Committee, excluding the vice chair, who shall comprise the review panel for such complaint.

The panel shall promptly review the complaint and upon completion of its review, the panel shall provide a recommendation to the Executive Committee of the Council for its review and action, which recommendations and actions may include, without limitation, issuing a letter of reprimand, reporting the matter to the designating governing body or elected official, with or without a request that the member be replaced, or adopting a finding of no violation. All actions taken will require a majority vote of the entire membership of the Executive Committee. Anonymous complaints will not be considered, but the review panel and Executive Committee shall have the power to maintain information relating to a complaint as confidential to the extent possible and to the extent appropriate under applicable laws.

(c) **Investigation, Voting & Other Reporting**
When deemed warranted, the Board Chair or the vice chair (or chair) of the Performance & Engagement Committee may call for an investigation of member conduct, and may obtain the assistance of the DRCOG Executive Director or the DRCOG attorney, or with the consent of the Board Chair or DRCOG Executive Director, the assistance of third parties, to investigate the allegations and report the findings.

No member representative may exercise a vote or grant or withhold any consent pursuant to these Rules for any matter concerning the member representative's own conduct.

The compliance provisions herein are not a substitute for any remedies for violations of state or federal law, and nothing herein prohibits the reporting of violations of state or federal law to the appropriate governmental authorities.

**IMPLEMENTATION**

The Rules are intended to be self-enforcing and an expression of the standards of conduct for members expected by DRCOG. It therefore becomes most effective when members are thoroughly familiar with these Rules and embrace their provisions.

For this reason, the Rules are distributed to members at orientation and other training opportunities, and are included in the regular member resource materials. By accepting appointment as a member, members are expected to adhere to the Rules. In addition, the Rules shall be periodically reviewed and updated by DRCOG Board, after review by the Performance & Engagement Committee.
Board of Directors

Executive Director/Executive Office

Other key staff:
- Connie Garcia, Executive Assistant/Board Coordinator
- Florine (Flo) Raitano, Director of Partnership Development and Innovation
- Jerry Stigall, Director of Organizational Development

Committees
- Board of Directors
- Finance and Budget Committee
- Performance and Engagement Committee
- Steering Committee of the Baghdad-Denver Region Partnership

Other key responsibilities:
- State and federal legislative matters
- Policy analysis
- Ensure policy consistency throughout the organization
- Board member outreach

Committees and key responsibilities:
- Metro Vision
- Metro Vision Idea Exchange
- Regional socioeconomic/demographic data
- Transit-oriented development
- Land-use model
- Geographic Information Systems
- Regional Data Catalog
- Denver Regional Aerial Photography Project
- Information systems

Committees and key responsibilities:
- Transportation Advisory Committee
- Regional Transportation Committee
- Metropolitan Planning Organization
- Regional Transportation Plan
- Transportation Improvement Program
- Travel forecast
- Congestion mitigation (Intelligent Transportation System, Traffic Operations, Transportation Demand Management)

Committees and key responsibilities:
- Advisory Committee on Aging
- Older adult information, issues and community services
- Network of Care
- Long-Term Care Ombudsman program
- Nursing homes and assisted-living residences
- Aging and Disability Resource Center
- Veterans program
- Elder refugee program

Key responsibilities:
- Budgets
- Contracts
- Finance/accounting
- Human resources
- Information technology
- Facilities management

Key responsibilities:
- External, internal and Board communications
- Creative services
- Events
- Transportation Demand Management (Way to Go)
- Bike to Work Day
- Marketing, research and evaluation
- Social media
- Websites

Committees and key responsibilities:
- Denver Regional Council of Governments
- Transportation Planning and Operations
- Area Agency on Aging
- Communications and Marketing

Roxie Ronsen, Director
Regional Planning and Development

Doug Rex, Director
Transportation Planning and Operations

Jayla Sanchez Warren, Director
Area Agency on Aging

Brad Calvert, Director
Regional Planning and Development

Steve Erickson, Director
Communications and Marketing
Staff Contacts

Connie Garcia, Executive Assistant/Board Coordinator
cgarcia@drcog.org
303-480-6701

Florine (Flo) Raitano, Director of Partnership Development and Innovation
fraitano@drcog.org
303-480-6789

Jerry Stigall, Director of Organizational Development
jstigall@drcog.org
303-480-6780

Doug Rex, Transportation Planning and Operations Director
drex@drcog.org
303-480-6747

Steve Cook, Transportation Modeling and Operations Manager
scook@drcog.org
303-480-6749

Roxie Ronsen, Administrative Officer
rronsen@drcog.org
303-480-6709

Jayla Sanchez-Warren, Area Agency on Aging Director
jswarren@drcog.org
303-480-673

Steve Erickson, Communications and Marketing Director
serickson@drcog.org
303-480-6716

Brad Calvert, Regional Planning and Development Director
bcalvert@drcog.org
303-480-6763
Doug Rex, Acting Executive Director/Transportation Planning and Operations Director
drex@drcog.org
303-480-6747

Responsibilities: Unified Planning Work Program; Congestion Mitigation (Intelligent Transportation Systems, Traffic Operations, Transportation Demand Management); Regional Transportation Plan; Transportation Improvement Program; and Transportation Advisory Committee and Regional Transportation Committee

Doug provides policy and technical direction for DRCOG’s transportation planning and operations activities, including the Regional Transportation Plan and the Transportation Improvement Program. As the region’s federally designated Metropolitan Planning Organization, DRCOG awards millions of dollars annually for transportation projects that include roadway, transit, bicycle and pedestrian facilities, elderly and disabled service, traffic signal timing, and transportation alternatives. Before joining DRCOG in November 2013, he served as the Transportation and Planning Services Director for the Association of Central Oklahoma Governments (ACOG). He also has served as adjunct professor of transportation planning at the University of Oklahoma’s Regional and City Planning department.

Brad Calvert, Regional Planning and Development Director
bcalvert@drcog.org
303-480-6839

Responsibilities: Metro Vision plan, Metro Vision performance measurement and evaluation, direct technical assistance, urban growth boundary/area, Urban Center/Station Area Master Planning funds, Geographic Information Systems (GIS), Denver Regional Aerial Photography Project (DRAPP), software application development, shared regional data sets, population and employment forecasts, data visualization, economic analysis and Metro Vision Idea Exchanges

Brad leads a team of planners, economists and technology professionals in the effort to develop and implement Metro Vision, the Denver region’s vision of the future of the metro area. Brad and his team work closely with the DRCOG Board and DRCOG’s many planning partners to ensure the region has a strong shared sense of its future. Achieving that desired future requires the coordinated efforts of local, state and federal governments; the business community; and other planning partners including philanthropic and not-for-profit organizations – DRCOG’s Regional Planning and Development team is at the center of those coordinated efforts. Brad came to DRCOG in 2010 and has twenty years of professional planning experience with a variety of organizations including a regional planning organization in Atlanta, nonprofits focused on urban and rural planning initiatives, a local government and a university.

Steve Cook, Transportation Modeling and Operations Manager
scook@drcog.org
303-480-6749

Responsibilities: Regional travel model (Focus), congestion management program, regional transportation operations and traffic signal programs, air quality conformity for the regional transportation plan, primary liaison for corridor and project studies (such as NEPA and PELs).

Steve manages DRCOG’s technical and interagency activities related to travel modeling.
forecasts, air quality planning, congestion management, transportation system operations and project development. He has worked as a transportation planner/manager for DRCOG since 1998. Steve also had a two-year stint as a planning technician with DRCOG from 1985 to 1986, thus he also serves as resident historian. In between, he spent 12 years working with two metropolitan planning organizations and a consulting firm in upstate New York before returning to Colorado.

Steve Erickson, Communications and Marketing Director
serickson@drcog.org
303-480-6716

Responsibilities: Communications, marketing, public relations, research, creative design and production, web and social media, the Way to Go partnership, Bike to Work Day, Go-Tober

Steve leads all communications and marketing initiatives at DRCOG, as well as the regional transportation demand management program, Way to Go. Steve is responsible for media relations, graphic design and production, DRCOG’s websites and social media, and events. During his tenure, DRCOG rebranded, creating a new visual identity to better represent its innovative mission and vision, and redesigned and launched new user-friendly websites. In addition, the Way to Go brand was created to represent the ground-breaking travel demand management partnership, which promotes commuting choice regionwide. Way to Go is well-known for organizing Bike to Work Day, the second-largest event of its kind nationwide. He came to DRCOG in 2012 with 15 years of diverse leadership experience in marketing, advertising and public relations, with a strong emphasis in new media and web marketing, outreach and sales, media relations and promotions.

Connie Garcia, Executive Assistant/Board Coordinator
cgarcia@drcog.org
303-480-6701

Responsibilities: Board and committee communication and administration; Baghdad-Denver Regional Partnership

Connie manages the day-to-day work flow of the Executive Office and is the point person for all communications to the DRCOG Board. She provides staff assistance to the Board of Directors, Finance and Budget committee, Performance and Engagement committee, Baghdad-Denver Regional Partnership and Regional Response, DRCOG’s nonprofit arm. She has held positions in divisions throughout DRCOG since joining the organization in 1995.

Florine (Flo) Raitano, Director of Partnership Development and Innovation
fraitano@drcog.org
303-480-6749

Responsibilities: Operational and service excellence for partners and stakeholders

Flo is actively involved in all agency programs and services, helping make recommendations on long-range activities; identifying opportunities to leverage cross-program strengths; developing stronger teams through feedback, coaching and mentoring; developing and maintaining collaborative external relationships; and carrying out the executive director’s duties and responsibilities in her absence. She previously served as special projects manager where she was involved with the Sustainable Communities Initiative grant from the U.S. Department of Housing and Urban Development and Metro Vision 2040 regional plan activities.
Twice elected mayor of Dillon, Flo has extensive local government and public-sector experience. She served as the first executive director of the Colorado Rural Development Council, a post she held for 10 years. In addition, she was executive director of the I-70 Coalition from 2006-2010, and was appointed by Gov. Bill Ritter in 2007 to the Technical Advisory Committee for the Blue Ribbon Panel on Transportation Finance and Implementation.

Roxie Ronsen, Administrative Officer
rronsen@drcog.org
303-480-6709

Responsibilities: Budgets, contracts, finance/accounting, human resources, Information technologies, facilities management

With more than 20 years of managerial experience at DRCOG, Roxie supervises DRCOG’s accounting/finance, human resources, information technology and facilities management functions. She is the organization’s longest-tenured division director, with 40-plus years of experience working for DRCOG. Before assuming her current position, she served as human resources manager and was responsible for a number of improvements in such areas as retirement planning, recruitment and employee health and wellness. She is widely recognized as an innovator and ensures wise use of taxpayer dollars throughout the organization.

Jayla Sanchez-Warren, Area Agency on Aging Director
jswarren@drcog.org
303-480-6735

Responsibilities: Older adult information, issues and community services; Network of Care; Long-Term Care Ombudsman Program; Adult Resources for Care and Help; Advisory Committee on Aging

As director of the region's Area Agency on Aging (AAA), Jayla oversees grants to local service providers for the 60+ population with federal Older Americans Act and state Older Coloradoans Act funds and directs information and assistance and the Long-Term Care Ombudsman programs. She has more than two decades of experience in the field of aging. She serves on the Rose Community Foundation’s Latino Age Wave Committee, Older Americans Coalition and the Colorado Aging Policy Advisory Committee. A long-time DRCOG employee, she started at DRCOG as an ombudsman.

Jerry Stigall, Director of Organizational Development
jstigall@drcog.org
303-480-6780

Responsibilities: Strategic, administrative and organizational development

Jerry directs organizational development activities and strategy for DRCOG and the Board. After arriving at DRCOG in October 2013, he worked with a committee of Board directors and staff to develop new mission and vision statements for DRCOG, adopted in February 2014. Following development of the new mission and vision, Board directors established a group to address policy governance. The governance group finalized principles which were unanimously approved by the Board. Jerry also worked with the Metro Vision Issues Committee to establish a strategic framework for updating Metro Vision. Jerry also provided guidance to the Strategic Action Planning Group on Aging on its strategic framework. Jerry came to DRCOG after serving as Douglas County’s director of organization development, strategy and policy. He has more than 35 years of public- and private-sector experience in organizational development, training, strategy and policy development, leadership assessment, and coaching and individual contributor development.
What is the Denver Regional Council of Governments (DRCOG)?

Your community and your neighboring communities are DRCOG. DRCOG is a nonprofit, voluntary association of more than 50 local governments united together to achieve a better future for our region.

When and why was the Denver Regional Council of Governments (DRCOG) created?

DRCOG was created in 1955 by local governments to bring together local governments to solve issues that cross jurisdictional boundaries and to explore how the region can better work together. With a forecast population increase of more than 1.5 million new residents by the year 2035, the regional cooperation that exists at DRCOG is more vital than ever.

Geographically speaking, what does the Denver Regional Council of Governments cover?

The DRCOG region is comprised of Adams, Arapahoe, Boulder, Clear Creek, Douglas, Gilpin and Jefferson counties plus the City and County of Broomfield, the City and County of Denver, and southwest Weld County.

Is DRCOG federal, state or local?

DRCOG is a public agency, but it isn't a government unit. DRCOG is based on the voluntary and cooperative efforts of local governments. These local governments are dedicated to creating a better future for the region. DRCOG does not have statutory authority to require local governments to be members or adhere to its plans. The agency cannot tax, issue bonds or legislate.

What issues does DRCOG address?

Perhaps best known for transportation planning, DRCOG is actively engaged in many issues that affect the future of the region. The organization is a forum for local governments to work cooperatively on:

- Advocating and providing services for the region's older adults through the Area Agency on Aging
- Keeping our air and water clean
- Preserving open space
- Disbursement of money for senior services
- Regional growth and development planning
- Creating awareness of alternative transportation options
- Developing demographic information
- Promoting regional cooperation
- Coordinating efforts of local governments
- Resolving common problems
- Providing member services to local government members

How do jurisdictions participate?

Local elected officials participate through the DRCOG Board of Directors, and staff from local jurisdictions serve on multijurisdictional advisory committees and task forces.
We make life better!

MEMBER GOVERNMENTS YOU ARE DRCOG

- Adams County
- Arapahoe County
- Boulder County
- City and County of Broomfield
- Clear Creek County
- City and County of Denver
- Douglas County
- Gilpin County
- Jefferson County
- Arvada
- Aurora
- Bennett
- Black Hawk
- City of Boulder
- Bow Mar
- Brighton
- Castle Rock
- Centennial
- Central City
- Cherry Hills Village
- Columbine Valley
- Commerce City
- Dacono
- Deer Trail
- Edgewater
- Empire
- Englewood
- Erie
- Federal Heights
- Foxfield
- Frederick
- Georgetown
- Glendale
- Golden
- Greenwood Village
- Idaho Springs
- Lafayette
- Lakewood
- Larkspur
- Littleton
- Lone Tree
- Longmont
- Louisville
- Lyons
- Mead
- Morrison
- Nederland
- Northglenn
- Parker
- Sheridan
- Silver Plume
- Superior
- Thornton
- Westminster
- Wheat Ridge
WHAT ALL BOARD MEMBERS NEED TO KNOW ABOUT THEIR REGIONAL ROLE

The Denver Regional Council of Governments (DRCOG), created in 1955 as an association of county and city governments, is a place where local officials can work together to solve the region’s problems. At DRCOG, local governments resolve areawide problems in a way that protects the unique nature of each local government. At the same time, each community has a voice in regional decision-making. Each member city and county is entitled to have one of its elected officials serve as a representative to the Board. As DRCOG, local governments speak with one voice.

Guiding Principles (Accepted by the DRCOG Board of Directors in 1999)

1. Solving problems through consensus and collaboration

2. Ensuring the participation of all interested parties throughout the entire process

3. Being a flexible organization to meet the needs of the region in an ever-changing environment

4. Striving continuously for excellence and high standards

5. Developing a regional view that always incorporates the diversity of our people and the individual needs and identity of our communities

6. Generating trust in the organization by the ethical, respectful, honorable and honest behavior of the Board and staff

7. Championing regional solutions on behalf of our constituents

8. Using teamwork and openness to achieve united, effective and timely efforts for our region

9. Encouraging the development of the individual without sacrificing the importance of the team

10. Balancing the needs of the individual with the goals of the organization
What All Board Members Need to Know About Their Regional Role

Norms/Code of Conduct
(Accepted by the DRCOG Board of Directors in 1999)

Respect

- All people are respected and all perspectives are valid
- Be open to new ideas
- Articulate local interests to the Board based on facts
- Express all concerns and opinions on every issue during the Board meeting
- Exemplify honesty and trust among members of Board and staff
- Listen and contribute rather than react
- Come to meetings prepared

Unity

- Advocate with individual voices and for our local interests, but work to govern DRCOG with one voice
- Cultivate a sense of group responsibility towards guiding DRCOG and resolving regional issues
- Recognize that regional issues are as important as our local issues and we are committed to each other to work them out
- Strive for and support the overall consensus actions adopted by the Board
- Enforce within ourselves the discipline necessary to enable the effective governing of DRCOG

Leadership

- Focus our energy and resources where DRCOG can be most effective
- Focus on solutions that provide long-term benefit to the region
- Focus on strategic and policy issues and not on administrative or programmatic items
- Govern with excellence and direct and inspire the organization to achieve excellence
- Mentor new members
- Seek opportunities to serve as a positive voice with our external public by proudly representing ourselves as members of the DRCOG Board
- Model effective governing for the rest of the metro area through our actions as the DRCOG Board
- Communicate publicly all decisions and policies
What all Board Members Need to Know About Their Regional Role

The following Executive Policies are contained in this document:

1. General Executive Director Constraint
2. Treatment of Citizens, Taxpayers, Staff and Volunteers
3. Compensation, Benefits, Employment
4. Financial Planning and Budget
5. Fiscal Management and Controls
6. Protection of Assets
7. Immediate Succession
8. Communications with and Support of the Board
Executive Policies

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

1. GENERAL EXECUTIVE DIRECTOR CONSTRAINT

1.1 Within the scope of authority delegated to him/her by the Board, the Executive Director shall ensure that any practice, activity, decision or organizational circumstance is lawful and prudent and adheres to commonly accepted business and professional ethics. The Executive Director shall ensure that conditions are safe, fair, honest, respectful and dignified.

2. TREATMENT OF CITIZENS, TAXPAYERS, STAFF AND VOLUNTEERS

The success of DRCOG depends upon the partnership between the Board, agencies, jurisdictions, citizens, taxpayers, elected officials and DRCOG employees.

The Executive Director shall ensure:

2.1 Community opinion/input on relevant issues is obtained when decisions materially affect a community.
2.2 Communities are informed on a timely basis about relevant decision-making processes and decisions.
2.3 Interactions with the community are organized and clear.
2.4 Relevant problems raised by the community are addressed in a timely manner.
2.5 Staff is competent, respectful and effective in interactions with the Board, public, etc.
2.6 Confidential information is protected from unauthorized disclosure.

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

2.7 Written personnel policies and/or procedures, approved by legal counsel, which clarify personnel rules for staff, provide for effective handling of grievances, and protect against wrongful conditions are in effect.
2.8 Staff and volunteers are acquainted with their rights upon entering and during their work/time with DRCOG.
2.9 Avenues are available for non-disruptive internal expressions of dissent, and protected activities are not subject to retaliation.
2.10 Established grievance procedures are readily available and accessible to staff. The Board is appropriately apprised of violations of Board policies and of matters affecting the Board.

3. COMPENSATION, BENEFITS, EMPLOYMENT

With respect to employment, compensation, and benefits to employees, consultants, contract workers and volunteers, the Executive Director shall ensure:

3.1 The fiscal integrity of DRCOG is maintained.

Accordingly, the Executive Director shall ensure:

3.2 His/her own compensation is approved by the Administrative Committee according to adopted procedures.
3.3 Compensation and benefits are consistent with wage data compiled in DRCOG’s regular independent salary survey and approved in the annual budget.
3.4 Adherence to appropriate employment law practices.
3.5 Deferred or long-term compensation and benefits are not established.

4. FINANCIAL PLANNING AND BUDGET

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

4.1 The programmatic and fiscal integrity of DRCOG is maintained.

Accordingly, the Executive Director shall ensure:

4.2 Budgets and financial planning are aligned to Board goals and priorities.
4.3 Financial solvency is maintained by projecting in two- to five-year increments, in addition to annual budgeting.
4.4 Financial practices are consistent with any applicable constitutional and statutory requirements.
4.5 Adherence to Board-stated priorities in its allocation among competing budgetary needs.
4.6 Adequate information is available to enable: Credible projections of revenues and expenses; separation of capital and operational items; cash flow projections; audit trails; identification of reserves, designations and undesignated fund balances; and disclosure of planning assumptions.
4.7 During any fiscal year, plans for expenditures match plans for revenues.
4.8 Maintain at a minimum of 30 percent of annual expenditures, excluding amounts for In-Kind and Pass-Through expense.
WHAT ALL BOARD MEMBERS NEED TO KNOW ABOUT THEIR REGIONAL ROLE

4.9 A budget Contingency Plan is capable of responding to significant shortfalls with the DRCOG budget.
4.10 No risks are present based on situations described in the Fiscal Management and Controls Policy.
4.11 Board activities during the year have been adequately funded.
4.12 Reserves and designations are available according to applicable constitutional and statutory requirements and “Generally Accepted Accounting Principles” consistently applied.

5. FISCAL MANAGEMENT AND CONTROLS

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

5.1 Board established priorities are adhered to and financial controls prevent fiscal jeopardy.
5.2 Funds for expenditures are available during each fiscal year.
5.3 DRCOG obligations are paid in a timely manner and within the ordinary course of business.
5.4 Prudent protection is given against conflicts of interest in purchasing and other financial practices, consistent with the law and established in DRCOG purchasing procedures.
5.5 Funds are used for their intended purpose.
5.6 Competitive purchasing policies and procedures are in effect to ensure openness and accessibility to contract opportunities.
5.7 Purchases, contracts and obligations which may be authorized by the Executive Director are limited to those of $60,000 or less. Those above $60,000 require Administrative Committee approval.
5.8 In the absence of the Executive Director, the Senior Managing Director signs on behalf of the Executive Director. If the Executive Director and the Senior Managing Director are unavailable for a signature, the Administrative Officer provides authorizing signatures.
5.9 Adequate internal controls over receipts and disbursements prevent the material dissipation of assets.
5.10 DRCOG’s audit is independent and external monitoring or advice is readily accepted and available.
5.11 Revenue sources are consistent with Board goals and current operations are financed without incurring debt.
5.12 Reserved, designated and undesignated fund balances are at adequate levels to mitigate the risk of current and future revenue shortfalls or unanticipated expenditures.
5.13 Creditworthiness and financial position are maintained from unforeseen emergencies.
WHAT ALL BOARD MEMBERS NEED TO KNOW ABOUT THEIR REGIONAL ROLE

6. PROTECTION OF ASSETS

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

6.1 Assets are protected and adequately maintained against unnecessary risk.
6.2 A risk management program exists to insure against property, casualty and liability losses and risks, including coverage insuring the Board, officers, employees, authorized volunteers and DRCOG against liabilities relating to the performance of their duties and DRCOG's activities in an amount equal to or greater than the average for comparable organizations and, for tort liabilities, in an amount equal to or greater than statutory limits on amounts DRCOG may be legally obligated to pay.
6.3 A policy exists to insure against employee dishonesty and theft.
6.4 Facilities and/or equipment are used properly and maintained (except normal deterioration and financial conditions beyond the Executive Director's control.)
6.5 Practices and policies are in place for DRCOG, Board and staff to minimize or prevent liability claims.
6.6 Protection from loss or significant damage of intellectual property (including intellectual property developed using DRCOG resources), information, files.
6.7 Internal control standards for the receipt, processing and disbursements of funds are at adequate levels to satisfy generally accepted accounting/auditing standards and costs for internal controls shall be consistent with the benefits expected.
6.8 DRCOG's public image, credibility, and its ability to accomplish Board goals are upheld.
6.9 Adequate planning is done for short and long-term capital or facility needs.
6.10 Board auditors or other external monitors or advisors are independent from internal influence.

7. IMMEDIATE SUCCESSION

7.1 To protect the Board from sudden loss of Executive Director services, the Executive Director shall have at least one other member of the management team familiar with Board and DRCOG issues and processes.

8. COMMUNICATIONS WITH AND SUPPORT OF THE BOARD

The Executive Director shall ensure:

8.1 The Board is informed and supported in its work.
8.2 The Board is provided complete, clear information for the accomplishment of its job.
8.3 The Board is informed in a timely manner about relevant events and issues regardless of reporting/monitoring schedule.
The following is summarized from a presentation to the DRCOG Board (October 2010) by DRCOG's attorney, Sam Light: “Robert's Rules, Parliamentary Procedures and Miscellany”

General
- DRCOG Articles of Association establish some rules of order and other procedural rules. Otherwise, Robert's Rules of Order apply. It is recommended that if Robert's seems impractical or arcane for a particular situation, don't rule out an Articles amendment or other approach (such as modifying the Board's “Committee Policy, Guidelines and Descriptions” document).
- Rules addressed in Articles include: frequency of meetings; adding matters to the agenda; notice of Board meeting; open meetings; records; quorum and who may vote and how.
- The Board's “Committee Policy, Guidelines and Descriptions” document addresses the need for meeting agenda; designated times for public comment; and meeting summaries and record of all motions.
- The most current versions of the DRCOG Articles and “Committee Policy, Guidelines and Descriptions” are available on the DRCOG website (http://www.drcog.org).

The Most Basic Rule of Robert's: Proceed with a Motion
- Main motion: principal matter before the body
- Subsidiary motions: to do something with/to the main motion (such as amend)
- Incidental motions: procedural matters related to the main motion that take precedence (such as point of order, suspend the rules)
- Privileged motions: limited number that take precedence (such as recess, privilege, adjourn)
Note: It's recommended a motion get put on the table as soon as possible to frame debate and the specific matter proposed for Board action.

1. Debatable Motions
   Main Motion
   Postpone to a definite time
   Refer or commit
   Amend
   Postpone indefinitely

2. Undebatable Motions
   Adjourn
   Recess
   Question of Privilege
   Lay on the Table
   Previous Question
   Limit or Extend Debate

3. Common Motions
   Reconsider
   Amend or Amend by Substitution
   Postpone Indefinitely
Common Motions (continued)

- Table
- Point of Information
- Limit or Extend Debate
- Recess
- Call the Question
- Adjourn

Note: When the question is called the person “calling the question” needs to be recognized by the chair; need unanimous consent or passage of a motion to end debate by the group to cut off debate

Motion to Reconsider (Key Characteristics)
- Used for further consideration of a motion voted on at the same meeting
- Must be made by someone who voted on prevailing side
- Anyone can second
- Is debatable if the motion being reconsidered is debatable
- If passed, places before Board the question to be reconsidered – back to same place you were just before the vote

Note: A Motion to Rescind, which accomplishes a similar outcome, is allowed at a later meeting

Motion to Amend (Key Characteristics)

Basic forms of amendment:
- Inserting or deleting words, sentences or paragraphs
- Rejection of a motion to amend means the pending motion awaits action
- Adoption of the motion to amend means the pending motion still needs to be voted on in its modified form

Note:
- Too much going on and the amendments are confusing? Consider a substitute motion.
  (See below for more on substitute motions.)
- Keep it simple; clarity of the motion should be the focus
- Okay to use devices to keep things moving such as a friendly amendment (as long as rights to object are honored)
- The maker of any motion or amendment does not “own” the motion or amendment

Other Types of Motions
- Amendment by Substitution: replaces parts or all of a motion; avoids “rewriting” the motion one amendment at a time; is debatable and amendable

Note: Substitute motions are not appropriate right out of the gate.
- Postpone Indefinitely: debatable and may come back
- Motion to lay on Table/Take off the Table: temporarily delay taking action; not debatable

Voting
- Methods: Voice, show of hands, roll call, general consent, ballot
- Roll call is not required but may be requested and then is treated as a motion which requires a second and majority vote of the members present and voting.
- A division is a call for the verification of a vote previously taken by voice vote or show of hands. One member may call for a division, in which case members stand to vote

Abstentions and Recusals
- Recusal is sometimes characterized as mandatory while abstention is discretionary, however, the two overlap. There are procedural (Robert's) and substantive (Colorado Statutes) rules governing these areas
- Abstentions are recorded but not counted as a vote

Note: Best practice in the case of abstention/recusal based on a conflict of interest is to leave the room.
Memo

Date: January 7, 2016

To: DRCOG Board of Directors

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

Re: Clarification on Open Meetings

In December, I was asked by a member of the Board about initiating meetings to discuss DRCOG business outside of regular meetings of the Board and its established committees. I checked with DRCOG's legal counsel, Sam Light, who based his opinion (below) on Colorado's Open Meeting Law (OML):

“The OML states “all meetings of a quorum or three or more members of a local public body, whichever is fewer, at which any public business is discussed or at which any formal action may be taken are declared to be public meetings open to public at all times.” Colorado Revised Statutes (C.R.S.) § 24-6-402(2)(b). In my opinion the DRCOG Board is a “local public body” because it has been delegated governmental decision-making functions (see full definition below). A “meeting” means “any kind of gathering, convened to discuss public business, in person, by telephone, electronically, or by other means of communication.” Id. at 402(1)(b). The phrase “public business” is not further defined in the COML. However, in construing these provisions of the OML, the Colorado Supreme Court has held that if the meeting is rationally connected to the policy-making responsibilities of the public body holding or attending the meeting, then the meeting is subject to the OML. Bd. of Cnty. Comm’rs, Costilla Cnty. v. Costilla Cnty. Conservancy Dist., 88 P.3d 1188 (Colo. 2004).

Based on the above, I think a pre-Board meeting of a few Board members to discuss the upcoming agenda items must be open to public. This assumes at least three Board members are participating. It would difficult if not impossible to successfully argue that discussion of agenda items scheduled for full Board consideration a few days later is not a discussion of public business. Further, I don’t think the Board member could argue successfully that their participation is in some other capacity—though the discussion may relate to a policy-making role of another office held, the person remains a DRCOG Board member. Note that the above-quoted provision requires the meeting be open if any public business is discussed or any formal action will be taken. Thus, a pre-Board discussion of the type described would still be a public meeting even if that small group has no power or intent to take any action. While the meeting must be open to the public, the discussion of the type described may not trigger the specific notice/agenda requirement of the OML. That additional requirement, contained in C.R.S. § 24-6-402(2)(c), states a notice/agenda shall be posted for any meetings at which the adoption of any proposed policy, position, resolution, rule, regulation or formal action occurs or at which a majority or quorum of the body is in attendance, or is expended to be in attendance. However, even if it could be argued this language is not triggered, there are cases in other context holding the government has an implied duty to give some notice that a meeting is to be held.

Regarding enforcement, the OML is construed liberally to further its policy declaration that “the formation of public policy is public business and may not be conducted in secret.” C.R.S. § 24-6-401. Further successful plaintiffs in an OML case are entitled to an award of costs and reasonable attorney fees. C.R.S. § 24-6-402(9)(b). Given these risks, as DRCOG counsel I recommend against “pre-meetings” of three or Board members unless notice is given and meetings are open to the public.”

If you have any questions or concerns about the information above, please let me know ASAP and I’ll forward to Sam for his response.

Thank you.
TRANSPORTATION PLANNING IN THE DENVER REGION

DRCOG, the Regional Transportation District (RTD), and the Colorado Department of Transportation (CDOT) are the primary partners in transportation planning in the Denver region. The following pages are excerpted from: “The Prospectus: Transportation Planning in the Denver Region.” This document and the MOA that the three agencies entered into in 2001 explains the collaborative regional transportation planning process.
Preparation of this report has been financed in part through grants from the U.S. Department of Transportation, Federal Transit Administration and Federal Highway Administration
TABLE OF CONTENTS

EXECUTIVE HIGHLIGHTS ............................................................................................................... 1

1. INTRODUCTION ................................................................................................................... 7
   1. Purpose of this Document .............................................................................................. 7
   2. Planning Geography ....................................................................................................... 7

2. POLICY DIRECTION ............................................................................................................. 9
   1. Federal Policy Requirements .......................................................................................... 9
   2. State Policy Requirements Federal Relationship ........................................................... 11
   4. Memorandum of Agreement Guiding Principles ............................................................ 13

3. PARTICIPANTS .................................................................................................................. 15
   1. DRCOG Committee Structure ....................................................................................... 15
   2. Public Involvement ........................................................................................................ 18

4. PLANNING PROCESS PRODUCTS ................................................................................... 19
   1. Unified Planning Work Program .................................................................................... 19
   2. Long-Range Transportation Plan ................................................................................... 21
   3. Transportation Improvement Program ........................................................................... 30
   5. Planning Process Certifications ..................................................................................... 38

5. COORDINATION WITH OTHER TRANSPORTATION PROCESSES ......................... 40
   1. CDOT Interchange Approval ......................................................................................... 40
   2. CDOT Corridor Optimization .......................................................................................... 43
   3. Revisions to State Highway Access Categories ............................................................ 44
   4. Major Environmental Processes .................................................................................... 46
   5. DRCOG Fixed Guideway Transit Review ...................................................................... 52
   6. FasTracks Annual Review ............................................................................................. 52
   7. CDOT and RTD Master Intergovernmental Agreement ................................................. 53
   8. Planning and Development Process for FTA New Starts Projects ................................ 54
   9. State Implementation Plans for Air Quality .................................................................... 57
  10. CDOT Resource Allocation ........................................................................................... 58
  11. CDOT TIP Project Selection Processes .......................................................................... 60
  12. RTD Strategic Business Plan ........................................................................................ 68
  13. DRCOG Toll Facilities Review ....................................................................................... 68

APPENDIX A  Select Federal and State Legislative and Regulatory References .......... 70
### LIST OF EXHIBITS

<table>
<thead>
<tr>
<th>Exhibit</th>
<th>Description</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Exhibit 1</td>
<td>DRCOG Transportation Management Area and Transportation Planning Region</td>
<td>8</td>
</tr>
<tr>
<td>Exhibit 2</td>
<td>Planning Factors in the <em>Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users</em></td>
<td>10</td>
</tr>
<tr>
<td>Exhibit 3</td>
<td>Transportation Planning Committee Structure</td>
<td>16</td>
</tr>
<tr>
<td>Exhibit 4</td>
<td>Composition and Responsibilities of the DRCOG Board and Transportation Committees</td>
<td>17</td>
</tr>
<tr>
<td>Exhibit 5</td>
<td>Typical Unified Planning Work Program Timeline (Odd-numbered years)</td>
<td>20</td>
</tr>
<tr>
<td>Exhibit 6</td>
<td>Typical Long-Range Transportation Plan Timeline</td>
<td>22</td>
</tr>
<tr>
<td>Exhibit 7</td>
<td>Partner Responsibilities in Developing Long-Range Transportation Plans</td>
<td>23</td>
</tr>
<tr>
<td>Exhibit 8</td>
<td>Air Quality Conformity Responsibilities</td>
<td>28</td>
</tr>
<tr>
<td>Exhibit 9</td>
<td>Typical Transportation Improvement Program Timeline</td>
<td>31</td>
</tr>
<tr>
<td>Exhibit 10</td>
<td>Partner Responsibilities in Developing the Transportation Improvement Program</td>
<td>32</td>
</tr>
<tr>
<td>Exhibit 11</td>
<td>The Two Levels of Congestion Management Strategy Evaluation in the DRCOG Region</td>
<td>38</td>
</tr>
<tr>
<td>Exhibit 12</td>
<td>Steps in the 1601 Process</td>
<td>42</td>
</tr>
<tr>
<td>Exhibit 13</td>
<td>Steps in the Corridor Optimization Process</td>
<td>44</td>
</tr>
<tr>
<td>Exhibit 14</td>
<td>State Highway Access Categories</td>
<td>45</td>
</tr>
<tr>
<td>Exhibit 15</td>
<td>Process for Changing State Highway Access Category</td>
<td>46</td>
</tr>
<tr>
<td>Exhibit 16</td>
<td>Categories of Environmental Study</td>
<td>47</td>
</tr>
<tr>
<td>Exhibit 17</td>
<td>General Process for Conducting a Major Environmental Study</td>
<td>50</td>
</tr>
<tr>
<td>Exhibit 18</td>
<td>Coordination between Regional Transportation Plan and Environmental Study’s Decision Document</td>
<td>51</td>
</tr>
<tr>
<td>Exhibit 19</td>
<td>Items Addressed by the CDOT/RTD Master Intergovernmental Agreement</td>
<td>54</td>
</tr>
<tr>
<td>Exhibit 20</td>
<td>New Starts Evaluation Criteria</td>
<td>55</td>
</tr>
<tr>
<td>Exhibit 21</td>
<td>Developing and Adopting an Air Quality State Implementation Plan</td>
<td>56</td>
</tr>
<tr>
<td>Exhibit 22</td>
<td>Denver Regional Air Quality Status</td>
<td>58</td>
</tr>
<tr>
<td>Exhibit 23</td>
<td>Steps in CDOT’s Project Priority Programming Process</td>
<td>62</td>
</tr>
<tr>
<td>Exhibit 24</td>
<td>Creating the Select List</td>
<td>63</td>
</tr>
<tr>
<td>Exhibit 25</td>
<td>Selecting Safety Projects</td>
<td>64</td>
</tr>
<tr>
<td>Exhibit 26</td>
<td>CDOT Selection of 5310, 5311, 5316, and 5317 Projects</td>
<td>65</td>
</tr>
<tr>
<td>Exhibit 27</td>
<td>Selecting Safe Routes to Schools Projects</td>
<td>67</td>
</tr>
<tr>
<td>Exhibit 28</td>
<td>Steps in Preparing the RTD Strategic Business Plan</td>
<td>68</td>
</tr>
</tbody>
</table>
Transportation Planning in the Denver Region

Executive Highlights

Common Acronyms

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>CDOT</td>
<td>Colorado Department of Transportation</td>
</tr>
<tr>
<td>DRCOG</td>
<td>Denver Regional Council of Governments</td>
</tr>
<tr>
<td>FASTER</td>
<td>Funding Advancement for Surface Transportation and Economic Recovery</td>
</tr>
<tr>
<td>FHWA</td>
<td>Federal Highway Administration</td>
</tr>
<tr>
<td>FTA</td>
<td>Federal Transit Administration</td>
</tr>
<tr>
<td>MOA</td>
<td>Memorandum of Agreement</td>
</tr>
<tr>
<td>MPO</td>
<td>Metropolitan Planning Organization</td>
</tr>
<tr>
<td>RTD</td>
<td>Regional Transportation District</td>
</tr>
<tr>
<td>RTP</td>
<td>Regional Transportation Plan</td>
</tr>
<tr>
<td>STIP</td>
<td>State Transportation Improvement Program</td>
</tr>
<tr>
<td>TIP</td>
<td>Transportation Improvement Program</td>
</tr>
</tbody>
</table>

Chapter 1—Introduction

- Transportation planning for the Denver region is a continuing, cooperative and comprehensive process.
- The Denver Regional Council of Governments (DRCOG), Regional Transportation District (RTD), and Colorado Department of Transportation (CDOT) are the primary partners in this process.
- A Memorandum of Agreement (MOA) forms and directs this partnership.
- Transportation Planning in the Denver Region provides details on how the process currently works.
- It will be reviewed every two years and revised as necessary.
- DRCOG is the Metropolitan Planning Organization (MPO) for the transportation management area and the Regional Planning Commission for the nine plus-county transportation planning region.

Chapter 2—Policy Direction

- Regional transportation planning processes are guided by federal and state laws, rules, and policies.
- Federal law requires that MPOs take the lead in regional transportation planning in urbanized areas.
- Transportation planning within the transportation management area is guided by the federal metropolitan Planning Rules.
- Statewide transportation planning is guided by state statutes and federal statewide Planning Rules. In carrying out its responsibilities in the portions of the DRCOG transportation planning region outside the transportation management area, CDOT consults with DRCOG.
- Metro Vision is the region’s vision of its desired future; implementing the Metro Vision Plan is a primary objective of the DRCOG regional transportation planning process.
Transportation Planning in the Denver Region

- The MOA specifies principles and objectives for carrying out the regional transportation planning process.

Chapter 3—Participants

- The DRCOG Board is the policy body for the MPO.
- The MOA organizes the transportation planning process through the establishment of the Regional Transportation Committee and the Transportation Advisory Committee.
- Both the Regional Transportation Committee and DRCOG Board must take favorable action before regional transportation planning policies and products are considered adopted.
- At the staff level, the Agency Coordination Team promotes interagency coordination, cooperation, and communication.
- Constructive public involvement is essential; decisions are made only after the public is made aware of proposed actions and has the opportunity to comment.

Chapter 4—Planning Process Products

Unified Planning Work Program
- The Unified Planning Work Program describes all metropolitan transportation planning activities for the coming two years in the region.
- It provides the basis for the “scope of work” for the federal planning funds that DRCOG receives.
- Federal agencies review and approve the Unified Planning Work Program to ensure that the proposed work activities are consistent with federal requirements and eligible for federal funds.

Long-Range Transportation Plan
- The Metro Vision Regional Transportation Plan (RTP) is the Denver region’s long-range transportation plan.
- The Metro Vision RTP is part of the Metro Vision Plan.
- One component of the Metro Vision RTP is the Metro Vision transportation system (referred to in state rules as the “vision plan”).
- The other component is the fiscally constrained RTP, which is the subset of the Metro Vision transportation system that can be achieved with reasonably available financial resources.
- In the transportation management area, the fiscally constrained RTP conforms with the requirements of the Clean Air Act.
- Development of the Metro Vision RTP is a lengthy process entailing substantial cooperative effort by the partner agencies.

Transportation Improvement Program (TIP)
- DRCOG’s TIP identifies the federally-funded transportation projects to be implemented in the transportation management area during the next six years.
- It is updated every four years.
- The TIP implements the fiscally constrained RTP.
- No project using federal surface transportation funds can move forward unless it is included in the TIP.
- For each TIP, the preparation process is defined by a policy document adopted through the regional transportation planning process.
Transportation Planning in the Denver Region

- DRCOG, CDOT and RTD currently have separate processes to select projects for funding. The selected projects are incorporated in the TIP.
- The MOA partners are continuing to work to better integrate TIP project selection.
- The TIP is fiscally constrained and conforms with the requirements of the Clean Air Act.

Congestion Management Process
- A congestion management process provides for effective management of transportation facilities through the use of travel demand reduction and operational management strategies.
- In the transportation management area, federal funds cannot be programmed for any highway project that would significantly increase capacity for single occupant vehicles unless the project is based on a congestion management process.
- DRCOG identifies and evaluates congestion management strategies at the regional level as part of the overall regional transportation planning process.
- At the project level, the sponsor conducts the needed congestion management examinations.

Planning Process Certification
- DRCOG and CDOT must certify to the Federal Highway Administration (FHWA) and Federal Transit Administration (FTA) that the transportation planning process is conducted in accordance with all applicable federal regulations.
- Certification holds an MPO and all planning partners accountable for the function and quality of the planning process in its region.
- The joint self-certification process is conducted when a new TIP is prepared.
- Also, every four years, FHWA and FTA jointly conduct a planning certification review.

Chapter 5—Coordination with Other Transportation Process

CDOT’s Interchange Approval Process (1601)
- 1601 defines the policy and procedures by which CDOT will consider applications for new or modified interchanges on state highways.
- Analytic requirements and approval responsibility vary depending on the category type CDOT assigns to the application.
- For certain types of improvements, the applicant must prepare a system level study.
- CDOT must approve the system level study before the improvement is included in the fiscally constrained RTP.

CDOT’s Corridor Optimization Process
- Corridor optimization is a CDOT process to evaluate how future travel demands in corridors should be met.
- The corridor optimization process develops CDOT’s preferred corridor strategy.
- Transportation Commission approval of a corridor optimization report does not constitute a funding commitment.
- An approved corridor optimization plan is CDOT’s input to the regional process in development of the Metro Vision RTP.

Revision to State Highway Access Categories
- The State Highway Access Code specifies a classification system for access management purposes.
• Every state highway is assigned an access category and the Code establishes the process and procedures for making changes to the assigned category.
• DRCOG is afforded the opportunity to review changes to the assigned access category requested within the transportation planning region.

Major Environmental Processes
• The National Environmental Policy Act (NEPA) requires the environmental impact of projects that receive federal funding to be assessed.
• The relationships between major NEPA environmental studies and the regional transportation planning process include listing environmental studies in TIPs and Unified Planning Work Programs, interagency review of environmental study work scopes, DRCOG committee consideration of purpose and need statements, and environmental study evaluation of alternatives’ consistency with the Metro Vision Plan.
• The description and cost of the project to be cleared in an environmental decision document must be consistent with that in the adopted fiscally constrained RTP. To do so sometimes requires an amendment to the fiscally constrained RTP.
• Planning and Environmental Linkage (PEL) studies may be conducted prior to NEPA level evaluations.

DRCOG Fixed Guideway Transit Review
• State statute (per Senate Bill 90-208) requires that the MPO review and approve any fixed guideway mass transit system element proposed by RTD before it can be constructed.
• Criteria for review of proposed projects are adopted by the DRCOG Board through the transportation committees process.
• The Senate Bill 90-208 assessment explicitly confirms or rejects the technical and financial feasibility of the proposal.

FasTracks Annual Review
• RTD’s FasTracks Plan is a broad long-term program requiring numerous assumptions about technology and financing, which may change over the course of implementing the Plan.
• DRCOG’s Senate Bill 90-208 initial approval of FasTracks required that RTD prepare an annual report for consideration by the regional transportation planning process identifying significant changes in the FasTracks Plan as they develop.
• The DRCOG Board through the transportation committees process determines if the changes identified require further Senate Bill 90-208 action.

CDOT and RTD Master Intergovernmental Agreement
• CDOT and RTD executed a Master Intergovernmental Agreement for continued coordination and planning for highway and transit development.
• The Master Agreement establishes a framework to assure that all proposed projects, programs, and facilities are accommodated to the maximum extent practicable.
• It establishes a context for corridor-specific agreements.

Planning and Development Process for FTA New Starts Projects
• FTA has a defined process that applicants must follow for capital investment grants for new fixed guideway systems or extensions to existing ones (called New Starts).
• The three key development phases in this process are alternatives analysis, preliminary engineering, and final design.
• FTA evaluates each proposed New Starts project nationwide according to a defined set of criteria.
Transportation Planning in the Denver Region

- RTD provides FTA with relevant information each time RTD advances a corridor into preliminary engineering or final design, each time it applies for a full funding grant agreement, and annually to support FTA’s New Starts report to Congress.

State Implementation Plans for Air Quality
- The federal Clean Air Act requires that states prepare state implementation plans to show how a nonattainment area will attain national air quality standards and how attainment will be maintained.
- State implementation plans establish emissions budgets and specify control measures.
- In air quality nonattainment-maintenance areas, fiscally constrained RTPs and TIPs must conform to the appropriate state implementation plans; i.e., the region meets emissions budgets and required transportation control measures are being implemented.
- The Denver region currently meets national air quality standards and has approved state implementation plans (maintenance plans) for three relevant pollutants. The region is considered by the Environmental Protection Agency to be attainment-maintenance for those pollutants.
- In 2007, an area that includes much of the Denver region was designated as nonattainment for ozone based on a new 8-hour standard.

CDOT Resource Allocation
- Resource allocation is the process the Transportation Commission uses to forecast revenues, identify needs on the state highway system, and define how resources will be allocated to address those needs.
- Federal law requires the state and MPO to cooperatively develop estimates of funds available for implementation of fiscally constrained long-range transportation plans and TIPs.
- To this end, CDOT and DRCOG executed a Memorandum of Understanding in November 2004 that acknowledged a funding baseline and established allocation methodologies for unanticipated incremental and new revenues above the baseline and for unallocated funds for strategic projects.

CDOT TIP Project Selection Processes
- CDOT uses the project priority programming process to obtain local agency input on which state highway projects it should fund in the TIP and state transportation improvement program (STIP).
- CDOT uses management systems to identify the optimal use of resources in several funding programs, such as surface treatment and bridge.
- The current strategic projects program consists of 28 high priority transportation projects throughout the state.
- Regional priorities program funds may be used to address needs in any of the CDOT investment categories.
- Congestion relief funds must be applied to projects that improve congestion on congested segments of the state highway system.
- Senate Bill 09-108 established three new funding categories: FASTER Safety, FASTER Bridge, and FASTER Transit.
- CDOT inspects all public highway bridges in the state and assigns a sufficiency rating. Bridges that are eligible for federal bridge funds, are structurally deficient or functionally obsolete, and have a sufficiency rating of 80 or less are identified on the Select List.
- From the Select List, CDOT identifies those to be replaced or rehabilitated using available federal and state funds.
A portion of federal funds is set-aside to achieve reductions in the number and severity of crashes through elimination of roadway hazards. CDOT conducts a process to select projects to receive this funding.

FTA provides funding to CDOT for specific public transportation programs. CDOT conducts a process to select projects to receive this funding.

CDOT conducts a process to select projects for Safe Routes to School (FHWA) funds.

**RTD Strategic Business Plan**
- The strategic business plan is RTD’s six-year fiscally constrained operating and capital improvement plan; it is revised annually.
- Local governments, transportation management organizations, and the public provide input to RTD.
- RTD uses the strategic business plan to identify its federally-funded projects for inclusion in the TIP.

**DRCOG Toll Facilities Review**
- State statute (per Senate Bill 09-108) requires that the MPO review and approve any toll highway plan proposed in the DRCOG area by the High Performance Transportation Enterprise.
- Criteria for review of proposed projects are adopted by the DRCOG Board through the transportation committees process.
- Assessment findings for the toll highway/system proposal consider the operation, technology, feasibility, and financing.
1. Introduction

Transportation planning for the Denver region is a continuing, cooperative, and comprehensive process. Three agencies—the Denver Regional Council of Governments (DRCOG), the Regional Transportation District (RTD), and the Colorado Department of Transportation (CDOT) are the primary partners in this effort. A Memorandum of Agreement (MOA) signed in 2001 forms and directs this partnership.

1. Purpose of this Document

Transportation Planning in the Denver Region augments the MOA by providing the details of how this transportation planning process works. It has been approved by the Regional Transportation Committee (see Section 3.1), which has Board and executive management membership from all three MOA partners. It:

- describes the policies and procedures of the process, in the context of federal, state and regional requirements (Chapter 2)
- details how the three partners cooperate in carrying out the process (Chapter 3)
- identifies the five key regional transportation planning products required by federal law and explains how the participants work together to produce those products (Chapter 4); and
- shows how the regional process dovetails with individual processes of the three partners, and interacts with local governments, air quality planning agencies, and other participants to accomplish transportation planning in the Denver region (Chapter 5).

This document presents current details and understandings. However, process details change continually in response to new federal and state laws and regulations, regional issues and initiatives, and the evolving focus of the individual MOA partner agencies. To keep this document current, every two years the Regional Transportation Committee considers whether it is necessary to update the document. If revisions are deemed necessary, the Regional Transportation Committee identifies which revisions can be accepted simply by committee action, and which must be referred to the Boards of all three MOA partner agencies for endorsement. The biennial consideration takes place before mid-year. Revisions, if needed, are generally completed by year’s end.

2. Planning Geography

For transportation planning purposes, the Denver region consists of two geographic areas.

- The Transportation Management Area.
  
  Federal law requires that each urbanized area in the nation (as defined by the U.S. Bureau of Census) with a population over 200,000 be designated as a transportation management area. That transportation management area must cover the entire urbanized area(s) and the contiguous geographic area(s) likely to become urbanized within, at a minimum, a 20-year period. Federal law further requires that regional transportation planning in a metropolitan area be conducted by a Metropolitan Planning Organization (MPO) and encourages designation of a single MPO to serve multiple urbanized areas that are adjacent to each other. The FHWA/FTA-designated transportation management area depicted in Exhibit 1,
for which DRCOG is the MPO, includes four urbanized areas, encompasses slightly more than 3,600 square miles, and consists of the portions of Adams and Arapahoe counties west of Kiowa Creek; all of Broomfield, Denver, Douglas, and Jefferson counties; all of Boulder County except Rocky Mountain National Park; and a portion of southwest Weld County. The transportation management area designation defines the entire metropolitan planning area.

- **The Transportation Planning Region.**
  State statute requires the state transportation planning process be conducted in cooperation with “regional planning commissions.” For this purpose, Colorado has been subdivided into 15 transportation planning regions formed around regional planning commissions. DRCOG is the Regional Planning Commission for the counties of Adams, Arapahoe, Boulder, Broomfield, Clear Creek, Denver, Douglas, Gilpin, Jefferson and southwest Weld. The entire 5,288-square-mile nine-plus-county area is called the Greater Denver Transportation Planning Region. Gilpin and Clear Creek counties and the eastern portions of Adams and Arapahoe counties, which are all outside the transportation management area, are often referred to as the Mountains and Plains area of the Denver region.

The transportation management area and transportation planning region boundaries change over time. For example, the boundaries were revised in 2008 to include the contiguous portion of southwest Weld County anticipated to be urbanized within the next 20 years.

Prior to 2007, the transportation management area included all of the region’s air quality nonattainment or maintenance areas. But, in 2007, the Environmental Protection Agency declared an area that includes the DRCOG transportation management area plus the remaining portions of Adams, Arapahoe, and Boulder counties, plus portions of Larimer and Weld counties as nonattainment for ozone under the 8-hour standard. A memorandum of agreement noted in Section 4.2 governs the transportation conformity evaluations conducted for this nonattainment area.

**Exhibit 1** DRCOG Transportation Management Area and Transportation Planning Region
2. Policy Direction

Regional transportation planning processes are guided by laws, rules, and policies set by the federal and state governments. In the DRCOG region, Metro Vision and the transportation planning Memorandum of Agreement provide further direction.

1. Federal Policy Requirements

The requirements and responsibilities for transportation planning are contained in federal law and in federal regulations that implement the law. Appendix A lists relevant federal legislative and regulatory references.

Federal Law
About every five or six years, Congress enacts a law to "authorize" funds for surface transportation programs. Congress typically uses these reauthorization acts to review, revise and refine all aspects of federal surface transportation policy, including transportation planning. Since 1973, federal transportation law has placed the responsibility for carrying out the regional transportation planning process in urbanized areas on MPOs.

The most recently enacted reauthorization act is the 2005 Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users, commonly called SAFETEA-LU, which builds from its predecessor, the Transportation Equity Act for the 21st Century (TEA-21). Key transportation planning products adopted after July 1, 2007, must comply with SAFETEA-LU. SAFETEA-LU expired on September 30, 2009 and a series of continuing resolutions have ensured the flow of federal transportation dollars. The Denver region will continue to follow the tenets and rules associated with SAFETEA-LU until such time as new authorization legislation has been enacted.

SAFETEA-LU identified the following national policy: "It is in the national interest to encourage and promote the safe and efficient management, operation, and development of surface transportation systems that will serve the mobility needs of people and freight and foster economic growth and development within and between States and urbanized areas, while minimizing transportation-related fuel consumption and air pollution."

Federal law requires that a metropolitan planning organization (MPO) take the lead in regional transportation planning in urbanized areas. DRCOG is the MPO for the Denver region.

As has been the case with reauthorization acts for the past several decades, SAFETEA-LU tasks MPOs with developing plans and programs to accomplish the act’s objective in metropolitan areas, using a continuing, cooperative, comprehensive process. Reauthorization acts also typically identify planning factors that the metropolitan transportation planning process must address (see Exhibit 2), require that the process be certified as compliant with federal law, and designate the major products of the process.

Chapter 4 provides descriptions of the required planning products and activities.
Federal Transportation Planning Rules
Federal regulations are typically issued to implement the federal law. Usually, a year or two after each reauthorization act, the U.S. Department of Transportation revises portions of the code of federal regulations to reflect not only changes explicitly stated in the act, but also changes in philosophy that were part of the discussion and debate leading to adoption of the act. The portions of the federal regulations pertaining to transportation planning are commonly referred to as “the Planning Rules.”

The federal Planning Rules for metropolitan transportation planning provide more specifics about the major products and certification. Beyond that, they state the requirements for other process elements including:

- agreements that define transportation planning partnerships between the state, public transportation providers, and the MPO
- agreements between MPOs and air quality planning agencies regarding air quality-related transportation planning
- defining and adjusting planning area boundaries and MPO policy body membership
- inclusion of other transportation-related agencies and groups; and
- public involvement.

Other Federal Laws and Regulations
While federal reauthorization acts and ensuing federal regulations govern the metropolitan transportation planning process, the process must also respond to numerous other federal actions, including (but not limited to) the National Environmental Policy Act, the Clean Air Act, the Clean Water Act, the Civil Rights Act, and the Americans with Disabilities Act, and executive orders.

Exhibit 2  Planning Factors in the Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users

The Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users states that the metropolitan transportation planning process must provide for consideration of projects and strategies that will:

- Support the economic vitality of the metropolitan area, especially by enabling global competitiveness, productivity, and efficiency
- Increase the safety of the transportation system for motorized and nonmotorized users
- Increase the security of the transportation system for motorized and nonmotorized users
- Increase accessibility and mobility of people and freight
- Protect and enhance the environment, promote energy conservation, improve quality of life, and promote consistency between transportation improvements and State and local planned growth and economic development patterns
- Enhance the integration and connectivity of the transportation system, across and between modes, for people and freight
- Promote efficient system management and operation; and
- Emphasize the preservation of the existing transportation system.

*These are called the eight factors.*
2. State Policy Requirements

Federal Relationship
The Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users requires state departments of transportation to conduct statewide transportation planning and programming, and federal Planning Rules for statewide transportation planning provide regulatory details. While the requirements in federal law and regulation for statewide planning are generally similar to those for metropolitan planning, the specific federal requirements for transportation planning in metropolitan areas are defined in the appropriate metropolitan elements of federal law and regulations, rather than by the statewide elements. Federal law does not require statewide long-range transportation plans to be fiscally constrained.

Federal law does require the statewide process to interact with the metropolitan process in areas where the metropolitan process is required. This interaction is described in various federal laws and regulations as cooperation or coordination. Each has a slightly different definition, but both imply that the involved parties work together to make sure products are seamless and schedules are consistent.

Outside the metropolitan areas, federal law requires states to conduct their transportation planning process in consultation with the local officials responsible for transportation.

State Statute
Colorado statute clarifies that statewide transportation planning and programming is to be done in cooperation with regional planning commissions. The Greater Denver Transportation Planning Region is one of the 15 transportation planning regions established for this purpose. DRCOG, as the Regional Planning Commission for that transportation planning region, has metropolitan transportation planning responsibilities within the transportation management area and a consultation role outside (in the Mountains and Plains area). State statute also requires that:

- a 20-year regional transportation plan be developed for each transportation planning region that includes a metropolitan area
- a regional transportation plan show what can be reasonably expected to be implemented with the revenues that are likely to be available (in other words, fiscally constrained).
- CDOT integrate and consolidate the regional transportation plans into a comprehensive statewide transportation plan
- a Statewide Transportation Advisory Committee review and comment on all regional transportation plans submitted and provide advice to CDOT (each of the 15 transportation regions in the state has one representative on this committee); and
- the general assembly recognize that regional planning commissions and transportation planning regions are the proper forum for transportation planning and that the county hearing process is the proper forum for local government input into the five-year program of projects

FASTER Legislation
In 2009 the Colorado Legislature passed Senate Bill 09-108. Funding Advancement for Surface Transportation and Economic Recovery (FASTER). FASTER created new state transportation enterprises, funding sources, and programs. It also identified the following additional factors that should be addressed by the statewide plan, and by reference, the MPO transportation plans as well:
Transportation Planning in the Denver Region

- Targeting of infrastructure investments, including preservation of the existing transportation system
- Safety enhancement
- Strategic mobility and multimodal choice
- Support of urban or rural mass transit
- Environmental stewardship
- Effective, efficient, and safe freight transport
- Reduction of greenhouse gas emissions

Previous state planning factors include:
- an emphasis on multimodal transportation considerations, including the connectivity between modes of transportation
- an emphasis on coordination with county and municipal land use planning, including examination of the impact of land use decisions on transportation needs and the exploration of opportunities for preservation of transportation corridors
- the development of areawide multimodal management plans in coordination with the process of developing the elements of the state plan

Transportation Commission Rules and Regulations

As required by state statute, the Transportation Commission has adopted rules and regulations for the statewide transportation planning process. As with federal regulations, these rules augment statutory language. Included in the Commission’s rules are requirements for:
- public participation
- transportation planning region boundary revisions
- elements to be included in regional transportation plans
- review of regional plans by the Statewide Transportation Advisory Committee
- development and approval of the statewide transportation plan; and
- updates and amendments of regional and statewide plans.

CDOT issued a Regional Transportation Planning Guidebook in 2006, designed to assist regional planning commissions in developing regional transportation plans consistent with federal and state requirements. The guidebook will be updated prior to the development of the next long range (e.g., 2040) statewide and regional transportation plans.

Also, the Transportation Commission routinely adopts procedural directives or rules for other transportation planning-related processes. Those most relevant to the DRCOG regional process are discussed in Chapter 5.

Relevant state statutes are listed in Appendix A.
3. Metro Vision Guidance

As a regional planning commission, DRCOG adopts and maintains a regional plan. Metro Vision is the long-range plan to manage growth within the Denver area. The Metro Vision Plan addresses development, transportation needs, and environmental quality. It serves as a comprehensive foundation for regional planning efforts and provides a regional context for local decision-making on growth and development issues. It recognizes the impact growth will have on the provision of infrastructure, water quality, clean air, and the environment and calls for an efficient development pattern that supports transit, protects valuable recreation and open space, and provides for diversity in community structure and housing choices.

The Metro Vision 2035 Plan establishes the vision for the Denver region in 2035. How the region can achieve the vision is presented in three topical areas:

- growth and development
- transportation
- environment

Components include extent of urban development, urban centers, community design, and parks and open space, among others. Each component has a vision, goal, and several policies. Together, the components create the future preferred vision.

Implementing Metro Vision influences where future population settles and businesses locate, which, in turn, affects travel behavior and the need for transportation facilities and services.

Implementing the Metro Vision Plan is a primary objective of the DRCOG regional transportation planning process.

4. Memorandum of Agreement Guiding Principles

As stated in Chapter 1, the three partner agencies (DRCOG, RTD, and CDOT) entered into an MOA in July 2001 for the transportation planning process for the DRCOG region. The MOA was modified in June 2008 to expand the geographic scope to southwest Weld County. The purpose of the MOA is to implement federal and state statutes and regulations addressing regional transportation planning to ensure that a collaborative process occurs among the three agencies.

As defined in the MOA, the purpose of the collaborative regional transportation planning process is:

“To develop... a multimodal transportation system for the region that supports the region’s Metro Vision Plan and amendments thereto; meets each party’s planning needs, roles, and responsibilities; and addresses the needs of the public.”

The MOA acknowledges the roles and responsibilities of the three agencies regarding transportation planning as defined by federal and state laws and regulations. The MOA further describes the functions, products, and organization of the planning process.

The MOA specifies that the regional transportation planning process is carried out in a manner consistent with the following principles and objectives:

- Each year, input on the goals and objectives of the regional process is solicited and the goals and objectives for transportation planning are collaboratively established to guide ongoing and future transportation investments. This is accomplished through:
The Memorandum of Agreement formally commits DRCOG, RTD, and CDOT to work together on transportation planning for the Denver region.
3. Participants

Transportation planning in the Denver region uses the experience and input of many people and organizations. The DRCOG Board is the MPO of the transportation management area and the Regional Planning Commission of the Greater Denver Transportation Planning Region. CDOT and RTD are partner agencies in the regional transportation planning process as affirmed in the MOA. Local officials, interest groups, the public, and others provide important direction and comment. Other federal, state and regional agencies play key roles, too.

1. DRCOG Committee Structure

As stated in the MOA, the regional transportation planning process is organized around the series of committees shown in Exhibit 3. Exhibit 4 details committee composition and responsibilities.

The DRCOG Board is made up of local elected officials from the region’s towns, cities and counties. The DRCOG Board is the policy body for the MPO.

The Regional Transportation Committee (RTC) is a permanent committee that prepares and forwards policy recommendations to the DRCOG Board. DRCOG Board policy actions that differ from the Regional Transportation Committee recommendation must be referred back to the Regional Transportation Committee for reconsideration.

The Transportation Advisory Committee (TAC) is a permanent committee that assists the Regional Transportation Committee and the DRCOG Board by reviewing the work of the transportation planning process.

Ad hoc committees (or task forces) and work groups may be established by the DRCOG Board, Regional Transportation Committee, and/or Transportation Advisory Committee. They are given short-term assignments to assist on specific topics, tasks, or activities. Membership is set by the initiating committee, but typically includes experts on the specific subject and/or representatives of affected groups.

The Agency Coordination Team (ACT) is a standing work group made up of staff from the MOA partner agencies, air quality planning agencies, and federal agencies. The team exists to promote coordination, cooperation, and, importantly, communication among agencies. Its regular duties include:

- synchronizing the schedule of planning activities (including Transportation Advisory Committee and Regional Transportation Committee consideration),
- reviewing transportation planning products, and
- coordinating Unified Planning Work Program (see Chapter 4) activities with agencies’ planning activities.

The air quality/transportation interagency consultation process is facilitated by meetings of the Agency Coordination Team.
Exhibit 3  Transportation Planning Committee Structure

DRCOG Board
Voting members are local elected officials

Regional Transportation Committee (RTC)
Voting membership is:
• DRCOG - 5 members
  (Board members, executive director)
• CDOT - 4 members
  (Commissioners, executive director)
• RTD - 4 members
  (Board members, general manager)
• Others - 3 members

Transportation Advisory Committee (TAC)
Voting membership is staff/
representatives of:
• counties and municipalities
• CDOT
• RTD
• DRCOG
• air quality agency
• interest groups

Work groups

Ad hoc committees

PUBLIC COMMENT
## Composition and Responsibilities of the DRCOG Board and Transportation Committees

<table>
<thead>
<tr>
<th>Authority</th>
<th>Regional Transportation Committee</th>
<th>Transportation Advisory Committee</th>
</tr>
</thead>
<tbody>
<tr>
<td>• State statute</td>
<td>• MOA</td>
<td>• MOA</td>
</tr>
<tr>
<td>• DRCOG Articles of Association</td>
<td>• DRCOG Board adopts committee description</td>
<td>• DRCOG Board adopts committee description</td>
</tr>
<tr>
<td><strong>Responsibilities</strong></td>
<td>• Assists the DRCOG Board in regional transportation planning</td>
<td>• Facilitates dialogue and cooperation among local governments, regional agencies, the state, and other stakeholders on regional transportation issues</td>
</tr>
<tr>
<td>• Prepares, maintains, and regularly reviews comprehensive regional plan (Metro Vision)</td>
<td>• Prepares regional transportation planning policy recommendations for action by the DRCOG Board</td>
<td>• Provides advice and guidance on methods of planning and implementation, and helps develop policy options</td>
</tr>
<tr>
<td>• Adopts all regional transportation planning products, including the Metro Vision RTP and TIP</td>
<td></td>
<td>• Reviews planning products and processes</td>
</tr>
<tr>
<td>• Products and policies are adopted when Board and Regional Transportation Committee both take favorable action</td>
<td></td>
<td>• Makes recommendations to the Regional Transportation Committee on transportation plans and improvement programs</td>
</tr>
<tr>
<td><strong>Membership</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Each municipality, county, and city-and-county within the nine plus-county region is eligible to be a member of DRCOG</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Each member may designate one local elected official as its member representative and one as its alternate</td>
<td></td>
<td></td>
</tr>
<tr>
<td>– Denver may designate two members</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Governor appoints three non-voting members</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Five from DRCOG—the chair, vice chair, two Board members, and the executive director</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Four from CDOT—three Denver-area transportation commissioners and the executive director</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Four from RTD—three board members and the general manager</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• DRCOG, CDOT, and RTD may designate alternates in writing</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Three others—appointed annually by the Regional Transportation Committee chair upon unanimous recommendation of the DRCOG, CDOT and RTD executives (DRCOG executive will consult with the chair prior to the three agency executives forming a recommendation)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• 16 voting members total</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• 15 local-government representatives appointed by the DRCOG chair:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>– two each from Adams, Arapahoe, Boulder, Douglas, and Jefferson counties and one from southwest Weld County;</td>
<td></td>
<td></td>
</tr>
<tr>
<td>o at least three are appointed from counties</td>
<td></td>
<td></td>
</tr>
<tr>
<td>o at least seven are appointed from municipalities (at least two but no more than three are from cities smaller than 35,000 in population)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>– two from Denver and one from Broomfield</td>
<td></td>
<td></td>
</tr>
<tr>
<td>– one from the non-MPO area of the transportation planning region</td>
<td></td>
<td></td>
</tr>
<tr>
<td>– appointees are city or county managers/administrators, or public works, transportation, or planning directors, or equivalent</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• CDOT directors for regions 1, 4, and 6 and transportation development division</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• RTD’s planning/development director</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• DRCOG’s transportation planning/operations director</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Regional Air Quality Council executive director</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• One representative each of environmental, freight, transportation demand management/non-motorized, senior, aviation, non-RTD transit, and business/economic development interests (nominated by the DRCOG chair and confirmed by the Regional Transportation Committee)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Alternates may be designated in writing</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• FHWA and FTA have ex-officio representation</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• 29 voting members total</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Quorum</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• One-third of all voting member representatives</td>
<td>• 12 voting members or designated alternates</td>
<td>• 15 voting members or designated alternates</td>
</tr>
<tr>
<td><strong>Decisions Made</strong></td>
<td>• With 12 affirmative votes</td>
<td>• With 15 affirmative votes</td>
</tr>
<tr>
<td>• Regular questions; with a majority of voting member representatives present</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Adoption or amendment of elements of regional plan: with a majority of all voting member representatives</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Participants

- 17
2. Public Involvement

Constructive public involvement is essential at all levels of transportation planning. DRCOG is responsible for proactively engaging the public in the regional transportation planning process, and embraces federal requirements that MPOs provide the public with complete information, timely public notice, full public access to key decisions, and early and continuing involvement in developing the planning products described in Chapter 4. DRCOG’s efforts focus upon region-wide transportation issues, the interrelationship of transportation planning with land use and other planning activities, and the Metro Vision plan. *Public Involvement in Regional Transportation Planning* documents DRCOG’s public involvement process. DRCOG reviews the process annually.

Recent federal regulations and executive orders have emphasized broadening public participation in transportation planning to include affected groups that have not traditionally been very involved, such as disabled, low-income, and minority constituents. All DRCOG-hosted public hearings and forums are held in venues that are wheelchair accessible, and DRCOG accommodates and provides services for persons with other disabilities when such services are requested in advance.

Specific goals of DRCOG’s public involvement process are:

- **present information and educate the public** about the regional transportation planning process, including the role of the MPO, the DRCOG transportation committee structure, and the types of products that are developed and the implications of those products.

- **continuously solicit public input** through its Board members, public forums, public hearings, attending local community and interest group meetings, distributing questionnaires and newsletters—especially at the beginning of planning processes, at key decision points, and when final drafts are prepared. DRCOG makes maximum use of opportunities to speak to communities and organizations at their scheduled meetings; experience has shown that going out to the public rather than expecting the public to come to a DRCOG meeting is more productive.

- **facilitate information flow between the public and decision-makers** by compiling public issues, comments and concerns into complete and concise documents.

- **consider and respond to public concerns.** DRCOG considers public concerns in preparing draft documents. The transportation committees and the DRCOG Board consider expressed public concerns when making decisions. DRCOG is responsible for drafting responses to identified issues and for documenting the consideration given to major issues by decision-makers. For certain processes (specifically, the Metro Vision RTP and TIP, described in Chapter 4), if significant comments are received on the draft documents, DRCOG prepares a summary, analysis, and report on the disposition of those comments.

The goal of public involvement is to assure that the decisions regarding a proposed plan or project are made only after the public is made aware of and has the opportunity to comment on the proposal.

The DRCOG regional transportation planning process and its corresponding system-level public participation is a coordinated effort of the MOA partner agencies. However, public participation takes place at the city, county, corridor, and project levels too. In fact, individuals concerned about a specific project or citywide plan, for example, will find their participation to be more meaningful in a public involvement process conducted specifically for that project or plan. While DRCOG provides opportunities for further public comment on proposed projects during development of regional products such as the Metro Vision RTP or TIP, DRCOG’s public involvement is intended to augment, not replace, project-specific public involvement activities.
### DRCOG 2017 Revenue Sources

#### Source | % of Total | Amount
--- | --- | ---
Member Dues | 8.43% | $1,516,300
Federal Grants | 20.15% | $3,622,775
UPWP (Federal) | 28.85% | $5,186,067
AAA (Federal) | 12.89% | $2,316,568
State Grants | 12.46% | $2,239,281
Local/Other Funds | 10.00% | $1,798,352
In-kind Services | 3.37% | $605,521
Service Income* | 2.11% | $380,000
General Fund | 1.74% | $313,680

**Projected Total Funding**

100.00%  
$17,978,544

*Includes $30,000 in projected interest income.
TABLE OF CONTENTS

Budget Message .............................................................................................................1

2017 Budget Summary and Comparison .................................................................3

2017 Funding Chart ....................................................................................................4

2017 Expenditures by Strategic Initiative ................................................................5

2017 Strategic Initiative Funding Summary ............................................................6

2017 Strategic Initiatives Plan ....................................................................................7

  Strategic Initiatives Plan Summary .................................................................7
  UPWP .....................................................................................................................9
  Traffic Signal Operations ......................................................................................11
  State Transportation Advisory Committee/State Rural Planning .......................12
  SHRP2 ..................................................................................................................13
  Boomer Bond ........................................................................................................14
  Area Agency on Aging .........................................................................................15
  Way to Go .............................................................................................................16
  Denver Regional Aerial Photography Project .....................................................17
  Member Activities .................................................................................................18
  New Initiatives and Programs in 2017 .................................................................20
October 19, 2016

Finance and Budget Committee and Board of Directors
Denver Regional Council of Governments

I am pleased to submit the proposed budget of the Denver Regional Council of Governments (DRCOG) for the year 2017. The budget is transmitted to the Finance and Budget Committee for review and recommendation for approval by the Board of Directors.

The budget is a fiscal guide for the operation of DRCOG beginning January 1, 2017 through December 31, 2017. It supports work activities in the DRCOG Metropolitan Planning Organization’s Unified Planning Work Program (UPWP), the Area Agency on Aging (AAA), the Communications and Marketing Division, Executive Office, and Administration and Finance.

Variations of note between the 2016 and 2017 budgets include:

Revenues
• **Federal funding**, being mindful of match requirements, the use of UPWP funding will decrease in 2017 by approximately $785,000. Other significant federal grant variances include:
  
  o 2016 carryover of federal funds for the Area Agency on Aging in the amount of $682,699 account for a majority of the increase of federal revenue for that division.
  o Approximately half of the $350,000 grant for the 2nd Strategic Highway Research Program (SHRP2) will be expended in 2017.
  o Funding for traffic signal operations is expected to remain relatively flat.
• **State funds** will increase just slightly in 2017 mainly due to the award of a $75,000 grant from the Department of Local Affairs to promote the Boomer Bond toolkit to smaller communities.
• **Local/other funds** reflect a decrease mainly due to the Denver Regional Aerial Photography Project (DRAPP) entering the second year of its two-year cycle.
• **In-kind services** are expected to decrease this year with a reduction of UPWP spending.
• **Service income**, which is derived primarily from enrollment in the Guaranteed Ride Home program, will remain flat in 2017.
• **Member dues** provide match for federal programs and help fund initiatives such as legislative activities and strategic partnerships which assist in increasing overall funding as well as Board-related activities. Board-related activities, which account for approximately $898,419 (down from $1,089,648 in 2016) of anticipated expenditures, include Finance and Budget Committee and Board meetings, the Annual Awards Dinner, the Board Workshop, participation in Sister Cities and the National Association of Regional Councils.
Expenditures

- **Personnel expenditures** are budgeted with an estimated 15 percent increase for medical insurance and 6 percent increase for dental insurance effective January 2017, as well as a performance-based merit increase pool for staff estimated at an average of five (5) percent. Due to expanded activities across the organization, there are eight additional personnel budgeted. These expanded activities include AAA initiatives for care transitions, ombudsman, and veteran programs. One additional position is reflected in the budget that will provide support for traffic operations.

- **Contractual obligations** are significantly lower from 2016 with the expiration of several long term consulting contracts previously executed to support the modeling team as well as the two major DRAPP vendor contracts entering the second year of their two-year term.

- **Non-personnel expenditures** include additional funds for technology updates and license renewals as well a cyber audit, an increase in business insurance premiums, and a compensation survey for the agency.

- **Capital outlay** has increased slightly this year to purchase additional computer network storage and to replace the audio visual system as well as three older copiers.

Fund Balance

The 2017 ending fund balance for DRCOG is projected to be just under $6,000,000. Approximately $2,100,000 of this fund balance reflects pre-paid funds set aside for some specific programs such as DRAPP, Guaranteed Ride Home and Regional Vanpool.

Because most of DRCOG’s grants operate on a reimbursement basis, substantial working capital must be available to pay contractual obligations and meet daily expense outlays while awaiting grantor payments. DRCOG’s auditors have consistently recommended maintaining a fund balance equal to three months’ expenditures. Based on prior year expenses and contractual rent obligations, that amount would total approximately $8,000,000 to $9,000,000.

Pass-through funds are excluded from the general operating fund budget; however, the 2017 pass-through is estimated to total $13,770,893.

Finally, the 2017 Strategic Initiatives Plan is also included as a part of this budget to provide a comprehensive overview of DRCOG’s planned activities and their related costs.

Respectfully submitted,

Jennifer Schaufele
Executive Director
### 2017 Budget Summary and Comparison
#### General Operating Fund

<table>
<thead>
<tr>
<th></th>
<th>2015 Actuals</th>
<th>2016 Budget</th>
<th>2017 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>BEGINNING BALANCE</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>General Funds</td>
<td>$8,039,686</td>
<td>$7,679,606</td>
<td>$6,283,658</td>
</tr>
<tr>
<td>Program Obligations</td>
<td>4,238,683</td>
<td>3,812,113</td>
<td>3,773,386</td>
</tr>
<tr>
<td></td>
<td>3,801,003</td>
<td>3,867,493</td>
<td>2,510,272</td>
</tr>
<tr>
<td><strong>REVENUES</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Member Dues</td>
<td>$1,287,400</td>
<td>$1,357,100</td>
<td>$1,516,300</td>
</tr>
<tr>
<td>Federal Grants</td>
<td>10,263,609</td>
<td>11,453,997</td>
<td>11,125,410</td>
</tr>
<tr>
<td>State Grants</td>
<td>1,884,990</td>
<td>2,129,161</td>
<td>2,239,281</td>
</tr>
<tr>
<td>Local/Other Funds</td>
<td>1,520,513</td>
<td>1,901,543</td>
<td>1,798,352</td>
</tr>
<tr>
<td>In-kind Services</td>
<td>1,690,795</td>
<td>687,184</td>
<td>605,521</td>
</tr>
<tr>
<td>Service Income</td>
<td>417,992</td>
<td>344,575</td>
<td>350,000</td>
</tr>
<tr>
<td>Interest/Investment Income</td>
<td>18,040</td>
<td>30,000</td>
<td>30,000</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>TOTAL REVENUES</strong></td>
<td>$17,083,339</td>
<td>$17,903,560</td>
<td>$17,664,864</td>
</tr>
<tr>
<td><strong>TOTAL FUNDS AVAILABLE</strong></td>
<td>$25,123,025</td>
<td>$25,583,166</td>
<td>$23,948,522</td>
</tr>
<tr>
<td><strong>EXPENDITURES</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Personnel</td>
<td>$8,853,231</td>
<td>$10,118,511</td>
<td>$10,404,273</td>
</tr>
<tr>
<td>Contractual Services</td>
<td>4,033,549</td>
<td>4,949,519</td>
<td>3,110,548</td>
</tr>
<tr>
<td>In-kind Services</td>
<td>1,690,795</td>
<td>687,184</td>
<td>605,521</td>
</tr>
<tr>
<td>Non-personnel</td>
<td>2,597,108</td>
<td>3,184,660</td>
<td>3,460,802</td>
</tr>
<tr>
<td>Capital Outlay</td>
<td>268,736</td>
<td>359,634</td>
<td>397,400</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>TOTAL EXPENDITURES</strong></td>
<td>$17,443,419</td>
<td>$19,299,508</td>
<td>$17,978,544</td>
</tr>
<tr>
<td><strong>ENDING BALANCE</strong></td>
<td>$7,679,606</td>
<td>$6,283,658</td>
<td>$5,969,978</td>
</tr>
<tr>
<td>General Funds</td>
<td>3,812,113</td>
<td>3,773,386</td>
<td>3,809,706</td>
</tr>
<tr>
<td>Program Obligations</td>
<td>3,867,493</td>
<td>2,510,272</td>
<td>2,160,272</td>
</tr>
<tr>
<td><strong>PASS-THROUGH FUNDS</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Area Agency on Aging</td>
<td>$13,093,259</td>
<td>$12,768,124</td>
<td>$13,770,893</td>
</tr>
<tr>
<td><strong>TOTAL PASS-THROUGH FUNDS</strong></td>
<td>$13,093,259</td>
<td>$12,768,124</td>
<td>$13,770,893</td>
</tr>
</tbody>
</table>

---

1. The beginning balance for the 2016 budget is based on 2015 actuals. All other 2016 line items are estimates.
2. Program obligations are pre-paid funds set aside for specific programs: Guaranteed Ride Home, DRAPP, and Regional Vanpool.
DRCOG 2017 FUNDING

<table>
<thead>
<tr>
<th>Source</th>
<th>% of Total</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Member Dues</td>
<td>8.43%</td>
<td>$1,516,300</td>
</tr>
<tr>
<td>Federal Grants</td>
<td>20.15%</td>
<td>$3,622,775</td>
</tr>
<tr>
<td>UPWP (Federal)</td>
<td>28.85%</td>
<td>$5,186,067</td>
</tr>
<tr>
<td>AAA (Federal)</td>
<td>12.89%</td>
<td>$2,316,568</td>
</tr>
<tr>
<td>State Grants</td>
<td>12.46%</td>
<td>$2,239,281</td>
</tr>
<tr>
<td>Local/Other Funds</td>
<td>10.00%</td>
<td>$1,798,352</td>
</tr>
<tr>
<td>In-kind Services</td>
<td>3.37%</td>
<td>$605,521</td>
</tr>
<tr>
<td>Service Income*</td>
<td>2.11%</td>
<td>$380,000</td>
</tr>
<tr>
<td>General Fund</td>
<td>1.74%</td>
<td>$313,680</td>
</tr>
</tbody>
</table>

Projected Total Funding 100.00% $17,978,544

*Includes $30,000 in projected interest income.
2017 Expenditures by Strategic Initiative

<table>
<thead>
<tr>
<th>Strategic Initiative</th>
<th>% of Total</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>UPWP</td>
<td>38.86%</td>
<td>$6,264,123</td>
</tr>
<tr>
<td>Traffic Signal Operations</td>
<td>8.37%</td>
<td>$1,573,864</td>
</tr>
<tr>
<td>STAC</td>
<td>0.05%</td>
<td>$9,500</td>
</tr>
<tr>
<td>SHRP2</td>
<td>1.44%</td>
<td>$173,708</td>
</tr>
<tr>
<td>Boomer Bond</td>
<td>0.34%</td>
<td>$58,321</td>
</tr>
<tr>
<td>Area Agency on Aging</td>
<td>23.10%</td>
<td>$5,012,640</td>
</tr>
<tr>
<td>Way to Go</td>
<td>17.34%</td>
<td>$3,541,169</td>
</tr>
<tr>
<td>DRAPP</td>
<td>4.63%</td>
<td>$446,800</td>
</tr>
<tr>
<td>Member Activities</td>
<td>5.87%</td>
<td>$898,419</td>
</tr>
<tr>
<td><strong>Strategic Initiatives Total</strong></td>
<td><strong>100.00%</strong></td>
<td><strong>$17,978,544</strong></td>
</tr>
</tbody>
</table>
### 2017 Strategic Initiatives Funding Summary

<table>
<thead>
<tr>
<th>Project</th>
<th>Matched Funds</th>
<th>Member Dues</th>
<th>Local/Other</th>
<th>State</th>
<th>Federal</th>
</tr>
</thead>
<tbody>
<tr>
<td>6.24.14a Traffic Signal Operations</td>
<td>598,028</td>
<td>1,748.528</td>
<td>$</td>
<td></td>
<td></td>
</tr>
<tr>
<td>6.24.14b UPWP</td>
<td>598,028</td>
<td>1,748.528</td>
<td>$</td>
<td></td>
<td></td>
</tr>
<tr>
<td>9.80.00 STAC/State Rural Planning Assistance</td>
<td>1,748.528</td>
<td>6.24.14a</td>
<td>598,028</td>
<td></td>
<td></td>
</tr>
<tr>
<td>9.80.00 SHRP2</td>
<td>1,748.528</td>
<td></td>
<td>6.24.14a</td>
<td></td>
<td></td>
</tr>
<tr>
<td>9.80.00 Denver Regional Planning Project (DRA)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>9.80.00 Area Agency on Aging</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.16.96 Traffic Signal Operations</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.18.0.960 Area Agency on Aging</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.316.960 UPWP</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>446,800 May 6-00</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1,573,864 Member Activities</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3,500,000 Local/Other</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5,186,067 $</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>539,028 $</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>605,521 $</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>11,125,410 $</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>UPWP</td>
<td>446,800</td>
<td>$</td>
<td>1,573,864</td>
<td></td>
<td></td>
</tr>
<tr>
<td>9,500 $</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>173,708 $</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>58,321 $</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2,316,568 $</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2,180,960 $</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>24,966 $</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>37,000 $</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>453,146 $</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5,012,640 $</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1,865,703 $</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1,253,366 $</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>29,493 $</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>350,000 $</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>42,607 $</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3,541,169 $</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>446,800 May 6-00</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1,573,864 Member Activities</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3,500,000 Local/Other</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5,186,067 $</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>539,028 $</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>605,521 $</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>11,125,410 $</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Funding Summary does not reflect $13,770,893 in Area Agency on Aging Pass-Through funding.**

**Funding Summary does not reflect $30,000 in projected interest income.**
## Strategic Initiatives Plan Summary

### 2017

<table>
<thead>
<tr>
<th>Program/Administration &amp; Coordination</th>
<th>Classification</th>
<th>Explanation</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Traffic Signal Operations</td>
<td>Discretionary</td>
<td>Assists local governments; funded through the TIP with no local match required.</td>
<td>$1,573,864</td>
</tr>
<tr>
<td>State Transportation Advisory Committee(STAC)/State Rural Planning Assistance</td>
<td>Mandatory</td>
<td>Funding provided through CDOT to staff the STAC.</td>
<td>$5,500</td>
</tr>
<tr>
<td>State Rural Planning Assistance</td>
<td>Mandatory</td>
<td>Funding provided through CDOT to conduct regional transportation planning efforts outside the TMA (per State statute).</td>
<td>$4,000</td>
</tr>
<tr>
<td>SHRP2 - Funded by Federal Grant</td>
<td>Classification</td>
<td>Explanation</td>
<td>Amount</td>
</tr>
<tr>
<td>Deploying Visualization and Analysis Tools</td>
<td>Discretionary</td>
<td>Not required by any other existing grant, regulation, law or statute.</td>
<td>$173,708</td>
</tr>
<tr>
<td>Boomer Bond - Funded by State Grant</td>
<td>Classification</td>
<td>Explanation</td>
<td>Amount</td>
</tr>
<tr>
<td>Boomer Bond</td>
<td>Discretionary</td>
<td>Not required by any other existing grant, regulation, law or statute.</td>
<td>$58,321</td>
</tr>
<tr>
<td>Area Agency on Aging - Funded by Federal Grants, State Grants, Private Grants &amp; Match</td>
<td>Classification</td>
<td>Explanation</td>
<td>Amount</td>
</tr>
<tr>
<td>Management &amp; Administration</td>
<td>Mandatory</td>
<td>Fulfills the requirements of the State contract with DRCOG to serve as the Area Agency on Aging for the eight county metro Denver region.</td>
<td>$2,329,192</td>
</tr>
<tr>
<td>Senior Community Programs</td>
<td>Mandatory</td>
<td>Fulfills the requirements of the State contract with DRCOG to provide Ombudsman and Case Management services. Services to Refugees are necessary to meet contract requirements.</td>
<td>$2,352,412</td>
</tr>
<tr>
<td>Transition Services</td>
<td>Discretionary</td>
<td>Services to veterans and transitions services from skilled nursing long term facilities back to the community.</td>
<td>$173,580</td>
</tr>
<tr>
<td>Resource Center</td>
<td>Mandatory</td>
<td>ADRC services are mandated by the State of Colorado Unit on Aging.</td>
<td>$132,490</td>
</tr>
<tr>
<td>Capacity Building</td>
<td>Discretionary</td>
<td>Although urged by State officials to explore alternative funding sources for aging programs, the initiative is not mandatory as it is not required by any other existing grant, regulation, law or statute.</td>
<td>$24,966</td>
</tr>
</tbody>
</table>

TOTAL: $6,264,123
### Way to Go - Funded by Federal Grant, Match, Service Income & Sponsorships

<table>
<thead>
<tr>
<th>Classification</th>
<th>Explanation</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regional TDM Program</td>
<td>Discretionary Required in the scope of matched &amp; unmatched CMAQ grants. These programs are established to meet air quality regulations.</td>
<td>$1,907,736</td>
</tr>
<tr>
<td>Bike to Work Day Sponsorships</td>
<td>Discretionary Privately funded. Not required by any grant, regulation, law or statute.</td>
<td>$9,000</td>
</tr>
<tr>
<td>Regional Vanpool</td>
<td>Discretionary Part of the Way to Go Program. Funded through RTD fare subsidies.</td>
<td>$1,298,000</td>
</tr>
<tr>
<td>Guaranteed Ride Home</td>
<td>Discretionary Privately funded entirely through the sale of RTD passes. GRH encourages transit adoption. Not required by law, regulation, grant, or statute.</td>
<td>$326,433</td>
</tr>
</tbody>
</table>

**TOTAL:** $3,541,169

### DRAPP - Funded by Partners

<table>
<thead>
<tr>
<th>Classification</th>
<th>Explanation</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>DRAPP</td>
<td>Discretionary Offered as a value added service to members.</td>
<td>$446,800</td>
</tr>
</tbody>
</table>

**TOTAL:** $446,800

### Member Activities - Funded by Member Dues

<table>
<thead>
<tr>
<th>Classification</th>
<th>Explanation</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Board Workshop &amp; Activities</td>
<td>Mandatory/Discretionary Board meetings are required in the DRCOG Articles. Other activities included here such as dues &amp; sponsorships and organizational activities are discretionary. Approximately $100,000 can be directly attributed to Board meetings.</td>
<td>$426,049</td>
</tr>
<tr>
<td>Sister Cities Partnership</td>
<td>Discretionary Not required by any other existing grant, regulation, law or statute.</td>
<td>$9,304</td>
</tr>
<tr>
<td>Legislative Activities</td>
<td>Discretionary Not required by any other existing grant, regulation, law or statute.</td>
<td>$333,541</td>
</tr>
<tr>
<td>NARC</td>
<td>Discretionary Not required by any other existing grant, regulation, law or statute.</td>
<td>$26,338</td>
</tr>
<tr>
<td>Annual Awards Dinner</td>
<td>Discretionary Not required by any other existing grant, regulation, law or statute.</td>
<td>$103,187</td>
</tr>
</tbody>
</table>

**TOTAL:** $898,419

**GRAND TOTAL:** $17,978,544
| Program Administration & Coordination | Task - Direct Program Management: internal management including internal administration of Strategic Initiatives, budgets, and contracts; facilitate communication/coordination with intraregional and interregional partners. | $660,816 |
| Planning, Outreach, Education & Training | Task - Public Outreach: Forums and workshops to increase public's engagement in transportation planning; prepare major update to the federally required "Public Involvement in Regional Transportation Planning." |  
| | Task - Local Government and Stakeholder Outreach: Meet with local governments and interested parties about the DRCOG transportation planning process; provide support to communities as they prepare transportation plans and studies; conduct stakeholders outreach to better inform and involve communities in planning and decision making; facilitate/host transportation-related webinars and other educational events. | $449,440 |
| | Task - Staff Training & Development: Provide DRCOG staff with the necessary training and development to perform their jobs effectively. |  
| Regional Transportation Planning | Task - Maintenance of 2040 Fiscally Constrained Regional Transportation Plan (RTP): in compliance with federal law, DRCOG Board approved an update to the region’s fiscally-constrained transportation plan on February 18, 2015. The RTP is amended, as needed. |  
| | Task - Development of the 2040 Metro Vision Regional Transportation Plan (MV RTP): The MV RTP, a complementary document to Metro Vision, will present the multimodal transportation system vision that is needed to respond to future regional growth. While the 2040 fiscally constrained plan will be an element of the 2040 MV RTP, the vision document is unconstrained and speaks to the need for increased funding to meet transportation demand. It will integrate Metro Vision’s policy framework and will also address federal requirements for freight, coordinated transit planning, and other topics. | $1,956,779 |
| | Task - Other Planning Activities: Implement activities to carry out the regional transportation planning and congestion management processes. Deliverables will be created in the following areas: Bicycle/Pedestrian (Active Transportation Plan); Safety (Traffic Safety Report and Pedestrian/Bicycle Safety Report); Freight (Regional Freight Movement Study); Congestion (Annual Congestion Report and Mobility Choice Blueprint). |  
| | Task - Public Transportation Planning: Update Coordinated Public Transit-Human Services Plan (to be included in the MV RTP); Review and assess the status of FasTracks with respect to SB-208; coordinate with DRMAC; work with CDOT, RTD and Local Coordinating Councils (LCC) on the selection of FTA grant-funded projects; work with partners and stakeholders to develop first/final mile strategies. |  

Total UPWP Budget 2017: $6,264,123
<table>
<thead>
<tr>
<th>Task - Maintenance of the 2016-2021 TIP: Allocation of approximately $267 million for FY 2016-2019. Adopted by the DRCOG Board of Directors on April 15, 2015 and incorporated into the State Transportation Improvement Program (STIP) approved by the Transportation Commission on May 21, 2015. Maintenance tasks include: processing TIP amendments, and tracking process of programmed projects.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Task - TIP Funding Allocation Review: The TIP Review Workgroup has been tasked by the DRCOG Board to explore funding allocation models for consideration for a future TIP Call for Projects.</td>
</tr>
<tr>
<td>Task - Development of the 2018-2021 TIP: DRCOG will be developing a new TIP biennially in order to meet the needs resulting from CDOT going to an annual STIP. 2018-2021 TIP is expected to be adopted in the first quarter of 2017. The next DRCOG Call for Projects is anticipated to be in the second quarter of 2018 for inclusion into the 2020-2023 TIP.</td>
</tr>
<tr>
<td>Task - Metro Vision Implementation &amp; Support: Regularly and routinely analyze progress on Metro Vision with an emphasis on evaluation forces shaping trend and potential adjustments to the policy and tactical aspects of the plan. Document and distribute best practices related to achieving Metro Vision outcomes and objectives, including toolkits and resource guides. As requested, provide individualized technical assistance to communities for the purposes of implementing Metro Vision. Use new tools and technology to support regional and local scenario analysis, including impacts of alternative land use and development patterns.</td>
</tr>
<tr>
<td>Task - Research &amp; Information Dissemination: Provide decision-support tools and information sharing opportunities to local jurisdictions, regional partners and the public. Convene stakeholders to exchange ideas and experiences on various implementation activities (e.g. Metro Vision Idea Exchanges). Sponsor events, organize workshops, and collaborate with organizations that are working to support Metro Vision outcomes and objectives. Explore and document connections between key social, economic and environmental issues and the physical development of the region. Develop and distribute information projects related to Metro Vision Outcomes, Objectives, Performance Measures and strategic initiatives.</td>
</tr>
<tr>
<td>Task - Base Analysis and Planning: Finalize methodology to classify and map urban development (Development Type mapping). Coordinate and support local review of Development Type results. Administer the UGB/A allocation process, including the development of evaluation metrics to inform Board action. Continue efforts to inform local governments (elected officials and staff) about the UGB/A program, including local and regional responsibilities. Track municipal annexation to determine impact on UGB/A in unincorporated areas.</td>
</tr>
<tr>
<td>Task - GIS Activities: The GIS team develops regional built environment, open space, zoning and related datasets in support of land use and travel modeling. The GIS team also disseminates data and information to members and the public through facilitation of the Denver Regional Data Consortium and various applications including the Regional Data Catalog, the Data Portal, and the Regional Equity Atlas. Examples of UPWP related projects include the creation of the Development Type Model, the Denver Regional Visual Resources (DRVR) project, and the TIP Webmap.</td>
</tr>
<tr>
<td>Task - System Maintenance: Maintain, refine and keep calibration of DRCOG’s transportation and land use models current and accurate. In 2017, update the regional socioeconomic control total forecasts and fully implement the newly calibrated and faster 2016 Focus Model.</td>
</tr>
<tr>
<td>Task - Analysis, Planning &amp; Support: Use modeling tools to develop timely, accurate and useful information for local jurisdictions, partner agencies and internal DRCOG divisions.</td>
</tr>
</tbody>
</table>

**UPWP Grand Total:** $6,264,123
<table>
<thead>
<tr>
<th>Traffic Signal Operations</th>
<th>Task - System Design &amp; Studies: Provide engineering design and study services for regional partners, supporting the deployments identified in the TSSIP. [Consultant services utilized]</th>
<th>$363,880</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Task - Coordination &amp; Retiming: Provide timing and coordination plan development services for regional partners, supporting the deployments identified in the TSSIP and responding to other regional partner requests. [Consultant services utilized]</td>
<td>$957,963</td>
</tr>
<tr>
<td></td>
<td>Task - Program Support &amp; Coordination: Provide technical traffic signal assistance and support to regional partners to help them operate their traffic signals more efficiently.</td>
<td>$62,600</td>
</tr>
<tr>
<td></td>
<td>Task - ITS Integration: Provide coordination between regional partners and their collective initiatives, integrating regional transportation operations project development and implementation. In addition, provide assistance with the use of the systems engineering analysis process. [Consultant services utilized as required]</td>
<td>$59,608</td>
</tr>
<tr>
<td></td>
<td>Task - Operations Plan Update: Update the Regional Concept of Transportation Operations (RCTO or &quot;Operations Plan&quot;), which was developed to present a unified direction for regional TSM&amp;O deployment and execution. Specific regional initiatives (including clarified roles and responsibilities for regional partners) are defined to meet established objectives and performance targets.</td>
<td>$32,453</td>
</tr>
<tr>
<td></td>
<td>Task - Regional Transportation Operations Improvement Program: The Transportation Improvement Program identifies a Regional Transportation Operations pool of funds for regional TSM&amp;O deployment and execution. Following the strategic guidance detailed in the Operations Plan, prepare a program of specific projects and implementations meeting the short term needs of the region.</td>
<td>$97,360</td>
</tr>
<tr>
<td><strong>Traffic Signal Operations Grand Total:</strong></td>
<td></td>
<td><strong>$1,573,864</strong></td>
</tr>
<tr>
<td></td>
<td>Task Description</td>
<td>STAC/Rural Planning Budget 2017:</td>
</tr>
<tr>
<td>------------------</td>
<td>-----------------------------------------------------------------------------------</td>
<td>----------------------------------</td>
</tr>
<tr>
<td>STAC</td>
<td>Task - Committee Meetings: Attend monthly meetings; Assist DRCOG Board members serving on STAC; Provide information to CDOT and other STAC members.</td>
<td>$5,500</td>
</tr>
<tr>
<td>State Rural Planning Assistance</td>
<td>Task - Transportation Planning Outside of MPO: For Gilpin and Clear Creek Counties, and the eastern portion of Adams and Arapahoe Counties; Administer RTP amendments, monitor and report on STIP amendments, maintain communication on projects, issues, etc.</td>
<td>$4,000</td>
</tr>
</tbody>
</table>

**STAC/State Rural Planning Grand Total:** $9,500
### Strategic Initiative - SHRP2

**Project # - 547015**

**SHRP2 Budget 2017:** $173,708

<table>
<thead>
<tr>
<th>Task - Analyze Current Performance: Recent regional scenario analysis demonstrated the importance of concentrating a significant portion of future growth in urban centers if the region is to achieve its transportation goals and targets, including reducing per capita vehicle miles traveled (VMT) and greenhouse gas (GHG) emissions associated with the transportation sector. Staff will disseminate analyses of data from various sources, including the results of the Urban Center Survey questionnaire distributed in 2016, identifying and evaluating the feasibility of potential urban center performance measures for ongoing use. Reports to be completed and published include urban center performance reports, as well as technical memo.</th>
</tr>
</thead>
<tbody>
<tr>
<td>$20,594</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Task - Future Planning: Land use decisions in urban centers are a matter of local control. However, these public and private local decisions directly influence regional travel demand and, consequently, future regional transportation investments. Funds will be used to develop additional understanding of these places and their potential to reduce travel demand and impact other regionally significant measures. Activities include completion of an Urban Center Visioning/Scenario guide, and pilot deployment of the small area scenario tool and methods developed in 2016 to help understand potential urban center performance and changes in travel demand.</th>
</tr>
</thead>
<tbody>
<tr>
<td>$153,114</td>
</tr>
</tbody>
</table>

**SHRP2 Grand Total:** $173,708
Strategic Initiative - Boomer Bond

<table>
<thead>
<tr>
<th>Task - Boomer Bond and Small Communities</th>
</tr>
</thead>
<tbody>
<tr>
<td>DRCOG staff will work with several small communities (# TBD) to administer the Boomer Bond assessment tool, including public outreach and engagement, technical support, meeting facilitation, process design, development of related deliverables and preliminary implementation tools.</td>
</tr>
</tbody>
</table>

| Boomer Bond Grand Total: | $58,321 |

Boomer Bond Budget 2017: $58,321
| Task - AAA Management & Administration: | DRCOG implements and administers the requirements of the federal Older Americans Act including: information and assistance, contract management for $13,770,893 pass through dollars, regional planning and coordination, program development, volunteer support and recognition, community education and training, and all activities associated with administering and managing the AAA. This includes salaries and benefits, travel, training, legal, advocacy, furniture/equipment and sponsorships. This is also inclusive of special initiatives such as Boomer Bond, Faith Based Partnerships, and implementation of the Four Year Plan on Aging 2015-2019. The RFP for another 2-year cycle of federal and state grant funding to contractors of community-based services will be issued toward the end of 2016. |
| Task - Contractual Services: | Contractual services are critical towards the operation of the AAA. Such services include auditing services, translation services and support of AAA computerized systems: the Reimbursement System and the Network of Care Website. |
| **Management & Administration Budget Total:** | **$2,329,192** |

| Task - Ombudsman: | The Ombudsman Program serves more than 17,000 residents living in more than 400 facilities across the region. Services include visiting facilities, providing education and training, investigating complaints, advocating for residents and their families, and working on regulatory and legislative issues that affect residents living in long-term care facilities across the region. The program requires hiring additional staff to handle rapid growth in the number of facilities, and to comply with new requirements for ombudsmen at Resident Treatment Facilities (RTFs). RTFs largely serve the mentally disabled and currently number around 20, with an additional 20 more facilities expected to open over the year. |
| Task - Elder Refugee Program: | The Elder Refugee Program is coordinated through partnerships with the Colorado African Organization, the Aurora Center for Active Adults (ACAA) and the Colorado State Refugee Program. The goal of the program is to build a supportive community around the older adult refugees, enabling them to understand and access services. |
| Task - Case Management: | AAA case managers provide intensive, short-term case management services to people 60 and older who need assistance identifying and making life transitions. The Case Management Program is designed to help older adults remain active and independent in the community for as long as possible. |
| **Senior Community Programs Budget:** | **$2,352,412** |

| Task - Community-based Care Transition Programs: Transitions Program provides transition services to people living in nursing homes who want to move back to the community. The Veterans Directed Home and Community Based Services Program helps veterans transition from the hospital, rehabilitation care, nursing homes back into the community and works to keep those living in the community from going into more costly and restrictive care centers. This program commenced in 2016. The plans are to expand by hiring additional staff to serve the growing waitlist, which is currently over 30. |
| Task - ADRC Program: | The Aging & Disability Resource Center (ADRC) provides information and assistance and options counseling to those in the eight county region, helping clients understand and navigate long-term care resources. |
| **Resource Center Budget:** | **$132,490** |

| Task - Colorado Linkage Lab: This opportunity, funded by the Colorado Health Foundation, educates and informs key Aging and Administrative staff on business acumen, leadership, and program administration. The aim of the lab is to equip and assist the AAA with obtaining private contracts that build capacity in the region using alternative funding sources. |
| **Capacity Building:** | **$24,966** |

**AAA Grand Total:** **$5,012,640**
<table>
<thead>
<tr>
<th>Strategic Initiative</th>
<th>Regional TDM Program Budget</th>
<th>Bike to Work Day Sponsor Budget</th>
<th>Regional Vanpool Budget</th>
<th>Guaranteed Ride Home Budget</th>
<th>Total Way to Go Budget 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$1,907,736</td>
<td>$9,000</td>
<td>$1,298,000</td>
<td>$326,433</td>
<td>$3,541,169</td>
</tr>
</tbody>
</table>

**Regional TDM Program**

- **Task - Ridematching Services:** Assist the public to plan bike commute routes, transit routes, form or join carpools for work or school, and form or join vanpools. Includes operation of the MyWayToGo.org commute trip planning website, operation of the Schoolpool Program, and contract management. **$304,499**

- **Task - Advertising & Promotions:** Encourage commuters to use non-SOV travel modes. It includes sub-initiatives such as specific advertising campaigns, promotions and incentives. Managing the Guaranteed Ride Home Program, managing the vanpool subsidy agreement with RTD, and managing the advertising agency are part of this task. Most Bike to Work Day activities and costs are included here. **$829,532**

- **Task - Employer Outreach:** Encourage employers to take actions that will motivate and enable their employees to use non-SOV travel modes. It includes all outreach activities targeting employers, and costs related to travel, salaries, CRM software, printing and postage. **$385,132**

- **Task - Partnerships & Training:** Support DRCOG’s partnership with the seven transportation management associations (TMAs), collaboration with other public agencies, and staff training. It includes any activities that support the TMAs and Way to Go’s work with other agencies and the costs related to those activities. Training includes conferences and outside professional training. **$230,424**

- **Task - Management & Administration:** Administer and evaluate the Way to Go Program, and related activities. Includes conducting surveys and other data collection efforts, preparing performance reports, managing vendor contracts, and managing budgets. **$158,149**

**Regional TDM Program Total:** $1,907,736

**Bike to Work Day Sponsorships**

- **Task - Participation Incentives:** Provide incentives for commuters to register for Bike to Work Day and participate. Private sponsors provide all the funding for this initiative. No public funds are used. **$9,000**

**Regional Vanpool**

- **Task - Vanpool Fare Subsidies:** Undertaken in cooperation with RTD, this program is designed to expand the number of active vanpools and vanpool riders by subsidizing rider fares. DRCOG subsidizes the cost of vanpooling for riders within RTD boundaries. RTD funds the cost of the subsidies. No other funds are used. **$1,298,000**

**Guaranteed Ride Home**

- **Task - Emergency Transportation:** Designed to remove a major barrier to using non-SOV commute modes: the fear of being stranded at work in an emergency or due to unexpected overtime. The GRH is offered through RTD’s EcoPass program, to participants in DRCOG’s vanpool program, and through non-EcoPass companies that purchase GRH coverage for their employees. The program is entirely funded through fees charged to employers who purchase the EcoPass for their employees. No public funds are used for this program. This task includes customer service as well as auditing/monitoring usage. **$326,433**

**Way to Go Grand Total:** $3,541,169
<table>
<thead>
<tr>
<th>Task</th>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Task - Vendor Management:</td>
<td>DRCOG facilitates the selection and management of vendors for data acquisition and purchase by releasing RFPs, convening the selection committee, evaluating vendors, monitoring performance and contract management.</td>
<td>$15,000</td>
</tr>
<tr>
<td>Task - Project Facilitation:</td>
<td>DRCOG manages the data acquisition and purchase of detailed datasets as requested by members/partners including orthoimagery, LiDAR, derivatives (e.g. planimetrics), and web map services for 7,000 square miles of the greater Denver metro area. Staff ensures that the correct products are purchased on behalf of members and partners. DRCOG also manages all transactions. Sanborn and Harris Corp are under contract for 2017.</td>
<td>$431,800</td>
</tr>
</tbody>
</table>

DRAPP Grand Total: $446,800
<table>
<thead>
<tr>
<th>Strategic Initiative -</th>
<th>Board Workshop &amp; Activities Budget: $426,049</th>
</tr>
</thead>
<tbody>
<tr>
<td>Member Activities</td>
<td>Sister Cities Budget: $9,304</td>
</tr>
<tr>
<td>DRCOG Funded (Member Dues)</td>
<td>Legislative Activities Budget: $333,541</td>
</tr>
<tr>
<td>Project #s - 111016, 140016, 150016, 160016, 933016</td>
<td>NARC: $26,338</td>
</tr>
<tr>
<td>Total General Fund Program Budget 2017:</td>
<td>$898,419</td>
</tr>
</tbody>
</table>

### Board Workshop & Activities

- **Task - Board Activities & Administration:** This task covers the Board, Finance and Budget Committee, Performance and Engagement Committee, and Board Work Session monthly meetings, and organizational development activities. Included are the costs of producing and distributing agendas, security costs, providing food to Finance and Budget and Performance and Engagement Committee members, the purchase of publications and training, and Executive Office staff time.
  - $268,625

- **Task - Board Workshop:** Every year DRCOG holds a Board workshop where Board members and alternates get together, usually offsite, to discuss topics of priority and interest to the Board. Costs include the rental of the conference facility, food, printing, supplies and staff time. At the Board's discretion, a facilitator or speaker may be hired.
  - $134,924

- **Task - Dues & Sponsorships:** DRCOG is approached, from time to time, by various agencies to serve as a monetary sponsor. These sponsorships dovetail with DRCOG's mission, vision and core business activities.
  - $22,500

**Board Workshop & Activities Total:** $426,049

### Sister Cities Partnership

- **Task - Sister Cities Partnership:** Fulfills the Board's desire of continued participation for the Baghdad-Denver Region Partnership. The partnership was established in 2004 and is a regional program where DRCOG is paired with the Province of Baghdad (which is composed of more than 100 local governments) to promote the exchange of ideas and understanding between government officials, citizens, college faculty and students, businesses and nonprofit organizations of the two regions.
  - $4,304

- **Task - Conferences:** Attendance at the annual conference for up to 3 interested Board members to represent the Baghdad-Denver Region Partnership. The Sister Cities International conference is a nonprofit citizen diplomacy network that creates and strengthens partnerships between the US and international communities.
  - $5,000

**Sister Cities Partnership Total:** $9,304

### Legislative Activities

- **Task - Strategic Action Planning Group on Aging:** Working with Planning Group, contract staff and Department of Local Affairs to participate in the group's activities, host meetings and assist with a variety of other related activities.

- **Task - Committee Monitoring:** Monitor Transportation Legislation Review Committee and inform DRCOG staff and Board of relevant issues and proposals. Participate in stakeholder group created to recommend legislation establishing a statewide ombudsman program for PACE programs.

- **Task - State Legislative Activities:** Identify legislative issues and possible legislation for the 2017 session, including meetings with legislators and state administration and advocacy partners.
  - $333,541

- **Task - Federal Legislative Activities:** Work with DRCOG Executive Director, federal lobbyist, AAA staff, and TPO staff to promote DRCOG and Colorado interests in Older Americans Act, federal transportation (FAST) reauthorization implementation and other aging/transportation legislation.

- **Task - Member Outreach:** Work with DRCOG Executive Director and Division Directors to promote DRCOG and member interests in regional and statewide discussions about transportation and aging funding proposals and affordable housing issues.

### NARC

- **Task - The National Association of Regional Councils:** This association represents several COGs and MPOs around the nation. DRCOG Executive Director and one board member are expected to attend the annual conference to provide input on issues important to MPO.
  - $26,338
### Annual Awards Dinner

**Task - Local Government & Individual Awards Event:** This annual event celebrates our region’s successes. The local government awards recognize communities for work and accomplishments that move Metro Vision forward. The individual awards recognize people that have given their time, talent and skills to the metro area, and to DRCOG and its activities. This event raises awareness of and commitment to the Metro Vision Plan and related programs and activities. Sponsorship dollars are used to offset the costs of catering, venue rental, management and administration.

$82,550

**Task - Way to Go Awards:** The Way to Go awards recognize organizations and individuals for taking action to reduce single occupant vehicle travel. The awards raise awareness of Way to Go and encourage others to make choices that reduce single occupant vehicle travel. Part of the Annual Awards Dinner catering, venue rental, management and administrative costs are included in this task.

$20,637

**Annual Awards Dinner Total:** $103,187

| Member Activities Grand Total: | $898,419 |
### New Initiatives and Programs in 2017

<table>
<thead>
<tr>
<th></th>
<th>Accountable Health Communities</th>
<th>University of Colorado Health</th>
<th>Fee For Service</th>
<th>Total for FY17:</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Accountable Health Communities Grant</strong></td>
<td>$450,000</td>
<td>$0</td>
<td>$0</td>
<td>$450,000</td>
</tr>
<tr>
<td>Task - Home and Community Based Service Research and Delivery: Centers for Medicaid and Medicare Services will gather and test data on the home and community based service (HCBS) needs of seniors in our region as well as their impact on patient health and their associated costs. This program would span five years with a total grant amount of $4,500,000. We expect notification of selected bidders by March 2017.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>University of Colorado Health (UC Health)</strong></td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Task - Private Contract to Manage Care: This partnership between DRCOG and UC Health would give DRCOG the opportunity to serve a small population of dual eligible clients (receiving both Medicaid and Medicare) assigned to UC Health through a private pay contract. We expect to enter contract negotiations early in 2017. The amount of this award is yet to be determined.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Portfolio Diversification</strong></td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Task - Fee for Service Opportunities: Staff will continue to evaluate fee for service opportunities in areas such as AAA case management, transportation planning, modeling, and economic forecasting; and engage in such opportunities when both economically feasible and in alignment with DRCOG’s operational mission.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Grand Total:** $450,000
Schedule for DRCOG Committee Meetings

Please note:
- Unless otherwise noted, all meetings are at 1290 Broadway, Denver
- Occasionally meetings are cancelled or rescheduled due to holidays. It is best to check the calendar on the DRCOG website for any changes
- Agendas and attachments for meetings are available by clicking on the meeting displayed on the calendar of the DRCOG website

DRCOG Board of Directors
Third Wednesday of the month: 6:30 p.m.

Finance and Budget Committee
Third Wednesday of the month: time will vary, generally occurs at 5:30 p.m. before the DRCOG Board meetings

Board work session
First Wednesday of the month: 4 p.m. – 6 p.m.

Performance and Engagement Committee
First Wednesday of the month: time will vary, generally occurs at 6 p.m. after the Board work session

Regional Transportation Committee
Tuesday immediately preceding the Wednesday Board meeting: 8:30 a.m.
DRCOG Board members/alternates who are members of this committee meet prior to the meeting at 8 a.m. in the Executive Director's office

Transportation Advisory Committee
Fourth Monday of the month: 1:30 p.m.

Advisory Committee on Aging
Third Friday of the month: noon – 3 p.m.

Steering Committee of the Baghdad-Denver Region Partnership
Times vary
Regional Transportation Committee
Advisory Committee on Aging
Performance and Engagement Committee
Finance and Budget Committee
Regional Transportation Committee
Transportation Advisory Committee

Ad hoc committees can be appointed by the Board of Directors to deal with specific topics on a short-term basis.

DRCOG Committee Structure
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 SEPTEMBER 21, 2016
AMENDED JULY 19, 2017

DENVER REGIONAL COUNCIL OF GOVERNMENTS
1290 Broadway, Suite 100
Denver, Colorado 80203
# TABLE OF CONTENTS

I. POLICY STATEMENT .................................................................................................................. 1  

II. GUIDELINES .......................................................................................................................... 1  
   A. PURPOSE .......................................................................................................................... 1  
   B. AUTHORITY FOR FORMATION ...................................................................................... 1  
   C. MEETINGS ....................................................................................................................... 1  
   D. COMMUNICATIONS BY COMMITTEES .......................................................................... 2  
   E. MEMBERSHIP ................................................................................................................. 2  
   F. ELECTION OR APPOINTMENT OF OFFICERS ........................................................... 3  
   G. SCOPE OF RESPONSIBILITY ......................................................................................... 3  
   H. QUORUM AND VOTING ................................................................................................. 3  
   I. OTHER PROCEDURES .................................................................................................... 4  

III. COMMITTEE DESCRIPTIONS .............................................................................................. 5
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

**Ad Hoc Committees**

The Board of Directors 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 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 member 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 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 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 to achieve staggered terms. A Committee member 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 two-year term, in accordance with the procedures and requirements set forth in the 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 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 the process for, and execute and document the annual 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 to the Board, as needed, policies and procedures for the effective administration of the Executive Director.
• To provide oversight of onboarding programs for new Board appointees.
• To Implement and review Board structure and governance decisions.
• To Plan the annual Board workshop.
• To review results of Board 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 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 in the Articles of Association.
- To make recommendations 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.

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 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 September 21, 2016

MEMBERSHIP

Sixteen members as follows:

Denver Regional Council of Governments - Board chair and vice chair, and two designees from the 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 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 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


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; 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 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.

<table>
<thead>
<tr>
<th>60+ Residents</th>
<th>Number of Representatives</th>
</tr>
</thead>
<tbody>
<tr>
<td>0 – 50,000</td>
<td>2</td>
</tr>
<tr>
<td>50,001 – 100,000</td>
<td>3</td>
</tr>
<tr>
<td>100,001 and over</td>
<td>4</td>
</tr>
</tbody>
</table>

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.
**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.
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.
### Metro Vision 2035 Implementation

Local governments and the private sector are the real implementers of Metro Vision. DRCOG’s role is to convene and facilitate, develop strategic alliances, provide credible information, facilitate informed dialogue and information sharing, and foster synergy, creating a community of communities. The common thread of all implementation activities will be to foster healthy communities where people of all ages, incomes and abilities can live, work and play.

<table>
<thead>
<tr>
<th>Activity</th>
<th>Division</th>
<th>Vote?</th>
<th>Est. Vote / Completion Date</th>
<th>Primary Contact</th>
</tr>
</thead>
<tbody>
<tr>
<td>Develop decision support information, tools and strategies to help member governments match solutions to local situations; provide data on transportation patterns (commute and non-commute trips) regionally and locally; support older adults in their communities; enhance Urban Centers and TODs; and develop “what if” tools to estimate traffic impacts, GHG emission, and VMT</td>
<td>RPO, TPO</td>
<td>N</td>
<td>ongoing</td>
<td>Whitmore/Cook</td>
</tr>
<tr>
<td>Develop, promote and/or sponsor seminars, technical workshops, roundtable discussions, events, study sessions, and idea exchanges</td>
<td>RPO</td>
<td>N</td>
<td>ongoing</td>
<td>Whitmore/Aldretti</td>
</tr>
<tr>
<td>Continue facilitating Metro Vision Implementation Steering Group including its assessments of progress achieving regional goals</td>
<td>RPO, Aging, TPO</td>
<td>N</td>
<td>ongoing</td>
<td>Whitmore</td>
</tr>
<tr>
<td>Finalize Boomer Bond Community Assessment Tool; develop toolkit of best practices; develop initial framework for voluntary recognition process; identify near- and long-term program execution and maintenance strategies</td>
<td>Aging, RPO</td>
<td>N</td>
<td>13-Nov</td>
<td>Sanchez-Warren/Calvert</td>
</tr>
<tr>
<td>Administer and provide support for Station Area Master Plans/Urban Center planning activities; select next round of studies</td>
<td>RPO</td>
<td>N</td>
<td>ongoing/13-Aug</td>
<td>Calvert</td>
</tr>
<tr>
<td>Develop and maintain strategic alliances to support Metro Vision Implementation</td>
<td>RPO</td>
<td>N</td>
<td>ongoing</td>
<td>Whitmore</td>
</tr>
<tr>
<td>Provide presentations on the demographic shift and the impacts of an aging population</td>
<td>Aging, RPO</td>
<td>N</td>
<td>ongoing</td>
<td>Sanchez-Warren/Jerrett</td>
</tr>
<tr>
<td>Continue participating on Regional Air Quality Council to reduce transportation and land use impacts on air quality</td>
<td>Executive Office</td>
<td>N</td>
<td>ongoing</td>
<td>Schaufele</td>
</tr>
<tr>
<td>Continue participating in Denver Union Station Project Authority to ensure DUS is developed as a multimodal transportation hub</td>
<td>Executive, TPO</td>
<td>N</td>
<td>ongoing</td>
<td>Schaufele</td>
</tr>
<tr>
<td>Conduct FasTracks Annual Review and approve FasTracks Review and Determination Report</td>
<td>TPO</td>
<td>Y</td>
<td>14-Jun</td>
<td>Cook</td>
</tr>
<tr>
<td>Prepare amendments to the 2012-2017 TIP</td>
<td>TPO</td>
<td>Y</td>
<td>ongoing</td>
<td>Cook</td>
</tr>
<tr>
<td>Prepare annual list of federally obligated projects</td>
<td>TPO</td>
<td>N</td>
<td>14-Jan</td>
<td>Cook</td>
</tr>
<tr>
<td>Prepare annual project delays report</td>
<td>TPO</td>
<td>Y</td>
<td>14-Jan</td>
<td>Cook</td>
</tr>
<tr>
<td>Conduct processes to select FY 2014/2015 projects for TDM and ITS pools and FTA 5310 programs</td>
<td>TPO</td>
<td>N</td>
<td>13-Aug-Sept</td>
<td>Cook/MacKinnon</td>
</tr>
<tr>
<td>Work with other COGs and MPOs throughout the US to identify grant opportunities, best practices and advocate for appropriate federal policies and legislation benefiting the DRCOG region</td>
<td>Executive</td>
<td>N</td>
<td>ongoing</td>
<td>Schaufele</td>
</tr>
<tr>
<td>Activity</td>
<td>Metro Vision 2035 Implementation continued</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>----------</td>
<td>------------------------------------------</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Identify best practices to assist member governments and special districts in creating sustainable, affordable urban centers through mutually beneficial and cooperative land use and economic development regulations and guidelines.</strong></td>
<td>Continue work on three MV Implementation Steering Group projects approved by Board: study of construction defects legislation, transportation station, and coordinated land use and economic development.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Provide support to TMAs and TMOs already working on strategies to address transit-related last mile challenges; hold educational event on this topic.</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Division</strong></td>
<td>RPO</td>
<td>RPO/CAM</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Est. Vote / Completion Date</strong></td>
<td>ongoing</td>
<td>ongoing/13-Nov</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Primary Contact</strong></td>
<td>Whitmore</td>
<td>Whitmore/Erickson</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Activity</td>
<td>Division</td>
<td>Vote?</td>
<td>Est. Vote / Completion Date</td>
<td>Primary Contact</td>
</tr>
<tr>
<td>-------------------------------------------------------------------------</td>
<td>----------</td>
<td>-------</td>
<td>----------------------------</td>
<td>-----------------</td>
</tr>
<tr>
<td><strong>Making the Transportation System Work Better</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The region will find it increasingly challenging to implement additional capacity. Accordingly, the region must operate the infrastructure it has as safely, efficiently and effectively as it can; in other words, make what exists work better.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Congestion mitigation program: maintain required data acquisition, analysis, monitoring, and reporting components of the congestion management process</td>
<td>TPO</td>
<td>N</td>
<td>ongoing</td>
<td>Cook</td>
</tr>
<tr>
<td>Way to Go regional TDM program: continue providing centralized region-wide commuter/employer services including managing the vanpool program contractor, improving web-based ride-matching services, and managing a cost-effective program of advertising</td>
<td>CAM</td>
<td>N</td>
<td>ongoing</td>
<td>Erickson</td>
</tr>
<tr>
<td>Regional TDM partnership: foster and strengthen partnerships with TMAs/TMOs and other TDM service providers, including providing TDM information and tools for commuters, employers, and schools</td>
<td>Executive/CAM</td>
<td>Y</td>
<td>ongoing</td>
<td>Erickson</td>
</tr>
<tr>
<td>Continue building brand awareness and perception of new regional TDM brand, Way to Go</td>
<td>CAM</td>
<td>N</td>
<td>ongoing</td>
<td>Erickson</td>
</tr>
<tr>
<td>Signal program: update signal timing; facilitate implementation of traffic signal system improvements</td>
<td>TPO</td>
<td>N</td>
<td>ongoing</td>
<td>MacKinnon</td>
</tr>
<tr>
<td>Adopt the FY 2014-2015 UPWP</td>
<td>TPO, RPO</td>
<td>Y</td>
<td>13-Jul</td>
<td>Cook</td>
</tr>
<tr>
<td>Amend the 2014-2015 UPWP</td>
<td>TPO, RPO</td>
<td>Y</td>
<td>14-Jan</td>
<td>Cook</td>
</tr>
<tr>
<td>Monitor and participate as appropriate in the I-70 Coalition's regular meetings</td>
<td>Executive</td>
<td>N</td>
<td>ongoing</td>
<td>Schaufele/Mauro</td>
</tr>
<tr>
<td>Activity</td>
<td>Division</td>
<td>Vote?</td>
<td>Est. Vote / Completion Date</td>
<td>Primary Contact</td>
</tr>
<tr>
<td>------------------------------------------------------------------------</td>
<td>----------</td>
<td>-------</td>
<td>-----------------------------</td>
<td>-----------------</td>
</tr>
<tr>
<td><strong>Metro Vision 2035 Refinement</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>DRCOG strives to continually improve and update its regional plans by</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>assessing these plans twice annually. The plan assessment process</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>includes a review of plan implementation efforts and consideration of</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>proposed plan amendments, including potential impacts on air quality.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Administer amendments to both Metro Vision and the RTP including</td>
<td>RPO, TPO</td>
<td>Y</td>
<td>2013 cycle 1 - 13-Aug</td>
<td>Cook/Calvert</td>
</tr>
<tr>
<td>air quality conformity determinations. Incorporate RAMP projects into</td>
<td></td>
<td></td>
<td>2013 cycle 2 - 14-Feb</td>
<td></td>
</tr>
<tr>
<td>2035</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Assist with Land Use Leadership Alliance Workshops on best practices</td>
<td>RPO</td>
<td>N</td>
<td>13-Dec</td>
<td>Whitmore</td>
</tr>
<tr>
<td>with land use and water efficiency</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Review and analyze CWCB data in order to inform regional dialogue</td>
<td>RPO</td>
<td>Y</td>
<td>13-Aug</td>
<td>Whitmore</td>
</tr>
<tr>
<td>regarding water conservation and land use, and identify a numeric</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>target or benchmark for Metro Vision incorporation</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### Supporting Healthy Aging

**DRCOG serves as the region’s Area Agency on Aging (AAA). The AAA is charged with planning and coordinating a continuum of services for older adults**

<table>
<thead>
<tr>
<th>Activity</th>
<th>Division</th>
<th>Vote?</th>
<th>Est. Vote / Completion Date</th>
<th>Primary Contact</th>
</tr>
</thead>
<tbody>
<tr>
<td>Expand faith-based project, per pilot project</td>
<td>AAA</td>
<td>N</td>
<td>14-Jun</td>
<td>Hartog</td>
</tr>
<tr>
<td>Implement Community Care Transitions Program demonstration project</td>
<td>AAA</td>
<td>N</td>
<td>13-Jul</td>
<td>Matthews</td>
</tr>
<tr>
<td>Conduct region-wide support meetings with information and assistance workers</td>
<td>AAA</td>
<td>N</td>
<td>Bi-annually</td>
<td>Roberts</td>
</tr>
<tr>
<td>Continue participating in cross-functional activities to improve internal coordination to better address senior issues across DRCOG program areas</td>
<td>AAA</td>
<td>N</td>
<td>ongoing</td>
<td>Sanchez-Warren/Mathews/Hartog</td>
</tr>
<tr>
<td>Implement the DRCOG Case Management Program</td>
<td>AAA</td>
<td>N</td>
<td>13-Jul</td>
<td>Matthews/Sanchez-Warren</td>
</tr>
<tr>
<td>Carry out the required activities of the Aging and Disability Resource Center</td>
<td>AAA</td>
<td>N</td>
<td>ongoing</td>
<td>Hartog</td>
</tr>
<tr>
<td>Carry out contracted responsibilities of the older refugee program</td>
<td>AAA</td>
<td>N</td>
<td>ongoing</td>
<td>McCroskey/Hartog</td>
</tr>
<tr>
<td>Implement next steps of AAA transportation study</td>
<td>AAA</td>
<td>N</td>
<td>14-Jun</td>
<td>Sanchez-Warren/Mathews</td>
</tr>
<tr>
<td>Outreach to County Councils on Aging to improve communication, promote regional cooperation, and advocacy</td>
<td>AAA</td>
<td>N</td>
<td>ongoing</td>
<td>Sanchez-Warren/Hartog/Matthews</td>
</tr>
<tr>
<td>Conduct a Strengths and Needs Assessment and develop the regional Area Plan on Aging</td>
<td>AAA</td>
<td>Y</td>
<td>14-Jun</td>
<td>Sanchez-Warren</td>
</tr>
<tr>
<td>Work with the State Unit on Aging and the Colorado Veterans Administration to provide Veterans Directed Home and Community Based Services in the region</td>
<td>AAA</td>
<td>N</td>
<td>14-Dec</td>
<td>Sanchez-Warren/Mathews</td>
</tr>
<tr>
<td>Carry out activities of Long-Term Care Ombudsman Program</td>
<td>AAA</td>
<td>N</td>
<td>ongoing</td>
<td>Gimbel</td>
</tr>
<tr>
<td>Continue work on Governor’s Community Living Advisory Group to determine future delivery of health care services</td>
<td>AAA</td>
<td>N</td>
<td>14-Dec</td>
<td>Sanchez-Warren</td>
</tr>
<tr>
<td>Activity</td>
<td>Division</td>
<td>Vote?</td>
<td>Est. Vote / Completion Date</td>
<td>Primary Contact</td>
</tr>
<tr>
<td>------------------------------------------------------------------------</td>
<td>------------------------</td>
<td>-------</td>
<td>-----------------------------</td>
<td>-----------------</td>
</tr>
<tr>
<td>Planning Support Systems</td>
<td>Administration</td>
<td>N</td>
<td>13-Oct</td>
<td>Ramming</td>
</tr>
<tr>
<td>Activities in this area provide data, modeling, mapping and technology through applications such as the Regional Data Catalog, Urban Sim and the Focus model. These applications as well as shared services maximize effectiveness of all regional planning participants (member governments, CDOT, RTD, and many other business partners).</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Build and calibrate the DynusT model to evaluate the effects of small-scale highway projects, and obtain more accurate effects of larger-scale projects</td>
<td>RPO/TPO/Admin</td>
<td>N</td>
<td>13-Oct</td>
<td>Ramming</td>
</tr>
<tr>
<td>Facilitate regional collaboration on key data products through the Regional Data Consortium</td>
<td>Admin</td>
<td>N</td>
<td>ongoing</td>
<td>Summers</td>
</tr>
<tr>
<td>Complete the 2014 round of the Denver Regional Aerial Photography Project</td>
<td>Admin</td>
<td>N</td>
<td>14-Dec</td>
<td>Summers</td>
</tr>
<tr>
<td>Continue to refine and deploy new FOCUS travel model</td>
<td>RPO</td>
<td>N</td>
<td>ongoing</td>
<td>Ramming</td>
</tr>
<tr>
<td>Develop next generation land use model</td>
<td>RPO</td>
<td>N</td>
<td>ongoing</td>
<td>Jerrett</td>
</tr>
<tr>
<td>Facilitate data development and integration across programs that help core business drive IT structure (i.e. new regional datasets and Aging)</td>
<td>Admin, RPO, TPO, Aging</td>
<td>N</td>
<td>ongoing</td>
<td>Summers</td>
</tr>
<tr>
<td>Maintain operational status of FIRE program</td>
<td>RPO</td>
<td>N</td>
<td>ongoing</td>
<td>Whitmore/Walker</td>
</tr>
<tr>
<td>Continue exploring and promoting shared-service opportunities with member governments</td>
<td>RPO</td>
<td>N</td>
<td>ongoing</td>
<td>Whitmore</td>
</tr>
</tbody>
</table>
### Metro Vision 2040 Development

More than twenty years have passed since DRCOG adopted the original Metro Vision Guiding Vision statement. The development of a 2040 plan provides an opportunity to reinvigorate participation and recruit partners throughout the metro area who will work together with DRCOG to develop and implement a shared vision of the future.

<table>
<thead>
<tr>
<th>Activity</th>
<th>Division</th>
<th>Vote?</th>
<th>Est. Vote / Completion Date</th>
<th>Primary Contact</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lead regional collaboration activities for Sustainable Communities Initiative (SCI) and coordinate with Metro Vision 2040 activities</td>
<td>RPO, TPO, Aging</td>
<td>N</td>
<td>ongoing</td>
<td>Whitmore/Aldretti</td>
</tr>
<tr>
<td>Conduct research and analysis for 2040 plan and Sustainable Communities Initiative</td>
<td>RPO, TPO, Aging</td>
<td>N</td>
<td>14-Jul</td>
<td>Whitmore/Calvert/Aldretti</td>
</tr>
<tr>
<td>Develop a stakeholder engagement plan for Metro Vision 2040 that ensures appropriate level of stakeholder participation as identified by Board</td>
<td>RPO, TPO, CAM</td>
<td>N</td>
<td>13-Jul</td>
<td>Whitmore/Calvert</td>
</tr>
<tr>
<td>Conduct stakeholder engagement activities for Metro Vision 2040, including outreach to the public, member governments and key regional planning partners that can assist with plan development and implementation</td>
<td>RPO, TPO, CAM</td>
<td>N</td>
<td>ongoing</td>
<td>Whitmore/Calvert</td>
</tr>
<tr>
<td>Identify and develop appropriate engagement and decision support tools to ensure meaningful participation in the planning process</td>
<td>RPO/CAM</td>
<td>N</td>
<td>ongoing</td>
<td>Whitmore/Calvert</td>
</tr>
<tr>
<td>Scenario Planning &amp; Analysis: Coordinate stakeholder input, conduct model runs, evaluate results, and share results with Board and committees</td>
<td>RPO, TPO</td>
<td>Y</td>
<td>13-Sep</td>
<td>Cook/Calvert</td>
</tr>
<tr>
<td>Develop plan implementation strategies to eliminate &quot;gaps&quot; in Metro Vision particularly relative to access to housing choices and economic opportunity</td>
<td>RPO</td>
<td>N</td>
<td>ongoing</td>
<td>Calvert/Whitmore</td>
</tr>
<tr>
<td>Continue working with local economic development corporations, chambers and other members of the business community to better understand their needs and to help promote consistency between regional transportation, land use and economic development.</td>
<td>Executive/RPO</td>
<td>N</td>
<td>14-May</td>
<td>Whitmore</td>
</tr>
<tr>
<td>Assist member governments as the region prepares for changing demographics (e.g., becoming more diverse, older, and changing preferences of the younger population)</td>
<td>RPO/TPO</td>
<td>N</td>
<td>ongoing</td>
<td>Calvert/Jerrett</td>
</tr>
<tr>
<td>Define expected transportation revenues for Fiscally Constrained 2040 RTP in conjunction with CDOT Program Distribution Process, and define transportation system preservation funding needs/trade-off analysis</td>
<td>TPO</td>
<td>Y</td>
<td>ongoing &amp; 13-Sept</td>
<td>Cook</td>
</tr>
<tr>
<td>Define 2040 &quot;vision&quot; and fiscally constrained roadway and rapid transit improvements. Begin air quality modelling.</td>
<td>TPO</td>
<td>Y</td>
<td>ongoing &amp; 13-Apr</td>
<td>Cook</td>
</tr>
<tr>
<td>Activity</td>
<td>Division</td>
<td>Vote?</td>
<td>Est. Vote / Completion Date</td>
<td>Primary Contact</td>
</tr>
<tr>
<td>-------------------------------------------------------------------------</td>
<td>----------</td>
<td>-------</td>
<td>----------------------------</td>
<td>---------------------------------------</td>
</tr>
<tr>
<td><strong>Communications and Outreach</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>DRCOG staff implement a wide range of programs and activities that help DRCOG Board members and alternates; member government elected officials and staff; members of the public and media understand the work of the organization.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Continue efforts to inform and update Board Members and member governments about regional challenges and effects</td>
<td>Executive</td>
<td>N</td>
<td>ongoing</td>
<td>Schaufele/Cronenberger</td>
</tr>
<tr>
<td>Foster knowledge among Board Members about State and Federal legislative matters. Assist them with advocacy efforts.</td>
<td>Executive</td>
<td>N</td>
<td>ongoing</td>
<td>Cronenberger</td>
</tr>
<tr>
<td>Hold awards event</td>
<td>CAM</td>
<td>N</td>
<td>14-Apr</td>
<td>Erickson</td>
</tr>
<tr>
<td>Organize and promote Bike to Work Day</td>
<td>CAM</td>
<td>N</td>
<td>13-Jun</td>
<td>Erickson</td>
</tr>
<tr>
<td>Continue providing information on the benefits of DRCOG (the organization’s value, its functions, its responsibilities, etc.) so that Board members and alternates, and key regional opinion leaders stay engaged and collaborate productively</td>
<td>CAM/Executive</td>
<td>N</td>
<td>ongoing</td>
<td>Erickson/Cronenberger</td>
</tr>
<tr>
<td>Offer Short Courses</td>
<td>Executive</td>
<td>N</td>
<td>14-Jan to 14-May</td>
<td>All Sr. Staff</td>
</tr>
<tr>
<td>Produce advocacy materials about the effects of sequestration on programs serving elderly and educate on the impacts of cuts on AAA services</td>
<td>Exec/AAA/CAM</td>
<td>N</td>
<td>13-Dec</td>
<td>Sanchez-Warren/Cronenberger/Erickson</td>
</tr>
<tr>
<td>Develop and regularly update informational products including the Regional Economic Report, Community Profiles and other data analysis products</td>
<td>RPO/TPO/CAM</td>
<td>N</td>
<td>ongoing</td>
<td>Calvert/Jerrett/Erickson</td>
</tr>
<tr>
<td>Publicize advocacy efforts and regional issues with the press, editorial boards and others</td>
<td>CAM</td>
<td>N</td>
<td>Ongoing</td>
<td>Erickson</td>
</tr>
<tr>
<td>Update DRCOG’s websites, improving usability and engagement</td>
<td>CAM</td>
<td>N</td>
<td>13-Dec</td>
<td>Erickson</td>
</tr>
<tr>
<td>Implement a comprehensive new media/social media plan</td>
<td>CAM</td>
<td>N</td>
<td>ongoing</td>
<td>Erickson</td>
</tr>
<tr>
<td><strong>State/Federal Legislative Agenda</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The DRCOG Board adopts Federal and State legislative policy statements annually. The Board also takes positions on specific State and Federal legislation.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Inform Congressional delegation with “alerts” as needed regarding effects of sequestration and the Reauthorization of the Older Americans Act</td>
<td>Executive</td>
<td>Y</td>
<td>13-Dec</td>
<td>Schaufele/Erickson</td>
</tr>
<tr>
<td>Coordinate with nation’s AAAs on reauthorization of the Older Americans Act in Congress</td>
<td>Executive</td>
<td>N</td>
<td>ongoing</td>
<td>Schaufele/Erickson</td>
</tr>
<tr>
<td>Monitor and advocate for legislative and regulatory issues pertaining to Aging programs, transportation infrastructure, and other DRCOG priorities</td>
<td>Executive</td>
<td>N</td>
<td>ongoing</td>
<td>Cronenberger/Mauro/Sanchez-Warren</td>
</tr>
<tr>
<td>Activity</td>
<td>Division</td>
<td>Vote?</td>
<td>Est. Vote / Completion Date</td>
<td>Primary Contact</td>
</tr>
<tr>
<td>-------------------------------------------------------------------------</td>
<td>----------</td>
<td>-------</td>
<td>----------------------------</td>
<td>-----------------</td>
</tr>
<tr>
<td>Set up visits with Congressional delegation</td>
<td>Executive</td>
<td>N</td>
<td>14-May</td>
<td>Cronenberger</td>
</tr>
<tr>
<td>Update State and Federal Policy Statements/Guidelines</td>
<td>Executive</td>
<td>N</td>
<td>14-Feb</td>
<td>Mauro</td>
</tr>
<tr>
<td>Monitor MAP-21 rulemaking and provide input as appropriate</td>
<td>TPO</td>
<td>N</td>
<td>14-Jun</td>
<td>Cook</td>
</tr>
</tbody>
</table>

**Baghdad-Denver Region Partnership**

DRCOG is involved in a unique international partnership with the Province of Baghdad. It is a program of Sister Cities International.

| Support delegation visits                                              | Executive| N     | ongoing                    | Garcia/Schaufele |
As a DRCOG Board member you will participate in the formulation of policy in the following areas:
- Growth and Development
- Transportation
- Aging
- Environment

Your participation in the formulation of policy is most visible in the production of regional plans, most of which come under the umbrella Metro Vision plan. These documents are located on the DRCOG Web site, www.drcog.org. This section also includes other documents that will provide further insight into DRCOG's major program areas.

To aid in your policy making role, all Board members and alternates are encouraged to attend the Short Courses and annual Board Workshop.
ISSUES PAPER

PLANNING FOR THE FUTURE OF THE METRO AREA

Importance:
Metro Vision is the Denver region's long-range plan to guide growth and development; it is the foundation of all DRCOG planning and implementation activities. For nearly two decades, the plan has spurred an ongoing regional conversation about how best to protect and improve the region's quality of life.

Metro Vision 2035, the current version of the plan, identifies measurable goals and outcomes to help ensure a high quality of life for residents of all ages, incomes and abilities. Each goal represents a region-wide aspiration local governments in the Denver metropolitan area collectively work toward, each contributing according to local circumstances and objectives. In the next couple of years, the DRCOG Board will collaborate with stakeholders from around the region to update the current plan to reflect the region's aspirations for 2040. The planning process aims to assure that Metro Vision 2040 represents a shared regional vision.

Background/Key Issues:
In May 2011, the DRCOG Board approved a Draft Framework for the Metro Vision 2040 planning process, which established the following goals for the overall effort:

- Identify common values and regional priorities
- Increase understanding of challenges and opportunities
- Point the region in a direction (identify where the region wants to go)
- Serve as a call to action
- Guide DRCOG, local government and stakeholder decisions
- Support collaboration and efficient use of resources

To support this process, DRCOG
- Conducted a Listening Tour to engage key stakeholders and solicited initial input for the Metro Vision 2040 plan
- Appointed new committees that will assist with the technical aspects of the plan (Metro Vision Planning Advisory Committee, MVPAC) and with outreach to citizens (Citizens Advisory Committee, CAC).
- Hosted a Metro Vision 2040 kick-off workshop, which included commentary from a panel of national experts on regional planning and scenario analysis.
- Met with communities that receive direct funding through U.S. Housing and Urban Development (HUD) to learn more about their housing planning efforts and discuss how a regional approach might be more efficient and effective.

Did You Know?
The current version of the plan, Metro Vision 2035, focuses on several sustainability goals:

- 10 percent increase in urban density between 2000 and 2035
- 50 percent of new housing and 75 percent of new employment located in urban centers between 2005 and 2035
- Protect a total of 880 square miles of state and local parks and open space by 2035
- Lower the number of Single Occupant Vehicle (SOV) trips to work to 65 percent by 2035
- Reduce daily Vehicle Miles Traveled (VMT) per capita by 10 percent by 2035
- Cut greenhouse gas emissions by 60 percent by 2035
Issues Paper

PLANNING FOR THE FUTURE OF THE METRO AREA

- Met with economic development stakeholders to explore how that issue might be considered in the regional planning process.
- Administered a survey of our local governments to learn more about the issues communities around the region are working on, and key challenges for the future.

The update process will be closely coordinated with the Sustainable Communities Initiative (SCI).

Status (as of October 2013):
DRCOG continues to lay the foundation for the Metro Vision plan update. Activities in the remainder of 2013 will support policy and plan development.

- MVPAC, in consultation with the Transportation Advisory Committee, will guide a regional scenario planning process.
- Scenario planning will develop, model and evaluate alternative regional scenarios for the future.
- DRCOG will undertake a Fair Housing Equity Assessment (FHEA) and explore the nexus between housing and DRCOG’s other regional priorities (transportation investments, an aging population, land use, etc.)
- Complete a regional economic strategy, specifically how DRCOG might be more supportive of economic development.
- Continuous improvements to technical tools, including a new land use model.

How to Get Involved

- Sign up to receive the project's monthly e-newsletter by emailing akaade@drcog.org.
- Visit our Metro Vision webpage at www.drcog.org for the latest project highlights, news and events.
- Follow DRCOG on Twitter @DRCOGo and Facebook at Denver.Regional.Council.of.Governments.
- Request a presentation from DRCOG staff to your group, organization or jurisdiction.
- Find out about upcoming events by visiting www.drcog.org and click on Calendar.
ISSUES PAPER
METRO VISION IMPLEMENTATION

Importance:
For more than 50 years, the cities and counties of the Denver region have worked together as the Denver Regional Council of Governments (DRCOG) to further a shared vision of the future of the metro area and to make life better for residents. The goals established in the Metro Vision plan represent region-wide aspirations local governments in the Denver metropolitan area will collectively work toward, each contributing in a manner appropriate to local circumstances and objectives. Goals help measure the regional, collaborative progress in achieving the vision.

Background/Key Issues:
The DRCOG Board adopted the first Metro Vision plan in 1997. Since that time the plan has been updated four times. The hallmark of the Metro Vision planning process is the open, collaborative and flexible nature of the dialogue among DRCOG's 56 member governments. While the region has a strong shared sense of its collective future, the DRCOG Board recognizes implementation of the vision requires local action.

The DRCOG Board added six new sustainability goals in the Metro Vision 2035 plan adopted in February 2011. They are:
- Increase the rate of construction of alternative transportation facilities
- Reduce the percent of trips to work made by single-occupant vehicles (SOV) to 65 percent by 2035
- Locate 50 percent of new housing and 75 percent of new employment within urban centers between 2005 and 2035
- Reduce regional per capita municipal and industrial water use
- Reduce regional per capita Vehicles Miles Traveled (VMT) 10 percent between 2005 and 2035
- Reduce per capita greenhouse gas (GHG) emissions from the transportation sector 60 percent between 2005 and 2035 – consistent with the Colorado Climate Action Plan goal of reducing total emissions 20 percent below 2005 levels by 2020

Reinforcing its recognition that implementation of the regional plan occurs at the local level, the Board took several actions after plan adoption. These actions included expanding the DRCOG Area Agency on Aging's (AAA) Livable Communities Subcommittee to more broadly address Metro Vision implementation. The Board also established a Metro Vision Implementation Steering Group primarily comprised of developers, economic development professionals, bankers, transportation professionals and local government officials. The Board gave the Steering Group the task of recommending implementation projects.
The first steering group meeting was held in Fall 2011, and the group completed its deliberations in Spring 2012. It identified factors working for and against achieving implementation goals (those listed above and others in Metro Vision), prioritizing them based on how likely the factors are to help achieve Metro Vision goals and the level of influence DRCOG would be able to exert to either enhance positive factors or mitigate negative factors. The steering group then prioritized the proposed projects for consideration by the DRCOG Board in May 2012.

**Status (as of July 2013):**

Four DRCOG Board-approved implementation projects are currently underway:

1. **Boomer Bond:** The Boomer Bond project will provide local governments in the region with implementation strategies and tools that allow older adults to remain in their homes and communities for as long as possible. DRCOG staff worked with three pilot communities to complete a self-guided assessment to inform local efforts and strategies to create age-friendly communities; a comprehensive toolkit for use by local governments is being developed based on that work.

2. **Coordination of land use and economic development among jurisdictions along a transit corridor:** This project will identify best practices in the region to assist member governments and special districts in attracting sustainable development through mutually beneficial and cooperative regulations and guidelines.

3. **Construction defects legislation:** A study is underway to explore if state law is having a negative impact on the construction of for-sale, multi-family residential units. It will be completed in Fall 2013.

4. **Transportation station:** This project addresses the challenges of getting people to and from transit stations to the residence or place of employment and is often referred to as the “Last Mile” challenge. Research on national practices is complete with the next phase of the study currently being defined.
Denver Region Sustainable Communities Initiative (SCI)
In a coordinated effort with 86 partner organizations, the Denver Regional Council of Governments (DRCOG) was successful in securing a $4.5 million grant for the benefit of the region. The three-year grant from the Sustainable Communities Partnership, a federal collaboration of the U.S. Department of Housing and Urban Development, the U.S. Department of Transportation and the U.S. Environmental Protection Agency, will support regional, corridor, and site-level planning and implementation activities.

The Sustainable Communities Initiative (SCI) will support a consortium of municipalities, counties, state agencies, housing authorities, nonprofits, corporate interests, philanthropic and academic organizations working together to further enhance and implement Metro Vision, the region’s long-range plan for growth and development, while addressing one of our region’s most pressing and exciting challenges: leveraging the region’s $6.7 billion expansion of the FasTracks transit system.

Goals of the SCI:
The consortium’s overarching goal is to align investments, programs and policies to maximize the benefits that result from the region’s investment in transit. We anticipate a region with greater access to job opportunities across the entire income spectrum, lower combined transportation and housing costs, reduced consumption of fossil fuels, reduced strain on our air and water resources, and ultimately the development of mixed-use, pedestrian- and bicycle-friendly communities along transit lines that allow residents to easily access their daily needs without having to get into a car.

Overview of Grant-Funded Activities:
The SCI is divided into five main activities. The first three represent distinct but interrelated planning levels – regional, corridor and site-specific (catalytic projects). The remaining two – Stakeholder Engagement and Outcomes Assessment and Knowledge Sharing (OAKS) – cut across and support planning efforts at all three levels.

Regional planning activities will focus on further refinements to Metro Vision, particularly the issues of access to housing choices and economic opportunity. Detailed implementation strategies developed at the corridor level will promote comprehensive and holistic thinking about the opportunities and challenges that lie ahead while bringing Metro Vision closer to implementation. Corridor implementation activities will focus on three transit corridors currently under construction as part of the innovative EAGLE P3 public-private partnership (Gold, East, and Northwest rail/US36 BRT). As part of these implementation efforts, each of the three corridors will select a catalytic project at a specific site that offers the potential for transformational changes. The West Line, which recently completed corridor-wide planning, has identified a fourth Catalytic Project at the Sheridan Station.
Overview of SCI Corridor Implementation Activities:
The SCI will build on prior local planning initiatives in each of the three corridors and support an inter-jurisdictional, corridor-level dialogue to identify shared challenges and potential strategies and tools to address them. Several concurrent efforts will assist in developing implementation strategies.

Corridor Working Groups: The overall effort to develop implementation strategies will be led by Working Groups in each corridor. The Corridor Working Groups will be comprised of local governments, housing authorities, anchor institutions and other authorities and/or districts with the resources and capacity to lead and/or contribute to implementation strategies. The Working Groups will collaborate on an overall vision for each corridor and a detailed implementation strategy, building on all the local planning that has already been done. Reconnecting America, a national non-profit focused on the link between transportation and community development, will serve as the Corridor Coordinator and provide technical assistance and guidance to the Corridor Working Groups. Through the SCI funding is also available for additional technical consulting services, which the Working Group will decide how to use. The goal is not only to develop the strategy, but also to build a partnership among key organizations that will last far into the future as the strategy is implemented.

Stakeholder Committee: To ensure all constituents with a stake in the outcome are engaged in the development of implementation strategies, each Working Group will receive input from a broader Stakeholder Committee representing both business and residential interests. DRCOG will staff and support the activities of the Stakeholder Committee.

Citizens’ Academy: Transit Alliance will conduct its successful Citizens’ Academy for each of the three corridors, customizing the format and curriculum for each corridor. This leadership development program will further build capacity across a broad range of constituencies by engaging participants in understanding the complexities of combining transportation and community development to support regional goals and enhance quality of life.

Outcomes Assessment and Knowledge Sharing (OAKS): The University of Colorado-Denver (CU Denver) will conduct case studies to help the region better understand past efforts and compile lessons learned and best practices that can inform current and future planning and implementation work. These case studies will evaluate the existing light rail corridors in the Denver region (Southeast and Southwest lines) as well as the corridor nearing completion (West Line). CU Denver will develop issue-based reports (e.g. plan implementation, accessibility, housing, etc.) that will assist current and future corridors in their efforts to implement transit-oriented infrastructure and development.

Regional Resource Group: Several organizations with demonstrated subject-matter expertise in housing, transportation, community and economic development, real estate, creative businesses and the arts, public health, environmental issues, urban agriculture, issues relevant to older adults, and stakeholder engagement are committed and available to provide input and assistance to regional, corridor and catalytic planning and implementation efforts. Many members of the Regional Resource Group have committed matching resources and/or offered services at discounted rates.

For more information contact Teri Whitmore at 303-480-6763 or twhitmore@drcog.org, or visit the DRCOG website at www.drcog.org and click on “Sustainable Communities Initiative.”
MILE HIGH COMPACT

THIS AGREEMENT is made and entered into this 10th day of August 2000, pursuant to Article XIV, Section 18(2)(a) of the Constitution of Colorado and Section 29-1-203 of the Colorado Revised Statutes, by and among the cities and towns of the State of Colorado, and the counties of Colorado, bodies politic organized under and existing by virtue of the laws of the State of Colorado.

I. WHEREAS, the Cities and Counties recognize that growth and development decisions can impact neighboring jurisdictions and the region; and

II. WHEREAS, Metro Vision 2020, collaboratively created by DRCOG members, business, environmental and neighborhood leaders; provides a regional framework for local decisions on growth and development within the Denver Regional Council of Governments’ (DRCOG) region; and

III. WHEREAS, the Cities and Counties are willing to make a commitment to the accommodation and encouragement of planned growth and development, to the orderly extension of urban services, to the enhancement of the quality of life, to the protection of the environment, and to the promotion of the economic viability of their respective communities and the region; and

IV. WHEREAS, the Cities and Counties support planned growth and development to maximize efficiency through coordination among jurisdictions, provide for the orderly extension and integration of urban services, promote the economic vitality of the Cities and Counties and enhance the quality of life of its residents; and

V. WHEREAS, the Cities and Counties have Comprehensive/Master Plans that provide for the development within their respective jurisdictions; and they recognize the need to have consistent and coordinated comprehensive plans and master plans in order to provide for the orderly growth and development of the region; and

VI. WHEREAS, the Cities and Counties desire to voluntarily and collaboratively set forth the principles defined herein that illustrate their commitment to address the nature and location of growth within their individual and overlapping jurisdictions and the region as a whole.

NOW, THEREFORE, in consideration of the mutual promises and covenants contained herein, the undersigned Cities and Counties (hereinafter referred to as we) agree as follows:

1. Metro Vision 2020. We acknowledge that Metro Vision 2020 is the comprehensive guide for the development of the region. Moreover, we agree that Metro Vision 2020 is a dynamic document that reflects changes in the region.

2. Comprehensive Master Plan. We acknowledge that comprehensive/master plans are critical tools in translating the community’s vision into more specific goals, policies and programs to manage their long-range growth consistent with the communities’ and the region’s vision. We agree to develop and approve comprehensive/master Plans for each of our respective communities and to update these plans on a regular basis, as determined by each jurisdiction.

3. Comprehensive/Master Plan Principles. We recognize that there are certain fundamental principles that guide the development of a comprehensive/master plan. We agree to rely on the following principles in developing or amending our comprehensive/master Plans:

- Metro Vision 2020. Local comprehensive/master plans will be consistent with the regional vision provided by Metro Vision 2020 and will incorporate its core elements:
  - Designating the extent of urban development within a specified area;
  - Creating a balanced multi-modal transportation system;
  - Establishing a hierarchy of mixed-use, pedestrian and transit-oriented urban centers;
  - Preserving four free-standing communities of Boulder, Brighton, Castle Rock and Longmont;
  - Development of a regional open space system;
  - Preserving the region’s natural environment, especially air and water quality.

- Public participation. The comprehensive plan/master plan will be developed through a public participation process with the specifics determined by each jurisdiction, but which will include a public hearing prior to the adoption of the comprehensive plan/master plan.

- Reflection of community values. The comprehensive/master plan will be a reflection of the community’s values and the region’s vision.

- Translate the vision into specific goals, policies and programs. The comprehensive/master plan will translate the vision for the community into specific goals, policies and programs and/or provide implementation strategies.

- Provide for the broad needs of the community. The comprehensive/master plan will provide for the diverse life-style, and life-cycle needs of the community (residential and business).

- Long-range view. Local comprehensive/master plans will address the development and re-development of the community for a fifteen-to-twenty-year period.

- Dynamic. The comprehensive/master plan will be a dynamic document and be able to reflect changes in the community.

- Long-range plan for major infrastructure. The comprehensive/master plan will address the major infrastructure that will be needed to support the development of the community. The incremental, implementing elements of the long-range plan will be identified in the capital improvements/project plan.

- Coordinated. The comprehensive/master plan will coordinate the various elements, such as transportation, land use, community facilities, that must come together in order to provide for the desired quality of life.
4. Elements of a Comprehensive/Master Plan. We agree to include and/or address the following elements within our comprehensive/master plans.

- **Land use and growth coordination.** This element includes identification of the desired land use patterns, where growth is anticipated or desired to occur over the time period of the plan, and the anticipated amount of development at the end of twenty years or buildout. An urban growth boundary/area will be based on these decisions.

- **Provision of services and community facilities.** This element provides a description of the essential services and community facilities (for example, schools, fire, police recreation, libraries, etc.) to be provided or available to the community, the level of such services, and what services and/or community facilities are necessary in the future to address future growth for the plan period.

- **Utilities.** This element provides a description of how utilities with sufficient capacity will be provided to serve planned development and redevelopment. Such utilities should include, but not be limited to water, wastewater and drainage.

- **Transportation and transit.** This element addresses how the community plans to accommodate the transportation demand for the timeframe of the comprehensive/master plan, including alternative modes of transportation such as trails and bikeways, and transportation demand reduction strategies. This element also reflects MetroVision 2020 regional multimodal transportation plans.

- **Parks and recreation.** This element addresses how the community provides future parks and recreation facilities and opportunities to serve the community. Plans for trail corridors, bike paths, etc. will be coordinated with overlapping and neighboring jurisdictions.

- **Open space.** This element addresses the community’s future open space preservation which will be coordinated with, but not limited by, the plans of overlapping and neighboring jurisdictions and the MetroVision 2020 Open Space Plan.

- **Economic viability.** This element includes a review and projection of the economic viability of the community based on existing and projected commercial/industrial activities and employment included in the comprehensive/master plan and their impacts on the other elements of the plan.

- **Housing.** This element addresses how projected population changes, and development and redevelopment are anticipated to affect the mix, affordability, availability, and redevelopment needs of the community’s housing stock. The relationship between housing and jobs may be addressed in the context of the subregion or to the individual community.

- **Urban design/Community image/identity.** This element addresses how the community will shape its boundaries and urban landscape to further its identity and image.

- **Environmental resources and hazards.** This element identifies key environmental resources, such as wildlife corridors and habitat areas, which are important for the community to preserve and to identify hazard areas that should not be considered for development. This could also be included as part of the land uses element since it provides the basis for future land use. This element addresses the effects that the location and type of growth and land development have on air and water quality.

5. **Urban Growth Areas or Urban Growth Boundaries.** We agree to adopt Urban Growth Areas or Urban Growth Boundaries, as established by MetroVision 2020, within our comprehensive/master plans, or in the case of counties by resolution of the Board of Commissioners, and to allow urban development only within those areas. We will encourage and support the efficient development within our Urban Growth Areas or Urban Growth Boundaries consistent with the goals of MetroVision 2020. Modifications to Urban Growth Areas or Urban Growth Boundaries will be addressed through MetroVision 2020’s flexibility process. We agree to address nonurban growth outside of the Urban Growth Area or Urban Growth Boundary through subregional planning, intergovernmental agreements, comprehensive/master plans or revised MetroVision policies.

6. **Comprehensive/Master Plan Approval.** We will develop our comprehensive plan/master plan through an inclusive public participation process including, but not limited to, a public hearing.

7. **Comprehensive/Master Plan Implementation.** We will use our comprehensive/master plan for updating local zoning and development regulations. Moreover, we will develop and adopt policies, procedures, and/or ordinances to implement and enforce our comprehensive/master plans that are consistent with the provisions of our comprehensive/master plan.

8. **Coordination with Other Plans.** We will work to coordinate our plans with neighboring and overlapping governmental entities and work to integrate our plans at a sub-regional level.

9. **Intergovernmental Agreements.** We will enter into additional intergovernmental agreements, when necessary, to address discrepancies and/or inconsistencies at the jurisdictional boundaries or any other planning and coordination matters.

10. **Dispute Resolution.** Individual communities will pursue dispute resolution processes.

11. **Term.** We will annually jointly evaluate the effectiveness of the processes set forth herein and to propose any necessary amendments. If any parties consider withdrawing from the agreement, they must notify DRCOG by April 1st with the action to be effective by the following January 1st.

12. **Intent of Agreement.** This Agreement is intended to describe rights and responsibilities only as between the named parties hereto. It is not intended to and shall not be deemed to confer rights to any persons or entities not named as parties hereto. We, by signing this Agreement, intend to implement its provisions in good faith.

13. **Execution in Counterparts.**
Local governments united on guiding growth

Mile High Compact signed

It's official — local elected officials, cities and counties, have a plan to guide growth. Working through the Denver Regional Council of Governments (DRCOG) and the Metro Mayors Caucus, communities representing more than 75 percent of the region’s population have adopted the Mile High Compact, the nation’s first voluntary city and county-led effort to guide growth.

As of mid-August, 30 communities had signed on to the compact. Growth consistently ranks in citizen surveys as the region’s top concern, and the compact shows local elected officials are responding to and managing growth. At a symbolic signing ceremony at the Denver Public Library Aug. 10, many mayors, city council members and county commissioners officially bound themselves and their communities to plan for growth. Considering the process of drafting the compact began only some four months ago, the compact has been flying through the region’s communities, signifying unity on the growth issue.

(continued on back)
The compact is an intergovernmental agreement. Through the compact, cities and counties agree to develop comprehensive plans or master plans that support Metro Vision 2020, the region’s long-term plan for growth. Adopted by DRCOG in 1997, Metro Vision has six core elements, including urban growth boundaries/areas, a balanced, multimodal transportation system, preservation of open space, urban centers, free-standing communities, and keeping the region’s air and water clean.

“The Mile High Compact takes Metro Vision 2020 a step further, delving into other issues that impact all of us, including provision of services and community facilities, utilities, parks and recreation, housing, economic viability and among others, environmental resources and hazards,” Jan Schenck, DRCOG chairman, said. “These are exactly the steps that will take Metro Vision from plan to reality.”

Essentially, the compact commits signers to prepare good comprehensive plans, to link their plans to growth management tools such as zoning regulations, and explicitly relates those plans to Metro Vision 2020. Moreover, the compact commits cities and counties to work collaboratively to guide growth, ensuring planning consistency.

“Local governments decide where and when growth should take place,” said Don Parsons, Metro Mayors Caucus chairman and DRCOG Board member. “As a binding document, the compact shows just how dedicated local governments are to guiding growth.”

As the first agreement of its kind in the nation and a model for other regions, the compact is an inclusive effort. The compact will remain open for other communities to sign on to when they are ready.

For more information about the compact or a copy of the document, please call the DRCOG Public Information & Communications Office at 303-455-1000.
Importance:
The Urban Growth Boundary/Area (UGB/A) is an important Metro Vision tenet the DRCOG Board adopted to help shape growth and development within the region. While setting the UGB/A can be difficult, and sometimes contentious, the DRCOG Board of Directors works collaboratively to define where growth will occur. The purpose of the UGB/A is to:
- anticipate and direct growth;
- efficiently phase in development to maximize infrastructure investment (especially transportation), saving money and resources for taxpayers;
- stimulate infill and redevelopment activity; and
- increase overall regional density by at least 10 percent.

Background/Key Issues:
The UGB/A has been an important policy in DRCOG’s long-range plans since Metro Vision 2020 was adopted in 1997. That plan resulted from almost five years of intense discussions among DRCOG member governments and various regional stakeholders, who together considered a variety of UGB/A scenarios.

Before Metro Vision, DRCOG used a composite of local comprehensive plans to anticipate future growth. After learning the composite assumed urban development totaling almost 1,050 square miles, the Board initiated the Metro Vision planning effort and eventually adopted a UGB/A of 730 square miles. Since 1997, the UGB/A has increased as the horizon year extended to 2035 and the DRCOG region expanded to include southwest Weld County. Definitional changes made to more accurately depict the region’s urbanized area increased the UGB/A by 150 square miles. The region’s UGB/A currently stands at 980 square miles.

It is important to note that Metro Vision does not address or control development on specific parcels of land; that is the responsibility of local jurisdictions. Still, the UGB/A can be controversial because some member jurisdictions view the role of the UGB/A differently than others. The proposal to expand the UGB/A as part of the Metro Vision 2035 update in 2007 proved to be a sticking point for many member governments and revealed a variety of issues that required further discussion. These issues included ownership, consumption, entitlement, city versus county planning needs and infill versus development on the fringe.

As a result, the Board established a working group of Board members to consider UGB/A issues. Led by an outside facilitator, the group met nine times from January 2008 to April 2009 and presented recommendations to the DRCOG Board in May. In August 2009 the Board amended the Metro Vision.
Plan to include the working group’s policy recommendations. The revised policy identifies several key themes that provide important context for UGB/A implementation. For example, the focus for DRCOG should be regional, not local; each community in the DRCOG region is different and seeks to implement the principles of Metro Vision in ways appropriate to its community; and there is a desire for both rigor and simplicity in the process for considering proposed expansions of the UGB/A.

The policy stipulates this UGB/A allocation process will occur every four years, coinciding with the update cycle of the Metro Vision Regional Transportation Plan. Allocation requests will be reviewed by a “peer-review” team of Board members, member government planners and DRCOG staff. The team will confirm that requests meet certain threshold criteria focused on high-level issues relevant to Metro Vision principles and the region’s growth as a whole. The burden for making the case for new UGB/A falls on the requesting community.

Requests that meet the threshold criteria will then be put through DRCOG’s transportation, land use and air quality models. The outcomes of the modeling will be provided to the Board so the Board understands the impact of the aggregate UGB/A requests on certain regional metrics before taking action on the requests.

During the fall of 2009, DRCOG solicited UGB/A allocation requests as part of the Metro Vision 2035 update adopted in February 2011. No requests were received.

**Status (as of September 2013):**
DRCOG will solicit UGB/A allocation requests after the Metro Vision 2040 update is adopted in late 2014.
A History of the Development and Expansion of the DRCOG’s Urban Growth Boundary/Area

As of May 2008

Establishing a policy framework and regional growth target

Considerable policy analysis preceded the development of the original Metro Vision 2020 Plan and the UGB/A.

1. Vision Statement. The original statement of principles and policies that laid the foundation for the Metro Vision Plan was adopted by the Board in 1992.

2. Framework document. In 1995, the DRCOG Board adopted the Metro Vision 2020 Framework, which provided more specific direction for developing the Metro Vision 2020 Plan. It also specifically identified goals and recommendations for defining the 2020 extent of urban development.

3. Four development alternatives considered. Four alternative development scenarios were analyzed: compact, corridor, satellite cities, and dispersed. The alternatives were compared by evaluating their relative advantages and disadvantages in terms of land consumption, transportation infrastructure required, potential environmental impacts, impact on open space resources, and difficulty in implementing.

4. Preferred scenario selected. A modified scenario was eventually selected. It was not as densely developed as the compact alternative, which was determined would result in excessive traffic congestion and degraded air quality. However, it was more compact than the corridor or satellite cities scenarios, because it included fewer satellite cities and assumed urban centers throughout the region. Specifically, it achieved approximately a 10 percent increase in urban density compared to projections based on historical development trends between 1990 and 1995.

Establishing growth allocations and maps for each jurisdiction

1. 2020 UGB/A set at 700 square miles. Based on the results of the scenario analysis, the initial Metro Vision 2020 Plan that was adopted in March 1997 established a target of 700 square miles (maximum) of urbanized area by 2020. This was deemed sufficient to
accommodate expected population and employment growth through 2020. This represented an increase of approximately 165 square miles from the base year of 1995.

2. **Mapping criteria established.** Once the overall regional target was established, it was then necessary to identify where and how the target would be achieved. Mapping criteria were developed in order to assist local jurisdictions in planning and mapping growth through the year 2020. The criteria encouraged the achievement of the goals that were included in the *Metro Vision 2020 Plan*.

3. **Preliminary growth area identified by each jurisdiction.** Using the criteria, communities were asked to propose an area they believed would urbanize by 2020.

4. **Preliminary allocations established.** The composite of all the preliminary proposals totaled approximately 800 square miles, which was more than the 700 square mile goal. The communities then asked DRCOG to derive, in consultation with each community, a more specific target for each jurisdiction so that the total would not exceed 700 square miles. To assist in this effort, the historical development trends between 1990-1995 were analyzed for each community. DRCOG considered four specific trends: population growth, building permit approvals, land consumption, and employment rates.

5. **Local desires considered.** Some communities stated a desire not to grow at the same rate as their past trends. Some submitted projections smaller than what would otherwise have been forecasted. In those communities that had not experienced much population growth, but had land to develop, the regional average percentage was assumed.

6. **Open space and undeveloped land not included.** The historical trends in land consumption accounted for developed areas and all of the supporting infrastructure including roadways, parks and small open spaces less than 160 acres. Open space parcels larger than 160 acres, which were considered regionally significant, were not included in the tabulated amount of urbanized land.

7. **Second mapping effort results in a 730 square-mile UGB/A.** Once the specific targets were forecasted a second mapping effort was undertaken. Most jurisdictions agreed with the targets, but some did not. For those that did not, compromises were made to reach goals that were acceptable to each community. The second mapping resulted in a UGB/A of approximately 730 square miles, 30 square miles above the target. (Note that the 2020 regional forecast was later refined, partially justifying this increase.)

8. **Interim 2020 UGB/A map adopted.** An interim UGB/A map was adopted in December of 1997 using the 730 square mile figure. Certain “flexibility provisions” were also adopted that gave local jurisdictions the ability to change the physical location of the boundary, as long as they maintained their budgeted allocation.
Subsequent modifications

1. **UGB/A increased to 735 square miles.** Between 1997 and 2000, several minor changes were made to the UGB/A. Some were minor “self-certifications,” which had no impact on the regional total allocation. Two other changes, however, did increase the regional total. DRCOG allocated additional UGB/A to Adams County to recognize certain existing urban area that was previously overlooked, and to Boulder County to enable their newly established transfer of development rights program.

2. **“Growth area communities” recognized.** In 1999, informal provisions were made for several communities that wished to use an area total rather than a specific boundary map. In order to recognize this alternate approach, the term urban growth boundary was changed to urban growth boundary/area (UGB/A). These provisions were formalized in the adoption of the Metro Vision 2030 Plan.

3. **Ad Hoc committee on extent of development appointed.** This committee was appointed in 2001 to consider several issues related to the extent of urban development element of Metro Vision. Specifically, the committee was charged with evaluating the 2020 urban area forecast, updating the flexibility process, and addressing certain issues in several individual jurisdictions.

4. **UGB/A increased to 750 square miles.** After completing its review, the ad hoc committee recommended increasing the UGB/A to 747 square miles to accommodate several minor adjustments and four major adjustments (Arapahoe County, Castle Rock, Douglas County, Lone Tree). Three additional square miles were subsequently added to account for development in Strasburg and Byers.

5. **Other recommendations.** Also included in the recommendation were certain modifications to the flexibility provisions and the establishment of a more rigorous biennial review cycle. The committee also updated the definitions of urban and non-urban land to encourage more accurate and uniform reporting across all communities. The DRCOG Board adopted the recommended amendments in January 2002.

**Metro Vision 2030 update**

The 2030 update process began in 2001 and concluded with the adoption of the *Metro Vision 2030 Plan* in January 2005. The UGB/A was not expanded as part of this update, but a 20 square mile “bank” was established to address unforeseen needs and special circumstances.
1. **Metro Vision Update Committee formed.** MVIC established an Ad Hoc Committee on Updating Metro Vision and several subordinate work groups in 2001 to review Metro Vision’s six core elements and extend Metro Vision’s planning horizon to 2030. The UGB/A Definition and Mapping Work Group conducted the primary review of the Metro Vision Extent of Development element.

2. **Three alternatives considered.** In considering possible adjustments to the UGB/A, the Definition and Mapping Work Group identified and evaluated a number of alternative growth scenarios. Three alternatives were provided to local governments for review and comment. They included: (A) maintain boundary at 750, (B) increase boundary to projected trend of 770, (C) assume accelerated growth rates and establish boundary at 860 square miles.

3. **UGB/A bank established.** Based on the feedback received and on DRCOG’s analysis, the UGB/A Definition and Mapping Work Group determined that 750 square miles were sufficient to accommodate growth through 2030. They recommended that the 2030 UGB/A remain as close to 750 as possible and that it be no larger than 770 square miles. They further recommended that the UGB/A be set at 750 square miles initially, and that 20 additional square miles be set aside in a newly established UGB/A bank. However, no more than 10 square miles would be allocated prior to 2020.

4. **Open space threshold reviewed.** In February 2004, MVIC reviewed the 160-acre size threshold that is used to differentiate between local and regional scale parks and open space in the UGB/A calculations. No modifications were made.

5. **FasTracks considered.** The modeling that was done to support the Metro Vision 2030 Plan considered the effect of FasTracks on land use and travel demand. It was found that future transit would stimulate development near transit stations and increase overall density within the UGB/A.

6. **Metro Vision 2030 Plan adopted.** In January 2005, the DRCOG Board adopted the Metro Vision 2030 Plan, including the revised 750 square mile UGB/A and the 20 square mile bank. The Board also adopted certain supporting policies, criteria, and procedures, which included the process and criteria used for administering the bank, policies for UGA communities, and policies establishing the relationship between the UGB/A and the Clean Water Plan.

**Post Metro Vision 2030 amendments and other activities**

1. **4.5 square miles allocated though bank request process.** The first bank request process was initiated in 2005. Consistent with the provisions that had been recently adopted by the DRCOG Board, a special bank request review panel was appointed by
the MVIC Chair to consider requests from two communities. 2.5 square miles of additional UGB/A was eventually allocated to Thornton, and 2.0 square miles allocated to Parker. The Metro Vision Plan was amended in January of 2006 through the annual plan assessment process to formally recognize these allocations. This increased the total regional allocation of UGB/A to 754.5 square miles, and reduced the bank from 20 to 15.5 square miles.

2. 1.6 square miles allocated to Weld County border communities. The Metro Vision amendments adopted by the Board in January 2006 also included 1.6 square miles of total additional UGB/A allocation for Brighton, Erie and Longmont to cover the portions of those communities that are in Weld County. This was the first step in beginning to incorporate portions of Southwest Weld County into the DRCOG planning region. (Total allocation: 756)

3. Allocations to Weld County border communities revised. In April 2007 the Board revised the preliminary growth allocations for the Weld County border communities, based on a more refined analysis of the urban development expected to occur. Rather than the 1.6 square miles previously approved, the allocation was revised to 19.6 square miles. This raised the total UGB/A allocation to approximately 775 square miles.

4. Unmapped UGB/A (i.e., “surpluses”). The bank request review panel that convened in 2005 was also asked by the Board to consider what if anything should be done about those communities that have not mapped all of their UGB/A allocation (i.e., “surplus”). The panel devised a method for periodically identifying surpluses and returning any unused allocation to the UGB/A bank. Observing that the current approach to managing growth places perhaps too much emphasis on mapping, they also recommended that the future development map be abandoned altogether and that all communities use the allocation-oriented “UGA” approach (described elsewhere). The Board referred these recommendations to the Ad Hoc Committee on UGB/A Policy that would be formed in 2006 for further consideration.

Metro Vision 2035 update

The 2035 update process began in 2005 and concluded with the adoption of the Metro Vision 2035 Plan in December 2007. This update expanded the boundary dramatically from 775 square miles to over 900 square miles. However, most of the increase was due to new definitions and mapping rules that required accounting for more open space and vacant platted parcels in the UGB/A.

1. Ad Hoc Committee on Semi-Urban Development. MVIC established this committee in 2005 to review the semi-urban development policies that the Board adopted as part of the Metro Vision 2030 Plan. The committee recommended establishing a regional semi-urban growth target for managing large-lot development, similar to how urban development is
managed. They also recommended classifying development as either urban or semi-urban based on gross density rather than the size of individual parcels.

2. Ad Hoc Committee on Urban Growth Boundary/Area Policy. This committee was established in 2006 to review the previous recommendations of the Bank Request Review Panel and the Ad Hoc Committee on Semi-Urban Development, and to recommend a UGB/A target for the 2035 plan.

3. New approach for classifying and tracking development. The UGB/A Policy Committee recommended continuing to manage the UGB/A by mapping growth allocation, rather than rely solely on a ledger-based approach as had been suggested by the Bank Request Review Panel. The committee also recommended using final plats, rather than individual developed parcels, to determine for tracking purposes when land has been developed, as had been suggested by the Semi-Urban Committee. However, rather than using gross density to classify development as either urban or semi-urban, they recommended using the average lot size of residential parcels within platted subdivisions.

4. Preliminary recommendation to increase UGB/A by 70 square miles. The UGB/A Policy Committee in 2006 also preliminarily recommended increasing the UGB/A by 70 square miles, which would accommodate the additional population growth anticipated between 2030 and 2035 at densities that would achieve a 12% increase in households per square mile for the region as a whole, consistent with the established Metro Vision policy (10% minimum). The committee also noted in their recommendation that additional UGB/A would be required to account for the new “average lot size” methodology that will be used to redefine the UGB/A and for development in any areas outside of the current DRCOG region.

5. Rely on bank request process to allocate additional UGB/A. Another key recommendation of the UGB/A Policy Committee was that additional growth area be allocated to individual jurisdictions on an as-requested basis, using the established process for obtaining additional growth allocation from the UGB/A bank. Revisiting the previous recommendation of the Bank Request Review Panel, the UGB/A Policy Committee also recommended that relinquishing surplus UGB/A should be done on a voluntary basis, and that any returned allocation should be placed in the UGB/A bank.

6. Analysis of alternative growth “scenarios”. As part of the 2035 update, DRCOG staff evaluated several alternative growth scenarios. Scenario A assumed no increase in urban area. Scenario B assumed a continuation of established Metro Vision policies, which would expand the 2030 UGB/A approximately 70 square miles (not including area required to account for the new average lot size methodology). Scenario C assumed a 140 square mile expansion of the UGB/A. Results of the analysis indicated that Scenario A performed better in all of the evaluation criteria including minimizing traffic congestion, impact on air quality, and cost associated with constructing new infrastructure.
7. **Ad Hoc Committee on the 2035 Metro Vision Update established.** MVIC established this committee in 2007 to review the previous recommendations of the UGB/A Policy Committee and other proposed refinements to the regional plan. The committee affirmed the new method for classifying development based on average lot size, along with more specific mapping rules developed by DRCOG staff in consultation with local jurisdictions. The committee also refined the criteria to be used for considering bank requests, and recommended that the amount of additional UGB/A allocated be limited to the 15.5 square miles that existed at that time in the bank.

8. **Establish base 2035 UGB/A growth allocation for each community.** Using the new methodology for classifying development, DRCOG staff generated existing development type maps for each jurisdiction. The maps were then used to establish a base 2035 UGB/A growth allocation for each community, which also included any unplatted 2030 UGB/A. The total base allocation for all communities amounted to 899 square miles.

9. **Requests for additional UGB/A considered.** Five jurisdictions applied for a total of 21.8 square miles (mi²) additional UGB/A in the following amounts: Arapahoe County (5.2 mi²), Commerce City (4.9 mi²), Douglas County (4.0 mi²), Parker, (2.6 mi²), and Thornton (5.2 mi²).

10. **Establish the total extent of the 2035 UGB/A.** In July 2007 the DRCOG Board directed staff to assume for modeling purposes that 21.8 square miles of additional UGB/A would be allocated (920.8 total), consistent with the full amount of the five requests received. However, they deferred until final plan adoption at the end of the year a final decision on how much of the 21.8 mi² would actually be allocated to the five jurisdictions. After considerable debate, the Board formally allocated the full amount of additional UGB/A requested by all five communities.
Transit-oriented development (TOD) gives people more housing and transportation options, and helps foster healthy communities where people of all ages, incomes and abilities can live, work and play.

Background/Key Issues:
TOD is a general term describing almost any concentrated, mixed-use, pedestrian-oriented development that supports and is supported by transit facilities and service. TOD can make transit systems more efficient and cost-effective by increasing ridership. In addition, studies have shown that proximity to transit can yield a premium for property values. Locating housing and jobs near transit also provides more transportation options and increases access particularly for people unable to drive because of age, income or ability. Successful TOD requires collaboration among the parties whose interests converge at transit facilities: the transit agency, local government, private developers/property owners, and existing residents.

DRCOG’s TOD initiatives include the following:

Station Area Planning Grants
The DRCOG Board has allocated $2.42 million in the FY2012-2017 Transportation Improvement Program (TIP) to assist local governments in developing smaller area plans for transit station areas and urban centers. The FY2012-2017 TIP awarded funds to 13 studies in communities across the region. A competitive call for projects will be held in 2013 for future Station Area Master Plan/Urban Center study proposals.

Corridor Implementation Activities and Catalytic Projects
The U.S. Department of Housing and Urban Development awarded DRCOG and a Consortium of more than 80 partners $4.5 million for the Denver region’s Sustainable Communities Initiative (SCI). A portion of this grant funding supports the development of detailed TOD implementation strategies along three transit corridors currently under construction (Gold, East, and Northwest rail/US36 BRT). These corridor-level strategies will build upon completed station area plans and lead to the identification and selection of three Catalytic Projects (one on each corridor) at specific sites that offer the potential for transformational changes. In addition, the West Line has also identified a Catalytic Project at the Sheridan Station. Pre-development planning, environmental review and policy changes that catalyze redevelopment at these sites will provide valuable lessons for other

Did You Know?
- 21,947 dwelling units
- 11 million square feet of retail and office space
- 13.8 million square feet of institutional* space were completed or under construction within a half mile of current and proposed stations as of September 2012.

*Institutional space includes governmental, cultural, medical, convention, and educational facilities.
Issues Paper
Transit-Oriented Development (TOD)

For more information, contact: Pat Cronenberger at 303-480-6727 or pc@drcog.orgronenberger

Transit station areas throughout the region. Read more about the SCI by going to: http://www.drcog.org/index.cfm?page=SustainableCommunitiesPlanningGrant

Research:

- **Who is TOD in Metro Denver:** DRCOG conducts a benchmark study every three to five years to track how people's attitudes, perceptions and behaviors are changing as transit-oriented development in metro Denver takes root. The comprehensive effort includes data from separate surveys of businesses, employees and residents. The first benchmark study was conducted in 2009 - 2010. DRCOG is currently planning the second benchmark study, scheduled to be conducted within the next two years. Read the reports from the first benchmark study by going to: http://tod.drcog.org/who-tod-metro-denver.

- **SCI Corridor Case Studies:** As part of the Sustainable Communities Initiative, the University of Colorado-Denver (CU Denver) through the Center for Sustainable Infrastructure Systems (CSIS), will evaluate existing light rail corridors in the Denver region (Southeast and Southwest lines) as well as the soon-to-be open West line. Based on these case studies, CU Denver will develop issue-based reports that will assist current and future corridors in their efforts to implement transit-oriented infrastructure and development.

- **Transit Agency Parking Peer Review Study:** DRCOG conducted a peer review study of transit agency “best practices” for parking policies and management practices. These best practices address DRCOG member governments’ and RTD's objectives to increase transit ridership and revenue, and facilitate TOD.

Workshops and Training:

- **Metro Vision Idea Exchange:** These workshops bring member jurisdiction staff, elected officials, developers and other stakeholders together at least five times a year to share key challenges and issues, and gain new perspectives about the implementation of DRCOG’s Metro Vision 2035 plan. TOD is an important strategy in the plan’s implementation.

- **ULI TOD Best Practices:** Since 2004, DRCOG has worked closely with ULI Colorado to create and sponsor informative workshops which have brought the public and private sectors together toward greater understanding and cooperation on TOD planning.

- **Transit Alliance Citizens’ Academy:** The academy is an emerging leaders' education program that brings community leaders and local governments together to promote and educate on issues related to transportation and community development with particular emphasis on FasTracks and TOD. DRCOG has sponsored this program every year since its inception.

**TOD Web site (tod.drcog.org):**

- **Resource Library:** This includes information about best practices, research reports, and events.
- **TOD Real Estate Project Map:** Based on data updated by RTD, this map displays information about the real estate projects within a half-mile radius of existing and future rail transit stations.
- **Short videos:** Opinion leaders and residents speak to the current state of TOD in Metro Denver in response to the findings of the Who is TOD benchmark study. ts in the “Who is TOD in Metro Denver” video series in the Video Gallery at tod.drcog.org.

**Status (as of September 2012):**

DRCOG’s TOD program has continued to evolve since its establishment by the DRCOG Board in 2006. With the Board's emphasis on implementing the Metro Vision plan, TOD has become a key part of that effort. An implementation task force has been created and will focus on specific projects with tangible outcomes. More about this effort can be found in the Metro Vision Implementation Issues Paper.
As a DRCOG Board member you will participate in the formulation of transportation policy including the following plans and activities:

- Regional Transportation Plan (RTP)
- Transportation Improvement Plan (TIP)
- Bicycle and Pedestrian Plan
- Transit Plan

For copies of the complete plan and other transportation related documents, please reference the DRCOG website.
Importance:
Transportation infrastructure is the backbone of the state's economy. It enables the movement of people, goods and services; accounts for a significant number of jobs; and contributes to the state's (and Denver region's) high quality of life. A first-rate state and region cannot survive on a second-rate transportation system.

Background/Key Issues:
Colorado and the DRCOG region are facing significant challenges to achieving a first-rate transportation system.
- Revenues have long lagged behind system needs. There is a $40 billion funding deficit through 2035 to maintain and expand the region's transportation system.
- The FasTracks transit program, vital to regional mobility, has experienced cost increases and revenue decreases, pushing expected completion beyond 2040.
- The state's population is expected to increase by more than 40 percent between 2012 and 2035. The proportion of the over 60 population will nearly double, increasing demand for transportation alternatives.

In addition to new multimodal infrastructure to accommodate future growth, the state and the Denver region are struggling to maintain existing infrastructure, much of which was built decades ago and is increasingly expensive to keep in good repair.
- The state has more than 100 structurally deficient bridges.
- The I-70 viaduct, carrying 150,000 vehicles daily, will cost at least $900 million to rebuild but only $256 million has been identified as available over the next 25 years.
- Fifty-two percent of state highways are rated in poor condition. Thirty-three percent are in such disrepair they require major rehabilitation or complete reconstruction.

Traffic congestion will only worsen over the next 25 years.
- The Denver region is one of the most congested in nation (13th).
- Annual delay time per household will double from 60 hours/household to 120 hours/household.
- Congested lane miles will triple, from 980 to 2,900.
- Congestion and lost time cost money ($1,500 per household/year).
- Congestion increases air pollution emissions, degrading the region's air quality.

Transportation infrastructure costs are rising while revenues have remained stagnant.
- Two decades ago, when state and federal gas taxes were last increased, they purchased more than twice as much as today. These taxes are flat, per-gallon taxes, so revenues do not rise with inflation or the cost of fuel. Better fuel efficiency is further eroding fuel tax revenues.
- Over the last 20 years, highway construction costs have more than doubled, yet gas taxes have not changed.
- Other alternative financing mechanisms (such as bonding, public/private partnerships, tolling) have helped, but have not made up for the declining purchasing power of the gas tax.
DRCOG and the Denver region have acted to address the problem.

- Advocated with our Congressional delegation for reauthorization of the federal transportation act (MAP-21) at maximum funding, predictability and stability, fair share of funding for mass transit, and needed reforms to create a more effective and efficient federal program. While MAP-21 did not provide a substantive increase for federal transportation funding, DRCOG worked to make sure it avoided feared cutbacks and sets a good foundation for a comprehensive reauthorization in two years.
- Adopted policies to support exploration of alternative financing mechanisms, such as tolling, congestion pricing and mileage-based revenue.
- Supported the concept of a pilot program to tax vehicle miles traveled (VMT).
- Passed additional sales taxes, impact fees or registration fees to supplement transportation funding. (About 75 percent of county and municipal transportation dollars are from sources other than the gas tax.)
- Planned and zoned more compact development to reduce travel demand by focusing on infill, redevelopment and transit-oriented development.
- Funded programs to help people and businesses mitigate the impacts of congestion through carpooling, vanpooling, bicycling, working from home, and using public transit.

Status (as of October 2012):

When the DRCOG Board adopted the 2035 Metro Vision Plan in February 2011, it included transportation goals to make life better for residents in the region. The goals are:

- Increase the rate of construction of alternative transportation facilities;
- Reduce the percent of trips to work by single occupancy vehicles (SOV) to 65 percent by 2035 (per U.S. Census);
- Reduce the regional per capita VMT by 10 percent by 2035; and
- Reduce the annual per capita greenhouse gas emissions from the transportation sector by 60 percent by 2035.

Without additional revenues to fund the region's transportation infrastructure needs, it will be difficult to meet these goals. Also, air quality, the economy and quality of life will suffer. People of all ages, incomes and abilities need access to jobs, health care, education and other opportunities, which can be enhanced with investments in multimodal transportation infrastructure and services.

Finally, the governor's TBD Colorado project revealed significant support for increasing revenues to improve the transportation system. Other conversations also are occurring at the state and local levels. Ideas being discussed include a statewide ballot initiative, regional transportation authorities, and an RTD ballot initiative. DRCOG continues to be involved as these discussions move forward.
Fact Sheet

Using Computer Models to Inform Policy Decisions

July 2013

The Denver Regional Council of Governments (DRCOG) makes important policy decisions that shape the quality of life we all enjoy across the Denver metropolitan region. These decisions include:

1. how to spend our limited money on building and maintaining roads and transit, and
2. where to plan for future land development for housing and businesses

These decisions impact the region's traffic congestion and air quality. DRCOG uses computer models to understand the impacts of different policy choices, so the DRCOG Board can make sound policy decisions. The models are informed by DRCOG's economic forecast, which is based on the following assumptions (the state of Colorado uses similar assumptions when forecasting growth for the state as a whole):

- Our population will grow if our region's economy continues to grow.
- How our region's economy grows depends on the:
  - national and global economy,
  - types of jobs we expect to have in the region, and
  - overall quality of life and attraction to the region.

The models provide answers to several important questions:

Where will future growth occur? DRCOG's land use model answers this question based on the following inputs:

- The growth plans and allowed zoning of city and county governments; these plans are not static and change with updates
- The land available for new housing and businesses, including areas that may redevelop
- Regional policies that shape the types of development we might see in the future - urban centers, new development around transit lines, managing growth through an urban growth boundary
- The "attractiveness" of different areas for development. Factors that make an area more or less attractive include:
  - How close is it to downtown Denver?
  - How congested are the roads around it?
  - Does it have easy access to highways and transit?
- Are there expansion opportunities in the area?
- What is the availability of customers and workers nearby?

**What will future travel conditions be like?** How congested will the roads be? How long will it take to travel from one part of the region to another? DRCOG’s travel model answers these questions based on the following:

- The outcome of the land use model - the number and location of jobs and households across the region. For example, as jurisdictions plan for more growth around certain light rail stations, FasTracks ridership numbers change along the different corridors.
- The location of roadways in the future and how much traffic they can accommodate
- The location of transit lines in the future and how often they run
- Survey data on how different households get around the region:
  - The number of trips people make in a typical day
  - Where and why people travel (for work, shopping, etc.)
  - How people get around (drive, carpool, ride transit, bike, walk)
  - How many people travel through the region
- Data about the current number of cars on the road and people riding transit
- How the changing nature of our population may affect travel behavior, such as an increase in the number of people who are retirement age

**How will future travel conditions affect air quality?** The Colorado Department of Public Health and Environment's air quality model answers this question based on the following:

- The outcome of DRCOG’s travel model - the number of vehicles on the road and the speed and distance that they travel
- The types of vehicles that people will likely own in the future (generally more fuel efficient and less polluting)
- The Denver region’s climate and weather patterns.

The models are based on observations of past trends and behavior. Therefore they assume that some things in the future will stay much as they are today. For example, the cost of driving your car or riding transit will be roughly the same portion of your household's budget as it is today. Also people will decide how to get around - by driving, transit, biking or walking - based on the time and cost associated with each option. The models also assume people will not make dramatic changes in number and types of trips that they take today (going to work or school, shopping, etc.) Some change in the number of such trips in the region is expected, however, as our demographics change and the population ages. The length of those trips and the proportion of trips made by car also may change, in response to congestion and other factors.
The Regional Transportation Demand Management (TDM) Program is comprised of the DRCOG Way to Go program and six Transportation Management Agencies (TMAs) in the DRCOG region. The TMAs are:

- 36 Commuting Solutions
- Boulder East Community
- Downtown Denver Partnership
- South I-25 Urban Corridor TMA
- Stapleton Area TMA
- Transportation Solutions

The Regional TDM Program is a comprehensive and coordinated attack on traffic congestion and poor air quality through reducing travel demand. The Program's strategy couples the proven successes of the RideArrangers program with the TMA's additional successes and extensive knowledge of high-activity areas, and executes a suite of TDM services targeted at helping implement the DRCOG Board of Director's Metro Vision goals, providing consistent TDM planning activities, and more effectively and efficiently investing taxpayer monies. A Memorandum of Understanding was signed by all parties in July 2011 to memorialize the commitment to the Regional TDM Program. Funding through the Transportation Improvement Program has already been committed to this partnership in FY 2012 and FY 2013 from the TDM Pool.
DRCOG is the designated Area Agency on Aging (AAA) and carries out programs pursuant to the Older Americans Act (OAA) of 1965, as amended and the Older Coloradans Act. It has served as the AAA for the region since 1974. Operating under the OAA, DRCOG assumes a key role in planning, coordinating and funding services for older persons.

The DRCOG AAA is responsible for:

- assessing the strengths and needs of older persons in eight counties (Adams, Arapahoe, Clear Creek, Douglas, Gilpin and Jefferson, the City and County of Broomfield and the City and County of Denver)
- assisting service agencies and local governments in their planning and delivery of services for older persons and family caregivers
- distributing federal OAA and state Older Coloradans Fund monies to agencies that provide services to older adults
- operating the Long-Term Care Ombudsman Program
- providing information about available resources to older persons and their caregivers
Importance:
Between now and 2035, the percentage of the region’s 60-plus population is forecast to nearly double. This age group will account for more than a quarter of the region’s total population. And the most rapid growth will occur in just the next ten years, as the over-60 population is expected to grow by 50 percent. This phenomenal growth poses great challenges for the region in meeting the needs of its older adults with the demand for services already exceeding available funding. That demand is expected to increase even more as baby boomers reach 60 in larger numbers.

Background/Key Issues:
As the Area Agency on Aging (AAA) for the Denver region, DRCOG is responsible for planning and funding the delivery of services to older adults according to the federal Older Americans Act (OAA) and the state Older Coloradans Act (OCA). DRCOG disburses federal and state funds to local providers for services to the region’s older adults. These services (i.e., meals, visiting nurses, homemaker, legal help, home accessibility and safety, vision, dental and hearing treatment, and transportation) are critical for thousands of vulnerable older adults because they help them remain independent in their own homes, avoid falling into poverty, and minimize the need for more expensive hospitals and nursing homes.

The OAA has successfully developed a comprehensive system of supportive services provided to older adults in their homes and communities. The OCA services further build on the foundation laid by the federal program. Evaluations of OAA services have shown they are more cost-effective than institutional options, such as hospital and nursing home care. They also achieve much higher levels of customer satisfaction because people want to remain in their homes.

Unfortunately, federal and state funding has not kept pace with the growing need and some years, state funding for senior services actually has decreased. Accounting for population growth and inflation, the purchasing power of those dollars has declined. The National Association of Area Agencies on Aging estimates a need for at least a 12 percent increase in federal funding to keep pace with inflation and projected growth of the older population.

During the 2013 Colorado legislative session, DRCOG worked with a coalition of advocates to pass SB 13-127, which raised the statutory appropriation to the OCA by $2 million, from $8 million to $10 million annually. We also were successful in working with the Governor’s Office to obtain an additional one-time $2 million for programs funded by the OCA in the 2013-14 budget for a total $4 million increase this year.

Despite this coalition’s efforts to increase funding, DRCOG is concerned about the automatic cuts to discretionary programs, including the OAA, that resulted from the Budget Control Act of 2011. These cuts, known as sequestration, amount to $625,000 for FY 2013-14 for the DRCOG AAA. For now the state funding increase has offset the sequestration’s effects. Without additional federal funding for the OAA, there could be devastating consequences on vulnerable older adults in the metro area and Colorado. DRCOG
and other AAAs could be forced to significantly reduce funding for most, if not all, older adult services, possibly even eliminating some altogether.

**Status (as of August 2013):**
DRCOG is working on several federal and state initiatives.

- DRCOG will continue to build on the success with state officials during the 2013 legislative session to obtain additional funding increases to expand services to meet the needs of the growing senior population.

- DRCOG has developed educational materials about sequestration’s impact on older adults. DRCOG staff is sharing this information with the state’s congressional delegation urging them to hold harmless these essential, cost-effective preventive services.

- DRCOG is working with the National Association of Regional Councils (NARC) and a host of partners to communicate with Congress regarding the benefits of the OAA and our policies regarding OAA reauthorization, which is currently being considered in Congress.

- The Affordable Care Act presents a number of challenges and opportunities for AAAs. DRCOG is working with the state, private sector, and other partners to implement various initiatives under the Act. These initiatives include Money Follows the Person, Adult and Disability Resource Centers, Community Care Transitions initiatives, and Veterans Directed Home & Community Based Services.

---

**Percent Increase in Population 2012 - 2035 by Age Denver Region**

- **Under 60**: 21.5%
- **60 +**: 99.0%
- **70 +**: 189.2%
- **80 +**: 171.6%

**Older Adults as a Percent of Total Population (2012 and 2035) Denver Region**

- **Ages 60 +**: 15.5% (2012), 15.5% (2035)
- **Ages 75 +**: 4.3% (2012), 8.7% (2035)

---

2012 Population  2035 Population
Importance:
The Denver region's population is undergoing unprecedented change. As recently as 2003, 1 in 8 residents was over the age of 60. By 2040, that number will be 1 in 4. The longer-term change to the region's age structure is being shaped by nearer-term dynamic growth in the over-60 population. Between 2013 and 2018, the region will experience a 24 percent increase in the 60-plus population. By comparison, the increase in all other age categories (persons under 60) will be less than 4 percent during the same time. Meeting the challenges of a rapidly growing older adult population in a constrained funding environment will require innovative and integrated approaches to deliver services and address growing needs by creating communities that foster independence.

Background/Key Issues:
Until recent years, most of the focus on policies and programs for senior citizens has been on the social support and service environments. In fact, DRCOG's Area on Agency programs historically reflect an emphasis on those two spheres. In 2005, DRCOG began pursuing another direction. With the Metro Vision Plan update, DRCOG incorporated a senior-friendly design element focused on the built environment. Meeting the needs of older citizens through housing, transportation and community design is important in helping older adults remain in their communities, live independently and defer more costly options.

DRCOG's early work in this arena was helped by a Smart Growth and Aging grant from the U.S. Environmental Protection Agency. The grant funded research and recommendations on how local jurisdictions can change zoning and other codes to allow development patterns that promote a healthy built environment for older adults. In addition, DRCOG continues to work with regional partners on key strategies to respond to an aging population, such as universal design, visitability and encouraging a wide range of housing options, including accessory dwelling units.

Metro Vision 2035, adopted by the DRCOG Board of Directors in February 2011, expanded the senior-friendly element section to discuss community design more broadly. The vision, goal and policy

Did You Know?
A recent national survey found 21% of people over the age 65 do not drive. Older adults who don't drive are twice as likely to report feeling lonely or isolated when compared to older adults still able to drive.
issues paper
accommodating the region’s growing older adult population and community design

statements promote development patterns and community design features that meet the needs of people of all ages, incomes and abilities.

In late September 2011, DRCOG launched the Boomer Bond project which tackles issues around development patterns and community design. The Boomer Bond consists of four primary and mutually supportive components:

- A community assessment tool to assist with local efforts to formulate a response to our region's growing population of older adults. In early 2012, six multi-disciplinary project teams of individuals and organizations from the region came together to create the initial draft of the assessment tool. Three pilot communities (City of Lakewood, Town of Lyons and City of Wheat Ridge) tested the assessment tool providing valuable insight to DRCOG staff on how the tool can be applied.
- A comprehensive set of implementation tools local governments can choose from to support independent aging in their communities. This resource toolkit will include options appropriate in a variety of communities.
- A voluntary certification process to recognize local efforts to create age-friendly physical and social environments.
- A voluntary regional agreement (similar to the Mile High Compact) to pursue a built environment and portfolio of services to meet the needs of the growing older population.

Status (as of July 2013):
DRCOG is currently developing the comprehensive toolkit of policies, strategies and tools that local governments can consider in their efforts to create age-friendly living environments.
PROGRAMS FUNDED BY THE
DENVER REGIONAL COUNCIL
OF GOVERNMENTS

TO SERVE OLDER ADULTS IN 2015-2017
Effective through June 2017

AREA AGENCY ON AGING
1290 Broadway, Suite 700
Denver, CO 80203-5606
303-455-1000

www.DRCOG.NetworkofCare.org
www.drcog.org

This publication has been funded in part with funds from
Title III of the Older Americans Act
The Denver Regional Council of Governments (DRCOG) is the Area Agency on Aging (AAA) for the eight-county metropolitan region, and is responsible for planning, funding and providing services for adults 60 years of age and older.

The DRCOG AAA serves older adults in Adams, Arapahoe, Clear Creek, Douglas, Gilpin and Jefferson counties, the City & County of Broomfield, and the City & County of Denver. There are no income eligibility requirements to obtain services; however, services are targeted to frail older adults and those who are socially or economically most in need. There are no payments required to receive services, but contributions are encouraged from those who are financially able. Participant contributions are used to expand the services and number of people served.

Through its Area Agency on Aging, DRCOG allocates federal and state monies to community agencies to provide direct services to older adults. The division directly provides information, referral and assistance services, case management, options counseling and long-term care ombudsman services. Federal and state regulations require certain minimum funding levels for specific areas, such as nutrition, legal services and in-home services.

This document describes all services provided directly by the DRCOG AAA and by service providers via contracts with DRCOG.

[Revised September 2016]
# TABLE OF CONTENTS

## ADULT DAY SERVICES
Douglas County Dept. of Community Development; Community and Resource Services
Seniors’ Resource Center
The Senior Hub

## CASE MANAGEMENT
DRCOG Area Agency on Aging

## COUNSELING SERVICES
Arapahoe Douglas Mental Health Network
Asian Pacific Development Center
Jefferson Center for Mental Health (Senior Reach Program)
Mount Evans Home Health Care & Hospice

## HEARING AIDS & EYEGLASSES
Colorado Gerontological Society (formerly Senior Answers and Services)

## HANDYMAN/CHORE SERVICES
Arapahoe County Community Resources
Douglas County Dept. of Community Development; Community and Resource Services
Seniors’ Resource Center
Volunteers of America

## HEALTH PROMOTION: DISEASE PREVENTION/EDUCATION/

## WELLNESS PROGRAMS
Asian Pacific Development Center
Centura Health LINKS
HealthSET
Mount Evans Home Health Care & Hospice
Tri-County Health Department
Volunteers of America

## IN-HOME SERVICES
Douglas County Dept. of Community Development; Community and Resource Services
Jewish Family Service of Colorado
Seniors’ Resource Center
Colorado Visiting Nurse Association
INFORMATION, REFERRAL and ASSISTANCE SERVICES .......................14
DRCOG Area Agency on Aging
Brothers Redevelopment
HealthSET

LEGAL SERVICES ..........................................................................................16
Colorado Legal Services

LONG-TERM CARE OMBUDSMAN SERVICES ........................................16
DRCOG Area Agency on Aging

NUTRITION SERVICES ..................................................................................17
Volunteers of America: Meals on Wheels and Congregate Dining Centers

RESPITE/CAREGIVER SUPPORT SERVICES .......................................21
Alzheimer’s Association
Catholic Charities and Community Services
City and County of Broomfield
Lutheran Family Services Rocky Mountains
The Senior Hub

SCREENING/EVALUATION SERVICES .....................................................23
Asian Pacific Development Center
Mount Evans Home Health Care & Hospice
Senior Support Services
Southwest Improvement Council (SWIC)

TRANSPORTATION SERVICES .................................................................25
Adams County Community Development
Arapahoe County Community Resources
City and County of Broomfield
Douglas County Dept. of Community Development; Community and Resource Services
Seniors’ Resource Center
Volunteers of America

VISUALLY IMPAIRED SERVICES .................................................................27
A3 (formerly American Council of the Blind and Visually Impaired of Colorado-ACBCO)
Audio Information Network of Colorado
Center for People with Disabilities
Colorado Center for the Blind
Seniors’ Resource Center
OLDER AMERICANS ACT
AND OLDER COLORADANS ACT PROGRAMS

ADULT DAY SERVICES

Douglas County Department of Community Development; Community and Resource Services
100 Third Street
Castle Rock, CO 80104
http://www.douglas.co.us/community/senior-adult-services

Adult Day Program
Counties Served: Douglas

Adult Day Care services will be available to Douglas County residents through centers in Parker and Castle Rock. Providers will offer supervised supportive care for adults age 60 and older who are not able to be alone for all or part of a day. This service is available for working families or caregivers who need respite. For information on contacting providers, please access the County website at http://www.douglas.co.us/community/senior-adult-services or contact First Call: 303-660-7519.

Seniors' Resource Center
3227 Chase Street
Denver, CO 80212
www.srcaging.org
303-238-8151

Respite Care Through Adult Day Programs
Counties Served: Adams, Broomfield, Clear Creek, Denver and Jefferson (Removed Arapahoe, Douglas and Gilpin)

Seniors' Resource Center supports family caregivers by providing Adult Day Services through their Adult Day Services sites in Wheat Ridge and Evergreen. The programs are open Monday through Friday and offer a variety of social, artistic and recreational activities in a supportive, caring environment. The participants receive assistance with personal care needs and medication administration, as needed. Breakfast, lunch, and an afternoon snack are provided.
**The Senior Hub**
10190 Bannock Street Suite 104
Northglenn, CO 80260
www.seniorhub.org
303-426-4408

**Adult Day Program**

Counties Served: Adams, Arapahoe, Broomfield, Denver and Jefferson

This day program provides a safe, welcoming place for older adults to go during the day, allowing caregivers a break to work or to take time for their own needs. Social interaction and cognitive stimulation are provided via a variety of activities, including daily exercise. A nutritious, hot, hearty meal is served family style at noon and two snacks are also served daily. Participants include people with Alzheimer’s Disease, dementia, chronic illness and/or other problems that may increase their care needs. The Activity Professionals on staff are Certified Nurse Assistants and there is a Registered Nurse who oversees the program weekly.

**CASE MANAGEMENT**

**DRCOG AREA AGENCY ON AGING**
1290 Broadway, Suite 700
Denver, CO 80203
Intake and Referral
303-480-6704

**Geriatric Case Management**

Counties Served: Adams, Arapahoe, Broomfield, Clear Creek, Denver, Douglas, Gilpin and Jefferson

Experienced case managers offer short-term care coordination to older adults requiring assistance in identifying and making life transitions. Case management activities may include comprehensive needs assessments; presenting care options and resources; coordination of services among providers; connecting with medical, non-medical and mental health professionals and services; applying for and accessing available benefits and supports; consultation with families and temporary monitoring of community supports. This program is designed to help older adults remain active and independent in the community for as long as possible and to provide assistance in planning for the future.
COUNSELING SERVICES

Arapahoe Douglas Mental Health Network
5500 S. Sycamore Street
Littleton, CO 80120
303-723-4289

Senior Reach Program in Arapahoe and Douglas Counties
Counties Served: Arapahoe and Douglas

Senior Reach is a service-based intervention program targeting older adults (ages 60+) experiencing problematic mental and emotional states, poor health, social isolation, substance abuse, physical abuse or neglect, and risk factors for suicide. Members of the community identify and refer at-risk independent-living older adults by contacting our Senior Reach Call Center to provide information on the senior, all of which is kept confidential. A Senior Reach Specialist then contacts the senior to explain the program, engage the senior, establish possible needs (e.g., transportation, medication, health care, mental health care, etc.), and offer appropriate services. If you would like to refer a senior, or find out more about the Senior Reach program in Arapahoe and Douglas Counties, contact our Senior Reach Call Center at 303-723-4289.

Asian Pacific Development Center
1537 Alton Street
Aurora, CO 80010
303-923-2920

Holistic Asian Elder Wellness Program for Asian American Pacific Islander Immigrant and Refugee Communities in Colorado: Counseling

Counties Served: Adams and Denver

Asian American Pacific Islander (AAPI) cultures have the lowest rates of utilization of mental health services among all populations due to a variety of factors including limited English, illiteracy, and mental health stigma. Most studies on the mental health of immigrants and refugees reveal high rates of anxiety, depression, post-traumatic stress, and somatic symptoms. To support the healthy adjustment and acculturation to life in the U.S., Asian Pacific Development Center’s (APDC) community navigators offer peer counseling to older AAPI community members who are faced with issues, concerns, and barriers to achieving health and wellness in their day-to-day lives. If community members present with risk factors for more serious mental health disorders, navigators will refer them to APDC’s behavioral health clinic for further screening and evaluation with mental health providers.
Jefferson Center for Mental Health (Senior Reach Program)
70 Executive Center
4851 Independence Street
Wheat Ridge, CO 80033-6715
1-866-217-5808

Counseling
Counties Served: Broomfield, Clear Creek, Gilpin and Jefferson
The Senior Reach program provides mental health assessments, depression screenings, education groups and individual and group counseling to older adults. Senior Reach targets older adults who are isolated, frail, are not currently accessing services and are in need of mental health services.

Mount Evans Home Health Care & Hospice
3081 Bergen Peak Drive
Evergreen, CO 80439
303-674-6400

Counseling for Older Adults
Counties Served: Clear Creek, Gilpin and Jefferson

Mountain Journey is a Mount Evans community counseling program that offers support and counseling to individuals and families coping with challenges stemming from serious illness. Components of Mountain Journey include helping elders plan for their care, prepare advanced directives, advice on how to stay safely in their home and connect them with appropriate community resources.

HEARING AIDS & EYEGLASSES

Colorado Gerontological Society
(Formerly, Senior Answers and Services)
1330 Leyden St. #148
Denver, CO 80220
www.senioranswers.org
303-333-3482

Hearing Aids, Eyeglasses
Counties Served: Adams, Arapahoe, Broomfield, Clear Creek, Denver, Douglas, Gilpin and Jefferson

Partial grants are provided for hearing and vision services for individuals age 60 and older. Potential recipients should call to request an assessment. Once completed assessments are received, they are processed and grant award letters are sent based on funding availability. Some are placed on a waiting list pending additional funding. Efforts are made to coordinate funding with other insurance such as Medicare and private health insurance when available.
**HANDYMAN/CHORE SERVICES**

**Arapahoe County Community Resources**
1690 West Littleton Boulevard, Suite 300
Littleton, CO 80120
www.co.arapahoe.co.us/community resources
303-738-8080

**Chore Services**

Counties Served: Arapahoe

Services include assisting older adults age 60 and over in continuing to live independently in their own homes or apartments by providing assistance with non-routine heavy duty chores. Some examples of services might be: assistance in cleaning, organizing and de-cluttering an apartment or home; spring or fall yard and patio clean up; washing windows; assisting older adults to pack up for or unpack after a move; as well as working with other human service organizations on safety clean up for consumers.

**Douglas County Department of Community Development; Community and Resource Services**
100 Third Street
Castle Rock, CO 80104
http://www.douglas.co.us/community/senior-adult-services

**Chore Services Program**

Counties Served: Douglas

Services include spring and fall yard clean up, and handyman services. Handyman services will include some plumbing repairs (constantly running toilet as an example), loose carpet tack downs, grab bars installed and similar levels of service. For information on contacting providers, please access the County website at http://www.douglas.co.us/community/senior-adult-services or contact First Call: 303-660-7519.

**Seniors’ Resource Center**
3227 Chase Street
Denver, CO 80212
www.srcaging.org
303-238-8151

**Chore Service Program**

Counties Served: Adams, Broomfield, Clear Creek, Denver, Jefferson

Seniors’ Resource Center offers non-routine heavy household chores to ensure older adults can remain in the place they call home as safely and independently as possible. Services are available to residents age 60 and over. Examples of services include, but are not limited to: assistance with cleaning, organizing and de-cluttering an apartment or home; removal of bed bugs; trash removal; packing and unpacking from a move; and seasonal yard clean-up.
Volunteers of America
2660 Larimer Street
Denver, CO 80205
www.voacolorado.org
303-297-0408

Safety of Seniors Handyman Program
Counties Served: Adams, Arapahoe, Clear Creek, Denver, Douglas, Gilpin and Jefferson
The Safety of Seniors Handyman Program focuses on assisting adults 60 years of age and older in maintaining safety and independence in the home as it relate to falls and fires. Services include minor repairs and safety modifications, safety assessments, education materials on fall prevention and fire prevention and referrals for other services when necessary.

HEALTH PROMOTION: DISEASE PREVENTION/EDUCATION/
WELLNESS PROGRAMS

Asian Pacific Development Center
1537 Alton Street
Aurora, CO 80010
303-923-2920

Holistic Asian Elder Wellness Program for Asian American Pacific Islander Immigrant and Refugee Communities in Colorado: Education
Counties Served: Adams and Denver
Many immigrants and refugees over the age of 60 experience cultural and economic barriers including limited (or no) English proficiency, illiteracy, lack of employment, lack of education and poverty. Asian Pacific Development Center (APDC) will help older Asian American Pacific Islander Immigrant (AAPI) community members cope with their economic, health, and personal needs through culturally relevant education topics. Educational workshops take place via home visits and at APDC’s office in Aurora as well as at other sites in the Denver metro area. Education focuses on reducing stigma about mental health and uses a holistic approach to achieving whole health and wellness.

Health Promotion for Asian American Pacific Islander Immigrant and Refugee Communities in Colorado: Education
Counties Served: Adams and Denver
The Asian Elder Wellness (AnEW) program focuses on holistic and culturally relevant health promotion through community based, culture-specific health and wellness education groups. The groups are designed to empower members of the Asian American Pacific Islander (AAPI) community who are 60 or older to become more self sufficient and healthy by providing groups that teach a variety of culturally relevant topics such as: education about chronic diseases, fall prevention, medication management, to name a few. The goals of the wellness groups are to improve the physical, emotional and social well-being of the growing AAPI immigrant and refugee elderly communities in the Denver metro area.
Centura Health LINKS
2420 W. 26th Avenue, Suite D-450
Denver, CO 80211
www.centura.org/Centura-Health-LINKS
720-321-8850

Benefits Eligibility Screening, Enrollment Assistance and Outreach/Education

Counties Served: Adams, Arapahoe, Broomfield, Clear Creek, Denver, Douglas, Gilpin and Jefferson

Services include Health Insurance Counseling for Seniors, Prescription Drug Assistance, Medicare Part D enrollment assistance and Benefits Checkup Colorado. The educational component of LINKS aims to educate the communities where seniors live to ensure they are aware of the benefits available to them as well as how to access and secure additional resources.

HealthSET
2420 W. 26th Avenue, Suite D-460
Denver, CO 80211
www.Healthset@centura.org
720-321-9320

Health Promotion Clinics and Nurse Care Management Program

Counties Served: Adams, Denver and Jefferson

HealthSET offers skilled and compassionate nurses who provide free and essential health clinics and substantial follow-up services to older adults residing in rent-subsidized apartment buildings. The clinics are held once per month in 20 high rise residences and each clinic is staffed by registered nurses. At the clinics, nurses conduct health screenings, provide education and assist people in obtaining resources. Between clinics, nurse and staff assist consumers in managing chronic conditions, taking medications correctly and navigating the health care system. Consumers with more complicated needs are referred to the Care Coordination Program where Client Advocates provide in-depth support and act on behalf of clients, and make social service interventions and connect clients to the services they need.

Mount Evans Home Health Care & Hospice
3081 Bergen Peak Drive
Evergreen, CO 80439
303-674-6400

Education for Older Adults

Counties Served: Clear Creek, Gilpin and Jefferson

Mount Evans gives educational presentations to older adults, ages 60 and over. Among others, educational services are offered to the residents of senior housing of Evergreen, Idaho Springs, and a meal site in Blackhawk. Many of these individuals are not eligible for Medicaid or Medicare and need support to live independently in their homes.
Tri-County Health Department
6162 South Willow Drive, Suite 100
Greenwood Village, CO 80111
www.tchd.org
720-200-1572

Maintaining Mobility - Fall Prevention
Counties Served: Adams, Arapahoe, Denver, Douglas and Jefferson

A Matter of Balance: Managing Concerns about Falls is an evidence-based program available in the metro area to help older adults maintain mobility and independence by reducing the fear and risk of falling. The A Matter of Balance program consists of eight two-hour sessions with information, group discussions, mutual problem solving, role-plays, physical activity training and assertiveness training. Participants learn about the importance of physical activity in preventing falls; practice exercise to improve strength, coordination and balance; learn how to conduct a home safety evaluation; and learn how to get up and down safely. Please call for class schedule information.

Volunteers of America
2660 Larimer Street
Denver, Colorado 80205
www.voacolorado.org
303-297-0408

Fall Prevention and Nutrition Education
Counties served: Adams, Arapahoe, Denver, Douglas and Jefferson

The Healthy Moves for Aging Well Program is an evidence-based program for homebound older adults designed to increase the activity levels of our highest-risk elders to positively impact their physical and mental health, assist them with balance problems and thereby reduce their risk of falls, enabling them to remain living independently. Participants also receive nutrition education and counseling as needed by a Registered Dietitian.

IN-HOME SERVICES

Douglas County Department of Community Development; Community and Resource Services
100 Third Street
Castle Rock, CO 80104
http://www.douglas.co.us/community/senior-adult-services

Homemaker Program
Counties Served: Douglas

Homemaker services for eligible Douglas County seniors will include the services of grocery shopping, assistance with meal preparation, light housekeeping, and laundry. For information on contacting providers, please access the County website at http://www.douglas.co.us/community/senior-adult-services or contact First Call: 303-660-7519.
Jewish Family Service of Colorado  
3201 South Tamarac Drive  
Denver, CO 80231  
www.jewishfamilyservice.org  
303-597-5000

**Home Care Provider Program**

Counties Served: Arapahoe, Denver and Jefferson

Homemaker services include light housekeeping, laundry, linen changing and light meal preparation and grocery shopping for two- three hours every week or every other week (based on need). In addition to ensuring a comfortable and clean environment for the consumer, homemakers offer companionship to isolated homebound older adults.

---

Seniors’ Resource Center  
3227 Chase Street  
Denver, CO 80212  
www.srcaging.org  
303-238-8151

**Homemaker and Personal Care**

Counties Served: Adams, Arapahoe, Clear Creek, Denver, Gilpin and Jefferson

In-Home Care Services provides friendly non-medical care to individuals in their own home. Trained and bonded Personal Care Providers assist with light housekeeping, laundry, bed making, meal preparation, errands and socialization. Personal care services include assistance with bathing, dressing, hair care, ambulation, medication reminders and other unskilled personal care needs as necessary. All Personal Care Providers complete several hours of training. Thorough background checks are conducted for all care providers and ongoing educational opportunities are provided.

Services also include essential non-medical care to older adults who would otherwise struggle to remain safe and independent in their own residences. Seniors’ Resource Center’s homemakers provide meal planning and preparation, grocery shopping, retrieval of the mail, light housekeeping including vacuuming, and help with laundry. Older adult clients find this service to be of great value.
**Colorado Visiting Nurse Association**

390 Grant Street  
Denver, CO 80203  
www.vnacolorado.org  
303-698-2121

**Personal Care and Homemaker In-Home Services**

Counties Served: Adams, Arapahoe, Broomfield, Denver, Douglas and Jefferson (including rural areas)

The Visiting Nurse Association provides In-Home supportive services to frail or disabled older adults in the six county metro area including rural Arapahoe, Adams and Douglas counties. Registered nurses assess clients and supervise services provided by trained Personal Care Workers (PCWs) and Homemakers. PCWs/Homemakers can assist with bathing, personal care, meal preparation, grocery shopping, laundry, light housekeeping and respite care. The goal of the program is to help older adults maintain quality of life in their homes. Registered Nurses provide resource referral, medication reviews, safety assessment and assistance with aging issues and advanced directives.

**INFORMATION, REFERRAL and ASSISTANCE SERVICES**

**DRCOG Area Agency on Aging**

1290 Broadway, Suite 700  
Denver, CO 80203  
www.drcog.org  
www.drcog.NetworkofCare.org  
303-480-6700  
1-866-959-3017 outside the metro area

**Information, Referral and Assistance Program**

Older adults and/or their caregivers, community service providers and the general public can access comprehensive information and assistance services through the Area Agency on Aging. DRCOG community resource specialists assist callers with locating available services in the region, connecting with available services and follow up to ensure services were provided. In addition, DRCOG offers its Network of Care site (www.DRCOG.NetworkofCare.org) – an online searchable database that can help seniors locate services, learn about health conditions and much more.

**Aging and Disability Resources for Colorado (ADRC)**

The ADRC is the name of Colorado’s Aging and Disability Resources for Colorado which offers Options Counseling to assist people, age 60 and over or 18 years and over with a disability, regardless of income. ADRC’s goal is to help individuals manage their health issues, remain independent and understand the benefits and limitations of long-term care support and service options. Personalized Options Counseling involves an interview and needs assessment to explore individualized options and resources; provides decision-making support; establishes an action plan for help in getting services; and follow up.
Brothers Redevelopment
2250 Eaton Street
Denver, CO 80214
844-926-6632

**Colorado Housing Connects – Housing Helpline and Resource**

Counties Served: Adams, Arapahoe, Broomfield, Clear Creek, Denver, Douglas, Gilpin and Jefferson

Colorado Housing Connects provides information and assistance as a housing centered resource-helpline and website, where senior residents age 60+ can find answers to their housing related questions. Colorado Housing Connects specializes in helping people navigate non-emergency housing services and resources. The helpline provides education about general housing topics that include renting, owning a home, maintaining a home, living well, and aging in a residence.

**HealthSET**

2420 W. 26th Avenue, Suite D-460
Denver, CO 80211
www.Healthset@centura.org
720-321-9320

**Essential Information and Assistance to Low-Income Seniors**

Counties Served: Adams, Denver and Jefferson

Client Advocates and nurses work with clients by offering information and assistance to HealthSET clients so that they can be connected to critical resources to ensure they are able to continue to live independently and stay connected to the health care and social services they need. By directly collaborating with health care providers and diverse community resources, the Client Advocacy program prevents premature transitions into long term care facilities as well as helps to reduce clients’ fear and confusion associated with end of life transitions. Clients also receive necessary healthcare and social services so that they may remain in their homes, cope with complex medical needs, psychosocial crises, and life transitions.
LEGAL SERVICES

Colorado Legal Services
1905 Sherman Street, Suite 400
Denver, CO 80203-1181
www.coloradolegalservices.org
303-837-1321

Senior Citizens Law Center
Counties Served: Adams, Arapahoe, Broomfield, Clear Creek, Denver, Douglas, Gilpin and Jefferson

Areas of service include: access to long-term care; access to alternatives to nursing home care; access to Medicaid, Medicare and other public sources of health care; access to adequate income, including Old Age Pension, Social Security Supplemental Security Income and Aid to the Needy Disabled (AND); food stamps; restraining orders in domestic violence cases; and subsidized housing issues. Colorado Legal Services also has an I.D. project to assist individuals applying for public assistance with obtaining birth certificates and a Colorado driver's license or Colorado I.D. Services provided within these areas include representation in court and at administrative hearings, negotiations with adverse parties and attorneys, advice and counseling, assistance completing forms and applications, preparation of legal documents and education workshops.

Services are also provided in cases involving threats to home ownership including: predatory lending; foreclosure; reverse mortgages; debt relief; collection and bankruptcy; home owner’s association issues; mobile home issues; and other real estate matters.

LONG-TERM CARE
OMBUDSMAN SERVICES

DRCOG Area Agency on Aging
1290 Broadway, Suite 700
Denver, CO 80203
www.drcog.org
www.DRCOG.NetworkofCare.org
303-455-1000

Long-Term Care Ombudsman Program

Counties Served: Adams, Arapahoe, Broomfield, Clear Creek, Denver, Douglas, Gilpin and Jefferson

The ombudsman program is a free advocacy program that protects the rights of residents of long-term care communities and assists these individuals in obtaining the assistance necessary to maintain an appropriate quality of life of their choosing. Residents of nursing homes and assisted living residences, their friends and caregivers, and facility staff members may contact the ombudsmen for assistance, and for help with selecting an appropriate long-term care setting. Ombudsmen investigate complaints, assist facility staff in solving or mediating problems and provide education about long-term care communities as well as residents’ rights.
NUTRITION SERVICES

Volunteers of America
Nutrition Program
2660 Larimer Street
Denver, CO 80205
www.voacolorado.org
303-297-0408

Meals on Wheels
Counties Served: Adams, Arapahoe, Clear Creek, Denver, Douglas, Gilpin and Jefferson
Services include home-delivered meals, information about (and assistance in accessing) other services, outreach to targeted individuals, nutrition education and health/wellness information and programs.

Congregate Dining Centers
Counties Served: Adams, Arapahoe, Clear Creek, Denver, Douglas, Gilpin and Jefferson
Services include congregate meals, information about (and assistance in accessing) other services, outreach to targeted individuals, nutrition education and health/wellness information and programs. A complete list of dining centers follows.

<table>
<thead>
<tr>
<th>Dining Center</th>
<th>Days of Service</th>
<th>Serving Time</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ADAMS COUNTY</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Eagle View Adult Center</td>
<td>Monday - Thursday</td>
<td>11:30 a.m.</td>
</tr>
<tr>
<td>1150 Prairie Center Parkway</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Brighton, CO 80601</td>
<td></td>
<td></td>
</tr>
<tr>
<td>303-655-2075</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Westminster Commons Apts.</td>
<td>Tuesday, Thursday and Friday</td>
<td>11:30 a.m.</td>
</tr>
<tr>
<td>3180 West 76th Avenue</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Westminster, Colorado 80030</td>
<td></td>
<td></td>
</tr>
<tr>
<td>303-428-2786</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>ARAPAHOE COUNTY</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Aurora Dining Center</td>
<td>Monday - Thursday</td>
<td>11:45 a.m.</td>
</tr>
<tr>
<td>Aurora Senior Center</td>
<td></td>
<td></td>
</tr>
<tr>
<td>30 Del Mar Circle</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Aurora, CO 80011</td>
<td></td>
<td></td>
</tr>
<tr>
<td>303-739-7949</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Englewood Dining Center</td>
<td>Monday – Friday</td>
<td>12:00 noon</td>
</tr>
<tr>
<td>Malley Senior Center</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3380 South Lincoln Street</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Englewood, CO 80113</td>
<td></td>
<td></td>
</tr>
<tr>
<td>303-762-2660</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dining Center</td>
<td>Days of Service</td>
<td>Serving Time</td>
</tr>
<tr>
<td>------------------------------------</td>
<td>----------------------------------</td>
<td>--------------</td>
</tr>
<tr>
<td><strong>CLEAR CREEK COUNTY</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Georgetown Dining Center</strong></td>
<td>Wednesday only</td>
<td>12:00 noon</td>
</tr>
<tr>
<td>Georgetown Community Center</td>
<td>Wednesday only</td>
<td>12:00 noon</td>
</tr>
<tr>
<td>6th and Argentine Street</td>
<td>Wednesday only</td>
<td>12:00 noon</td>
</tr>
<tr>
<td>Georgetown, CO 80444</td>
<td>Wednesday only</td>
<td>12:00 noon</td>
</tr>
<tr>
<td>303-567-2382</td>
<td>Wednesday only</td>
<td>12:00 noon</td>
</tr>
<tr>
<td><strong>Idaho Springs Dining Center</strong></td>
<td>Monday - Friday</td>
<td>11:30 a.m.</td>
</tr>
<tr>
<td>Project Support Senior Center</td>
<td>Monday - Friday</td>
<td>11:30 a.m.</td>
</tr>
<tr>
<td>1402 Miner Street</td>
<td>Monday - Friday</td>
<td>11:30 a.m.</td>
</tr>
<tr>
<td>Idaho Springs, CO 80452</td>
<td>Monday - Friday</td>
<td>11:30 a.m.</td>
</tr>
<tr>
<td>303-567-2382</td>
<td>Monday - Friday</td>
<td>11:30 a.m.</td>
</tr>
<tr>
<td><strong>DENVER, CITY &amp; COUNTY</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Barnum Recreation Center</strong></td>
<td>Thursday only</td>
<td>11:30 a.m.</td>
</tr>
<tr>
<td>360 Hooker Street</td>
<td>Thursday only</td>
<td>11:30 a.m.</td>
</tr>
<tr>
<td>Denver, CO 80219</td>
<td>Thursday only</td>
<td>11:30 a.m.</td>
</tr>
<tr>
<td>303-937-4655</td>
<td>Thursday only</td>
<td>11:30 a.m.</td>
</tr>
<tr>
<td><strong>Cathedral Plaza</strong></td>
<td>Monday – Friday</td>
<td>11:30 a.m.</td>
</tr>
<tr>
<td>1575 Pennsylvania Street</td>
<td>Monday – Friday</td>
<td>11:30 a.m.</td>
</tr>
<tr>
<td>Denver, CO 80203</td>
<td>Monday – Friday</td>
<td>11:30 a.m.</td>
</tr>
<tr>
<td>303-837-1424</td>
<td>Monday – Friday</td>
<td>11:30 a.m.</td>
</tr>
<tr>
<td><strong>College View Center</strong></td>
<td>Thursday only</td>
<td>12:00 noon</td>
</tr>
<tr>
<td>2525 S. Decatur Street</td>
<td>Thursday only</td>
<td>12:00 noon</td>
</tr>
<tr>
<td>Denver, CO 80219</td>
<td>Thursday only</td>
<td>12:00 noon</td>
</tr>
<tr>
<td>303.350.5565</td>
<td>Thursday only</td>
<td>12:00 noon</td>
</tr>
<tr>
<td><strong>Curtis Park II Dining Center</strong></td>
<td>Friday only</td>
<td>11:00 a.m.</td>
</tr>
<tr>
<td>VOA Mission</td>
<td>Friday only</td>
<td>11:00 a.m.</td>
</tr>
<tr>
<td>2877 Lawrence Street</td>
<td>Friday only</td>
<td>11:00 a.m.</td>
</tr>
<tr>
<td>Denver, CO 80205</td>
<td>Friday only</td>
<td>11:00 a.m.</td>
</tr>
<tr>
<td>303-295-2165</td>
<td>Friday only</td>
<td>11:00 a.m.</td>
</tr>
<tr>
<td><strong>Inner City Dining Center</strong></td>
<td>Wednesday, Thursday and Friday</td>
<td>12:00 noon</td>
</tr>
<tr>
<td>Denver Inner City Parish</td>
<td>Wednesday, Thursday and Friday</td>
<td>12:00 noon</td>
</tr>
<tr>
<td>1212 Mariposa Street</td>
<td>Wednesday, Thursday and Friday</td>
<td>12:00 noon</td>
</tr>
<tr>
<td>Denver, CO 80204</td>
<td>Wednesday, Thursday and Friday</td>
<td>12:00 noon</td>
</tr>
<tr>
<td>303-629-0636</td>
<td>Wednesday, Thursday and Friday</td>
<td>12:00 noon</td>
</tr>
<tr>
<td><strong>Kosher Dining Center</strong></td>
<td>Monday - Friday</td>
<td>11:45 a.m.</td>
</tr>
<tr>
<td>Jewish Community Center</td>
<td>Monday - Friday</td>
<td>11:45 a.m.</td>
</tr>
<tr>
<td>350 South Dahlia Street</td>
<td>Monday - Friday</td>
<td>11:45 a.m.</td>
</tr>
<tr>
<td>Denver, CO 80246</td>
<td>Monday - Friday</td>
<td>11:45 a.m.</td>
</tr>
<tr>
<td>303-399-2660</td>
<td>Monday - Friday</td>
<td>11:45 a.m.</td>
</tr>
<tr>
<td>Dining Center</td>
<td>Days of Service</td>
<td>Serving Time</td>
</tr>
<tr>
<td>---------------------------------------</td>
<td>----------------</td>
<td>--------------</td>
</tr>
<tr>
<td>La Alma Dining Center</td>
<td>Monday – Tuesday</td>
<td>11:45 a.m.</td>
</tr>
<tr>
<td>La Alma Recreation Center</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1325 West 11th Avenue</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Denver, CO 80204</td>
<td></td>
<td></td>
</tr>
<tr>
<td>303-572-4790</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Maltese Cross Dining Center</td>
<td>Monday – Friday</td>
<td>11:30 a.m.</td>
</tr>
<tr>
<td>Maltese Cross Manor Apartments</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1590 Yates Street</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Denver, CO 80204</td>
<td></td>
<td></td>
</tr>
<tr>
<td>303-629-5138</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Metro Village Dining Center</td>
<td>Monday – Friday</td>
<td>12:00 noon</td>
</tr>
<tr>
<td>Metro Village Apartments</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1523 Quitman Street</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Denver, CO 80204</td>
<td></td>
<td></td>
</tr>
<tr>
<td>303-572-7716</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Montbello Dining Center</td>
<td>Tuesday and Thursday</td>
<td>12:00 noon</td>
</tr>
<tr>
<td>Montbello Recreation Center</td>
<td></td>
<td></td>
</tr>
<tr>
<td>15555 E. 53rd Avenue</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Denver, CO 80239</td>
<td></td>
<td></td>
</tr>
<tr>
<td>720- 865-0580</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Montbello Manor Dining Center</td>
<td>Thursday only</td>
<td>12:00 noon</td>
</tr>
<tr>
<td>Montbello Manor VOA</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4355 Carson Street</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Denver, CO 80239</td>
<td></td>
<td></td>
</tr>
<tr>
<td>720-374-4955</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mulroy Dining Center</td>
<td>Monday - Thursday</td>
<td>11:30 a.m.</td>
</tr>
<tr>
<td>Mulroy Neighborhood Center</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3550 West 13th Avenue</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Denver, CO 80204</td>
<td></td>
<td></td>
</tr>
<tr>
<td>303-892-1540</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Senior Support II Dining Center</td>
<td>Monday - Friday</td>
<td>11:30 a.m.</td>
</tr>
<tr>
<td>Senior Support Services Center</td>
<td></td>
<td></td>
</tr>
<tr>
<td>846 East 18th Avenue</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Denver, CO 80218</td>
<td></td>
<td></td>
</tr>
<tr>
<td>303-832-1622</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sunset Park Dining Center</td>
<td>Monday – Friday</td>
<td>11:30 a.m.</td>
</tr>
<tr>
<td>Sunset Park Senior Center</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1865 Larimer Street</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Denver, CO 80202</td>
<td></td>
<td></td>
</tr>
<tr>
<td>303-297-0230</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dining Center</td>
<td>Days of Service</td>
<td>Serving Time</td>
</tr>
<tr>
<td>------------------------------</td>
<td>-----------------</td>
<td>--------------</td>
</tr>
<tr>
<td>Sunset Towers Dining Center</td>
<td>Monday – Friday</td>
<td>11:30 a.m.</td>
</tr>
<tr>
<td>Sunset Towers Apartments</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1925 Larimer Street</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Denver, CO 80202</td>
<td></td>
<td></td>
</tr>
<tr>
<td>303-292-2065</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Thomas Bean Towers</td>
<td>Monday – Friday</td>
<td>12:00 noon</td>
</tr>
<tr>
<td>2350 Cleveland Place</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Denver, CO 80205</td>
<td></td>
<td></td>
</tr>
<tr>
<td>720-956-3846</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Westwood Dining Center</td>
<td>Monday - Friday</td>
<td>12:00 noon</td>
</tr>
<tr>
<td>Westwood Community Center</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1000 South Lowell Boulevard</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Denver, CO 80219</td>
<td></td>
<td></td>
</tr>
<tr>
<td>303-934-2181</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Zion Dining Center</td>
<td>Monday - Thursday</td>
<td>11:30 a.m.</td>
</tr>
<tr>
<td>Zion Senior Center</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5151 East 33rd Avenue</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Denver, CO 80207</td>
<td></td>
<td></td>
</tr>
<tr>
<td>303-333-5746</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**DOUGLAS COUNTY**

| Castle Rock Dining Center    | Tuesday, Thursday and Friday | 11:30 a.m. |
| Castle Rock Senior Center    |                               |            |
| 2323 N Woodlands Boulevard   |                               |            |
| Castle Rock, CO 80104        |                               |            |
| 303-688-9498                  |                               |            |

**GILPIN COUNTY**

| Gilpin County Senior Services| Monday, Wednesday and Friday | 12:15 p.m. |
| 2960 Dory Hill Road Suite #100|                             |            |
| Black Hawk, CO 80422          |                               |            |
| 303-582-5444                  |                               |            |

**JEFFERSON COUNTY**

<p>| Arvada Dining Center         | Wednesday only | 12:00 noon |
| Mile High Vineyard Church    |                |            |
| 5445 Olde Wadsworth Boulevard|                |            |
| Arvada, CO 80002             |                |            |
| 720-300-3707                  |                |            |</p>
<table>
<thead>
<tr>
<th>Dining Center</th>
<th>Days of Service</th>
<th>Serving Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Golden Dining Center</td>
<td>Wednesday only</td>
<td>12:00 noon</td>
</tr>
<tr>
<td>First Presbyterian Church</td>
<td>17707 West 16th Avenue</td>
<td>Golden, CO 80401</td>
</tr>
<tr>
<td>303-279-7450</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lakewood Dining Center</td>
<td>Monday - Thursday</td>
<td>12:00 noon</td>
</tr>
<tr>
<td>Clements Community Center</td>
<td>1580 Yarrow Street</td>
<td>Lakewood, CO 80214</td>
</tr>
<tr>
<td>303-987-4833</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Wheat Ridge Dining Center</td>
<td>Tuesday - Thursday</td>
<td>12:00 noon</td>
</tr>
<tr>
<td>Highland South Apartments</td>
<td>6360 West 38th Ave Bldg. B</td>
<td>Wheat Ridge, CO 80033</td>
</tr>
<tr>
<td>303-940-2068</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**RESPITE /CAREGIVER SUPPORT SERVICES**

**Alzheimer’s Association**

455 Sherman Street, Suite 500
Denver, CO 80203
www.alz.org/co
303-813-1669

**Families Caring for People with Alzheimer’s Disease**

Counties Served: Adams, Arapahoe, Broomfield, Clear Creek, Denver, Douglas, Gilpin and Jefferson

The Colorado Chapter supports family caregivers caring for a loved one with Alzheimer’s disease or other form of dementia through an array of support services including caregiver education, care consultation, and over 30 Denver Metro area support groups. Locations, dates, and times of monthly classes and support groups can be viewed online at www.alz.org/co or by calling the 24/7 Telephone Helpline for Information and Support: 1-800-272-3900.
**Kinship Care**

Counties Served: Adams, Arapahoe, Denver, Douglas and Jefferson

The Kinship Program supports families that are raising relatives’ children due to parents’ death, drug addiction, incarceration, illness or other circumstances. Services include, but are not limited to the following: support and educational groups/trainings with children/youth activities in conjunction, case management, outreach, resource and referral services for caregivers, and special events for caregivers and kinship families.

**City and County of Broomfield**

Senior Services
280 Spader Way
Broomfield, CO 80020
www.broomfield.org
303-464-5526

**Respite Care**

Counties Served: Broomfield

Broomfield Senior Services provides in-home respite for caregivers of Broomfield county residents, 60 years of age and older. Please call for additional information.

**Lutheran Family Services Rocky Mountains**

363 South Harlan Street, Suite 200
Denver, CO 80226
www.lfsco.org
303-217-5864

**African American Caregiver Support Program**

Counties Served: Arapahoe and Denver

The African American Caregiver Support Program provides assistance, support groups, counseling, and training to the African American caregiver community. Services are designed for caregivers of frail, older adults, and take into consideration the cultural mores, social norms, family structure and traditional values of the African American community. A respite stipend is also available for program participants, and is paid to a respite provider of their choice.
The Senior Hub
2360 West 90th Avenue
Federal Heights, CO 80260-6700
www.seniorhub.org
303-426-4408

Respite Services
Counties Served: Adams, Arapahoe, Broomfield, Denver, and Jefferson

The Senior Hub provides respite care to caregivers of adults over 60 years of age or older. Care providers are screened and trained to provide caregivers a much needed break. Care providers can give respite for two to six hours – two to three times a week. Services may be subsidized for family caregivers and seniors that qualify.

SCREENING/EVALUATION SERVICES

Asian Pacific Development Center
1537 Alton Street
Aurora, CO 80010
303-923-2920

Holistic Asian Elder Wellness Program for Asian American Pacific Islander (AAPI) Immigrant and Refugee Communities in Colorado: Screening

Counties Served: Adams and Denver

Rich diversity exists among Asian American Pacific Islander AAPI communities and Asian Pacific Development Center (APDC) uses culturally appropriate strategies to target older AAPI community members and connect them with appropriate resources at APDC. Examples of outreach strategies include print materials (e.g. announcements in AAPI-focused newspapers), door-to-door visits, and in-person outreach to communities where there are dense populations of older AAPI individuals and families (e.g., workshops). Navigators who do outreach have been trained to identify and refer at-risk elders for screening and evaluation at APDC. In addition, APDC staff uses standard screening tools throughout all of our programs to assess and track the needs of older adults.

Mount Evans Home Health Care & Hospice
3081 Bergen Peak Drive
Evergreen, CO 80439
303-674-6400

Screening for Older Adults

Counties Served: Clear Creek, Gilpin and Jefferson

As a healthcare provider, Mount Evans offers screening through its foot care and blood pressure clinics and 9Health Fair engagement. Among others, screening services are offered to the residents of senior housing of Evergreen, Idaho Springs, and a meal site in Blackhawk. Many of these individuals are not eligible for Medicaid or Medicare and need support to live independently in their homes.
Senior Support Services  
846 East 18th Avenue  
Denver, CO 80218  
www.seniorsupportservices.org  
303-832-1622

**Screening, Evaluation and Stabilization Services for those with the Greatest Economic Need**

Counties Served: Denver

Senior Support Services (SSS) is a day shelter for hungry and homeless seniors. SSS provides individualized and comprehensive screening and evaluation services to meet the special needs of these destitute seniors. This may include assistance obtaining health insurance, government benefits and affordable housing.

Southwest Improvement Council (SWIC)  
1000 South Lowell Boulevard  
Denver, CO 80219-3339  
www.swic-denver.org  
303-934-2181

**Native American and Hispanic Elder Screening and Evaluation**

Counties Served: Adams, Arapahoe, Broomfield, Denver and Jefferson

Screening and Evaluation for Native American and Hispanic Elders who are underserved, living with poverty and/or additional challenges for maintaining dignified, independent living. Staff will provide one-on-one mentoring and monitoring of each individual elder, and screen and evaluate underserved elders for situational, emotional, physical and financial challenges to independent living. Staff will also screen and evaluate client situations to identify and provide supportive services appropriate for each individual elder's urgent human needs, and ensures that the service has been provided, that the client's needs are being met, and that the client is experiencing satisfaction with all aspects of assistance and service.
TRANSPORTATION SERVICES

Adams County Community Development
4430 South Adams County Parkway
www.co.adams.co.us

*Adams County A-Lift Community Transit Program*

Counties Served: Adams, Arapahoe and Broomfield

Medical/dental, dining center, grocery shopping, adult day and respite services, and local priority transportation is provided, including congregate meal sites or personal trips within five miles of residence. Transportation will be provided weekdays by Seniors’ Resource Center. For more information or to schedule a ride, please call 303-235-6972 or visit http://www.a-lift.org/.

Medical and dining center transportation services are also provided in rural Adams County (*Brighton, Bennett, Strasburg and Watkins*). Transportation will be provided by Via on weekdays on a prescheduled basis by means of a brokered system. For more information or to schedule a ride, please call 303-447-2848.

**Arapahoe County Community Resources**

1690 West Littleton Boulevard
Littleton, CO 80120
www.co.arapahoe.co.us/community resources
Seniors’ Resource Center
303-235-6972

*Arapahoe County Senior Transportation*

Counties Served: Adams, Arapahoe, Douglas and Jefferson

Transportation services are available for seniors age 60 and over. Transportation is provided through Seniors’ Resource Center. Destinations include medical appointments, senior dining centers, grocery stores, food banks, and other local priority needs if space/funding is available.

**City and County of Broomfield**

280 Spader Way
Broomfield, CO 80020
www.broomfield seniors.com
303-464-5534

*Broomfield Easy Ride Senior Transportation*

Counties Served: Adams, Broomfield and Jefferson

*Easy Ride* provides transportation services Monday – Wednesday 8:30 a.m. to 5:00 p.m. and Thursday-Friday 8:30 a.m. to 1:30 p.m. for Broomfield seniors for local grocery shopping, medical appointments in and out of Broomfield County and to congregate meals at the Senior Center. Transportation to personal appointments and special events is provided as time and space permit.
Douglas County Department of Community Development; Community and Resource Services
100 Third Street
Castle Rock, CO 80104
http://www.douglas.co.us/community/senior-adult-services
First Call; Transportation Call Center: 303-660-7519

Douglas County Senior Transportation
Counties Served: Douglas

New transportation clients are encouraged to contact the First Call Center at 303-660-7519 for assistance in accessing the most appropriate provider. Providers include the Castle Rock Senior Center, the Parker Senior Center, To The Rescue, Auburn Ridge, and Neighbor Network. Transportation options include trips for any of the following purposes:

- Medical and dental
- Grocery shopping
- Dining center
- Adult day care
- Personal trips

Transportation is provided on a pre-scheduled basis by a broker system.

Seniors’ Resource Center
3227 Chase Street
Denver, CO 80212
www.srcaging.org
303-235-6972

City and County of Denver Senior Transportation
Counties Served: Denver

Medical/dental, dining center, grocery shopping, adult day services and local priority transportation is provided including limited personal trips. Transportation will be provided weekdays by Seniors’ Resource Center. For more information or to schedule a ride, please call 303-235-6972 or visit www.srcaging.org

Jefferson County Senior Transportation
Counties Served: Arapahoe, Broomfield and Jefferson

Medical/dental, dining center, grocery shopping, adult day services and local priority transportation is provided including limited personal trips. Transportation will be provided weekdays by Seniors’ Resource Center. For more information or to schedule a ride, please call 303-235-6972 or visit www.srcaging.org
Volunteers of America
2660 Larimer Street
Denver, CO 80205
www.voacolorado.org
Clear Creek Services: 303-567-2382
Gilpin Services: 303-582-5444

**Gilpin and Clear Creek County Senior Transportation Program**

Counties Served: Gilpin and Clear Creek

Medical/dental, grocery shopping, dining center, and local priority trips (such as trips to a nursing home, laundromat, cemetery, polling place, etc.). Transportation services will be provided weekdays by Volunteers of America on a prescheduled basis.

**VISUALLY IMPAIRED SERVICES**

**A3 (formerly American Council of the Blind and Visually Impaired of Colorado - ACBCO)**
910 16th Street, Suite 1240
Denver, CO 80202
www.acbco.org
303-831-0117

**Counseling and Education**

Counties Served: Adams, Arapahoe, Broomfield, Clear Creek, Denver, Douglas, Gilpin, Jefferson

The American Council of the Blind and Visually Impaired of Colorado (ACBCO), under its Sight for Seniors Program, provides seniors who are blind and visually impaired with the skills and tools they need to continue to experience productive and engaging lives after vision loss. This comprehensive program includes:

- Home assessments and counseling to assess client home safety and provide risk assessment.
- Nutrition counseling and fall prevention training.
- A strong network of support to clients.
- Orientation and Mobility (O&M) training.
- Recruitment and training of volunteers.

**Material Aid**

Counties Served: Adams, Arapahoe, Broomfield, Clear Creek, Denver, Douglas, Gilpin, Jefferson

The American Council of the Blind and Visually Impaired of Colorado (ACBCO) uses a variety of material aids to serve seniors who are blind and visually impaired under its Sight for Seniors Program. The material aids service includes adaptive aids and devices (not eyeglasses), assistive technology and professional eye exams by a low vision specialist.
Audio Information Network of Colorado
1700 55th Street, Suite A
Boulder, CO 80301-2702
www.aincolorado.org
303-786-7777
1-877-443-2001 outside the metro area

Audio Services for Older Adults Who Are Blind, Visually Impaired and Print Disabled

Counties Served: Adams, Arapahoe, Broomfield, Denver, Douglas, Gilpin and Jefferson

The Audio Information Network of Colorado (AINC) provides audio services that help blind, visually impaired and print disabled individuals maintain independence and stay connected to their community. Programming is broadcast 24 hours a day, seven days a week. Listeners have independent access to nearly 100 Colorado newspapers, grocery discount ads, magazines and other local publications. All publications are read and recorded by volunteers. Listening options include pre-tuned digital receivers that are provided by AINC, telephone or Internet (live streaming or Podcast).

Center for People with Disabilities
1675 Range Street
Boulder, CO 80301
www.cpwd.org
303-442-8662

Counseling and Education

Counties Served: Adams, Arapahoe, Broomfield, Clear Creek, Denver, Douglas, Gilpin, Jefferson

Expansion of Center for People with Disabilities’ Beyond Vision Program to include counseling and education for older adults who are blind or visually impaired. Individuals and groups are informed and educated about how to adapt for visual impairment, on matters such as assistive technology, transportation, communication and home management options. The goal is to significantly increase the ability of persons who are blind and visually impaired to maintain independence.

Colorado Center for the Blind
2233 West Shepperd Avenue
Littleton, CO 80120
303-778-1130

Expanded Services for Seniors who are Blind and Low Income: Counseling

Counties Served: Adams, Arapahoe, Broomfield, Clear Creek, Denver, Douglas, Gilpin and Jefferson

A positive approach to adjusting to vision loss is provided through individual and group sessions. Discussions will include: developing positive attitudes about blindness, techniques for moving out of isolation, self-advocacy skills, confidence building, and peer support. Seniors who are blind will learn how to take control of all aspects of their lives.
Seniors’ Resource Center
3227 Chase Street
Denver, CO 80212
www.srcaging.org
303-238-8151

Counseling
Counties Served: Adams, Clear Creek, Gilpin, Jefferson

Counseling services for older adults who are visually impaired to provide an initial intake session to assess client needs, one or more counseling sessions, and an in-home safety assessment. Following that assessment, Seniors’ Resource staff determines which types, if any, of material aid could benefit the client.

Material Aid
Counties Served: Adams, Clear Creek, Gilpin, Jefferson

Material aid support to older adults who are visually impaired to include the following:
- Railings to improve in-home safety
- In-Home grab bars
- Smoke detectors
- Canes and white canes
- Personal vision readers, magnifying readers, clothing readers, (and not eyeglasses)
- Large screen calculators
- Optometrist appointments
- Talking watches
We make life better!

PARKS AND OPEN SPACE

Vision: By 2035, the region will have protected its major natural resource areas, including the mountain backdrop, riparian corridors, and other key open space and wildlife habitat. Several key working farms and ranches adjacent to the urban area will be preserved. Recreational areas in both developed parks and passive open space will be readily available and accessible to the region's residents. The region's open space will help define the urban area and separate communities.

Goal: Establish an integrated, linked, permanent parks and open space system that will include a variety of open space and make appropriate open space accessible to all of the region's population. A minimum of 854 total square miles of parks and open space should be protected by 2035.

Policies

1. Focus Areas. Metro Vision encourages preserving open space in key focus areas.

2. Agriculture. Agricultural resources of state or national significance, and ranches and other grazing lands of local or regional importance should be preserved. They are integral to the region's heritage, and economic and cultural diversity.

3. Natural Resources. Natural resource areas will be conserved and protected for future generations. Important natural resources include surface waters, riparian areas, wetlands, forests and woodlands, prairie grasslands, wildlife and wildlife habitat, other environmentally sensitive lands and commercial mineral deposits.

4. Hazard Areas. Where practical, natural (geophysical) and human-made environmental hazard areas will be used and managed to contribute to a regional open space system in the region. Public rights-of-way, such as utility corridors and other places where land development is constrained, should also be used to augment open space.

5. Recreation. The physical and aesthetic enjoyment of the out-of-doors will be provided for in an integrated regional parks and open space system.

6. Urban Shaping. Protected open space lands will help shape future urban growth and land development, and encourage communities to be compact.

7. Prominent Features. The region will preserve prominent geologic and geographic features and important cultural resources for their visual, historic and educational values.

8. Trails Network. Metro Vision calls for an area-wide trails network to link open space and provide access. This network should take full advantage of all potential connections, including road and railroad rights-of-way, floodplains, ditch service roads and utility corridors.
**Vision:** The Denver metro region will maximize the wise use of limited water resources through efficient land development and other strategies, recognizing that no single strategy will meet the state's water needs and the region will need to pursue a range of strategies concurrently.

**Goal:** *Reduce regional per capita municipal and industrial water use by working with municipalities, counties, water providers and other stakeholders within the next 6 to 12 months (February 2012) to identify a specific numeric target or measurable benchmark against which to measure progress.*

**Policies**

1. **Regional Collaboration.** DRCOG will bring together local governments, water providers and other stakeholders to facilitate collaborative efforts to promote water conservation.

2. **Best Practices.** DRCOG will work to increase understanding of the link between land development and water demand, and to identify best practices for promoting the efficient use of water resources across the region.

3. **Efficient Land Development.** Compact development, infill and redevelopment consistent with DRCOG’s urban growth boundary/area and urban centers policies will help reduce water demand and related infrastructure costs.
**WATER QUALITY**

**Vision:** As a semi-arid region, the Denver area values its water resources. Metro Vision seeks to ensure that, to the extent possible, every stream, lake and reservoir in the area will be fishable and swimmable. The Colorado Water Quality Control Commission identifies standards for the anticipated uses of water resources in the state. These standards will be achieved to protect water quality. DRCOG’s Clean Water Plan, a companion document to the Metro Vision Plan, provides the forum for discussing water quality goals. Interested parties within the region have different interpretations of the meaning of “clean” water. By coordinating water quality planning at the regional level, DRCOG will balance these divergent community interests. Matching wastewater facilities plans with expected urban growth will save on infrastructure costs. New facilities will be sized to match demand and built as needed. The planning will also ensure that potential conflicts between different providers are avoided. The best management practices for addressing nonpoint pollution will also allow urban development to take place with the least impact on water quality.

**Goal:** Restore and maintain the chemical and physical integrity of the region's waters to ensure clean water for residents and a balanced, healthy, ecological community.

**Policies**

1. **Wastewater Treatment.** Metro Vision calls for identifying an effective regional system of wastewater treatment facilities that meets federal and state standards (Figure 24). Wastewater management strategies will be implemented locally.

2. **Wastewater Service.** Development should only be allowed in areas where sewer service is already available, where new wastewater facilities can be established consistent with state adopted stream standards and the Clean Water Plan, or in areas where on-site or individual sewage disposal systems are deemed appropriate.

3. **Nonpoint Sources.** Local actions will reduce pollution from stormwater and other nonpoint sources. All development in the region should follow adopted grading, erosion and sediment control ordinances to minimize sediment and other pollutant runoff into the region's waters.

4. **Ecological Community.** Water quality protection and water resource management initiatives will achieve a locally defined, balanced community of fish and other aquatic life. These activities should take into account the needs of both the natural environment and other resource uses, such as water supply.

5. **Watersheds.** Water quality planning will be coordinated through a bottom-up, watershed-based process. Watershed management strategies will be identified.

6. **Water Supply.** Integrated resource management programs should be developed that deal effectively with the relationships between water quality management and water supply.

7. **Aquifers.** To avoid groundwater contamination, land uses such as waste injection wells and sanitary landfills should not be permitted over alluvial aquifers or above recharge areas to bedrock aquifers. Development over areas with permanently high groundwater levels should use appropriate mitigation measures.
**Vision:** Growth, land development and regional transportation have a significant effect on the region's air quality. The region will develop in a way that reduces growth in transportation related air pollution. Metro Vision's development pattern will reduce growth in vehicle trips and miles of travel. Slowing the expansion of the urban area, supporting mixed, higher-intensity land uses, and increasing density around mass transit will be key urban development strategies to increase transit usage. Helping freestanding communities become more self-sufficient will also help contain the growth of vehicle trips and miles of travel. Because regional air quality is closely linked to automobile emissions, it will be critical to provide alternatives to the private passenger vehicle, as proposed in the regional transportation plan.

**Goal:** Protect human health and environmental quality by achieving and maintaining ambient air quality standards.

**Policies**

1. **Mobile Sources.** Metro Vision calls for reducing growth in mobile source air pollution emissions by providing travel alternatives, improving the efficiency of the regional transportation network and changing key features of the development pattern. In combination, these will help achieve national, state and regional air quality objectives.

2. **Stationary Sources.** Metro Vision calls for reducing the growth in stationary source emissions.

3. **Wind Erosion.** Metro Vision encourages local governments to review and modify their development regulations to include controls for wind erosion resulting from grading, construction, recreation or poor land management practices, such as overgrazing.

4. **Accessibility.** Metro Vision encourages local communities to modify their local comprehensive plans and zoning ordinances to improve community accessibility and to provide additional pedestrian, bicycle and transit travel opportunities.
**Noise**

**Vision:** Excessive noise is a nuisance and a potential public health concern. It can also impact property values and destabilize neighborhoods. Metro Vision seeks to ensure that the residents of the Denver region will have minimal exposure to excessive noise levels associated with roadways, trains, aviation, commercial and industrial land uses, special events and temporary construction activity. Minimizing this exposure will help preserve the region's quality of life.

**Goal:** Minimize exposure to excessive noise levels associated with land use and transportation activities.

**Policies**

1. **Location and Mitigation.** Metro Vision calls on the region to ensure that new or expanded regional transportation facilities are located and designed to maintain acceptable noise levels. That includes considering adjacent land uses and using appropriate mitigation measures (e.g., landscaping, noise barriers, traffic control and other noise-attenuating techniques).

2. **Retrofit. Where practical,** Metro Vision encourages retrofitting existing facilities to mitigate noise impacts on adjacent, noise-sensitive land uses.

3. **Airport Noise.** Metro Vision calls for minimizing noise exposure around airports, consistent with Federal Aviation Administration policies and local airport noise standards.

4. **Local Noise Standards.** Metro Vision supports local development regulations establishing noise and land use compatibility standards (e.g., use restrictions, buffering and limitations on hours of operation).

5. **New Development.** Metro Vision recommends locating new noise-sensitive development away from planned or existing major noise sources such as airports and freeways.
**Importance:**
Ozone is a persistent problem in the region. High levels of ozone can impair breathing and respiratory health, primarily affecting children, the elderly and physically active people. The U.S. Environmental Protection Agency (EPA) sets a standard for ozone (based on a three-year average) intended to protect public health and the environment. Regions must meet that standard or face federal sanctions, particularly limitations on most transportation projects.

**Background/Key Issues:**
Ground-level ozone is formed in the hot summer season when volatile organic compounds (VOCs) and nitrogen oxides (NOx) react in the presence of sunlight. Emissions associated with motor vehicles, gasoline-powered equipment, electric power plants, and industry are the primary human sources of ozone formation.

The DRCOG region (all but Gilpin and Clear Creek counties) is part of the Denver-North Front Range 8-hour Ozone Non-attainment Area (see the following map). Results from air quality monitors showed the region exceeded the previous federal standard of 0.08 parts per million (ppm) during the 2005-2007 period, thus triggering designation of the region as non-attainment. DRCOG’s Regional Transportation Plan and Transportation Improvement Program must therefore go through an analysis to show they will conform to the standard in the future.

The EPA in 2008 lowered the 8-hour ozone standard to 0.075 ppm. Although in 2010, EPA proposed a further tightening of this standard to a range between 0.060-0.070 ppm, on Sept. 2, 2011, the president requested that EPA withdraw the proposal. Therefore, the EPA is again working on implementing the 0.075 ppm standard. On April 30, 2012, the EPA designated Denver Metro/North Front Range as marginal nonattainment under the 2008 ozone standard (0.075 ppm). The Regional Air Quality Council (RAQC) has teamed with a number of state and local agencies to identify potential strategies to reduce emissions of ozone precursors (VOCs and NOx) from stationary sources, the transportation sector, and other source categories. The attainment for the 0.075 ppm standard should be demonstrated by 2015.

**Status (as of July 2013):**
The summer of 2012 was another very hot season. Ozone is monitored at 17 sites located throughout the non-attainment area. The 0.075 ppm ozone level was exceeded at each of the 17 sites at least one day in 2012. Given how violation of the ozone standard is calculated (based on averages from 2010 to 2012), the ozone standard was violated at eight of the sites, with the highest recorded value being 0.082 ppm. These results were actually not as severe as may have occurred in recent years with similar temperature conditions and appear to show many of the programs, technological improvements, and
control measures implemented in the past two years have been effective. Still, meeting the new 0.075
ppm ozone standard will require continuous efforts from many parties, due in large part to a growth in
population, vehicle miles traveled (VMT), and industrial activity. It should be noted results from 2013-2015
will be used by the EPA to determine if we meet the ozone standardes.
POLICY STATEMENT ON STATE LEGISLATIVE ISSUES 2017
This paper outlines the key state policy issues of the Denver Regional Council of Governments (DRCOG). It identifies policy positions intended to inform the General Assembly, state executive branch officials and others as they develop and implement state policy on these issues. This policy statement guides positions and actions taken by the DRCOG Board, its staff and members during the 2017 state legislative session.

DRCOG is a membership organization of local elected officials representing 47 municipalities and nine counties in the Denver metropolitan region. Under federal law, DRCOG serves as the metropolitan planning organization (MPO) coordinating transportation planning with air quality goals, and serves as the Area Agency on Aging in eight counties to aid the 60-plus population. Under state statutes DRCOG, as the regional planning commission, prepares and adopts a regional plan for the metro area and has regional responsibility for oversight of transit projects and certain state-sponsored and private toll-road projects.
Regional growth and development is of significant concern for metro area residents and community leaders. A sustainable region balances economic vitality, prosperity and social well-being as expressed by a high standard of living for the region’s residents. As a regional planning commission under C.R.S. Section 30-28-105, DRCOG prepares the region’s long-range plan for growth and development, transportation and environmental quality. The regional Metro Vision plan describes a vision for the future and policies to guide local growth decisions.

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

Metro Vision guides DRCOG’s work and establishes shared expectations with our region’s many and various planning partners. The plan outlines broad outcomes, objectives and initiatives established by the DRCOG Board to make life better for the region’s residents. Achieving Metro Vision goals requires coordinated investment in a wide range of planning and implementation activities that transcend traditional funding categories. DRCOG supports those efforts that help the region achieve the shared outcomes described in Metro Vision and encourages federal entities to align their policies and investment decisions to advance regionally-determined objectives.

DRCOG’s Metro Vision plan emerged from a collaborative process that spanned more than four years. During this time, DRCOG’s policy committees, member governments, partner agencies, regional stakeholders, and the community at large worked together to create a shared vision for action for shaping the future of the Denver metro area. The plan’s shared vision of the future is captured in 14 inter-related aspirational outcomes, which describe a future that DRCOG, local governments and partners will work toward together. DRCOG may support or oppose legislative proposals that affect the ability of the region to achieve these outcomes.
Outcomes

Efficient and predictable development pattern
- The region is comprised of diverse, livable communities.
- Through a coordinated effort between DRCOG and local communities, new urban development occurs in an orderly and compact pattern within regionally designated areas.
- Connected urban centers and multimodal corridors accommodate a growing share of the region’s housing and employment.

A connected multimodal region
- The regional transportation system is well-connected and serves all modes of travel.
- The transportation system is safe, reliable and well-maintained.

A safe and resilient built and natural environment
- The region has clean water and air, and lower greenhouse gas emissions.
- The region values, protects and connects people to its diverse natural resource areas, open space, parks and trails.
- The region’s working agricultural lands and activities contribute to a strong regional food system.
- The risk and effects of natural and human-created hazards is reduced.

Healthy, inclusive and livable communities
- The built and natural environment supports healthy and active choices.
- The region’s residents have expanded connections to health services.
- Diverse housing options meet the needs of residents of all ages, incomes and abilities.

A vibrant regional economy
- All residents have access to a range of transportation, employment, commerce, housing, educational, cultural and recreational opportunities.
- Investments in infrastructure and amenities allow people and businesses to thrive and prosper.

Transit-oriented development
The residents of the Denver metropolitan region have a very large financial commitment to expand the rail transit system. To maximize the benefit of this investment, the areas surrounding existing and future transit stations should be developed or redeveloped to include appropriate higher-density, mixed-use, pedestrian- and bicycle-oriented development that supports transit use. DRCOG supports legislative initiatives that foster transit-oriented development, including but not limited to: a) providing the Regional Transportation District (RTD) with the ability to manage its park-and-ride facilities using best practices that help the region reduce VMT; b) expanding the ability of RTD and local governments to enter into joint-development agreements; and c) protecting local authority to use tax-increment financing to leverage development in areas around transit stations.

Regional planning agreements
Following the adoption of Metro Vision, the local government members of DRCOG collaboratively developed the Mile High Compact, a unique intergovernmental agreement, created as an implementation tool for Metro Vision. In 2015 the Mile High Compact celebrated its 15th anniversary. Although the compact is a regional planning agreement, it reinforces the role of local planning by committing local governments to use their comprehensive/master plans as the primary tool for growth and development decisions in their communities.
The signers of the Mile High Compact agreed that their comprehensive/master plans will follow specific principles, contain specific elements and ensure consistency between local plans and Metro Vision.

The signers of the compact agreed that their comprehensive/master plans will follow the specific principles and contain the specific elements outlined in the compact and will ensure consistency between local plans and between local plans and Metro Vision. DRCOG supports the following goals as a framework for future regional planning agreements and may support or oppose legislative proposals based on consistency with these goals:

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

**Dispute resolution**

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

**Local land-use authority and planning**

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

**Private property rights**

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

**Planning data and technical support**

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

**Housing**

- an adequate supply and mix of housing options continues to be a concern of local governments. The affordable housing shortage is particularly acute near major employment centers and in transit station areas, causing increased transportation effects, as workers have limited transportation options and must commute longer distances from housing they can afford. DRCOG supports the following principles pertaining to the quality, quantity and affordability of housing in the Denver metro area:
  - regional approaches to addressing the affordable housing issue that incentivize local efforts, particularly as they relate to preservation of existing affordable housing stock
  - an adequate supply of permanently affordable housing located near job and transit hubs and continued public- and private sector support for such an effort
  - increased state financial support for loan and grant programs for low- and moderate-income housing
  - collaboration among public and private entities, including efforts to develop loan programs and address the jobs-housing connections
  - actions to provide more accessible and obtainable housing options for seniors

**Tax structure**

Vibrant urban centers and transit-oriented development are key elements of the Metro Vision plan. Successful development in these areas requires collaboration along major transit corridors and throughout the region. Competition among local governments for tax revenues is detrimental to effective collaboration. DRCOG supports changes to tax structures that minimize harmful competition and that support interjurisdictional collaboration.
Transportation planning

Federal law mandates a critical role for the metropolitan planning organization (MPO) in the transportation planning process. Congress has emphasized the importance of local government involvement, through the designated regional planning agency, in selecting projects and prioritizing funding for transportation.

To reinforce this role at the state level, DRCOG supports the process, established between DRCOG, the Regional Transportation District (RTD) and the Colorado Department of Transportation (CDOT) to address the following issues before final adoption of the Statewide Transportation Plan and will evaluate state legislative and administrative actions for consistency with this process:

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

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

The interdependence of transportation systems in metropolitan areas, particularly in the context of population growth and its demands on resources, necessitates a regional approach to transportation problem solving. As the metropolitan planning organization (MPO) for the Denver metro region, DRCOG is responsible for planning and programming funds for a multimodal transportation system. The role of the MPO and the importance of cooperation among transportation agencies are recognized in federal law and regulation. The MPO serves as the forum for collaborative decision-making on regional transportation issues. The MPO brings together decision-makers from local governments, other regional agencies and state transportation agencies to consider strategic and innovative solutions to regional transportation issues. The critical role of the MPO needs to be recognized and supported at the state level. Consensus between state and regional transportation agencies also is critical. DRCOG supports the following principles with regard to the role of the MPO:

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

Transportation financing

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

- Increase funding for transportation to preserve the system, address congestion and safety, and provide multi-modal options for people of all ages, incomes and abilities.
- Eliminate off-the-top appropriations from the Highway Users Tax Fund.
- Consider alternative revenue and financing mechanisms, such as VMT-based fees, pay-as-you-drive insurance, and, under certain circumstances, tolling and congestion pricing of existing roadways.
- Provide a share of increased revenues back to local governments.
- Consider the effects of land-use decisions on the needs for transportation infrastructure.
• Protect and expand the authority of regions to implement regional financing tools.

• Use tolls as a financing mechanism for public roads or highways with the conditions that any road, highway or tolled lanes in the Denver metro region or that affect the Denver metro region are reviewed and approved by the DRCOG Board for inclusion in the fiscally constrained regional transportation plan;

• Toll receipts remain in the toll highway system within the region that is tolled.

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

• Allocate existing and new federal and state funds to achieve funding equity statewide based on justified needs (system preservation, congestion and multimodal options) and contribution to overall revenues. DRCOG and the Transportation Commission worked under a 2004 memorandum of understanding (MOU) to accomplish this goal. As that MOU has expired, DRCOG may initiate discussions with CDOT to formulate a new funding agreement. DRCOG recognizes some potential funding mechanisms under consideration by the state may be appropriate for allocation to the entire statewide system. DRCOG believes that other mechanisms, including tolls, VMT fees, and taxes on lodging, to name a few, may be more appropriately returned to the region of generation.

• Re-examine state formulas and procedures to ensure an adequate amount of federal and state funds are made available to urbanized areas to relieve congestion and achieve and maintain air quality standards.

• Consider revising the responsibilities for maintenance and supervision of the non-National Highway System portions of the entire current state highway system, subject to the condition that any devolution to local governments be accompanied by the funding necessary to avoid unfunded mandates and pursuant to review by, and consent of, affected local and regional agencies.

Multimodal transportation

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

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

Transportation demand management

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

• telecommuting, flextime and other changes to normal work patterns to avoid peak traffic conditions
• carpooling, vanpooling and schoolpooling and infrastructure that facilitates these transportation options
• non-automobile infrastructure created by the state, counties and cities
• employer promotion of alternative mode use by their employees

• coordination of transportation alternatives wherever traffic congestion may occur, such as at schools, large retail shopping centers, and in connection with sporting or cultural events or major transportation infrastructure construction
• incentives to individuals who use alternative modes
• limiting the liability of rideshare agencies and others who promote or provide alternative transportation services

Effective management of the transportation system

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

Transportation and older adults and persons with disabilities

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

• a system that effectively and efficiently coordinates the resources and delivery of transportation services between providers, the federal government, counties, RTD and the state
• increased funding for transportation services for older adults and persons with disabilities
• increased state funding for Medicaid transportation services for older adults and persons with disabilities
Older adults and persons with disabilities

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

The federal Older Americans Act and the state Older Coloradans Act mandate critical roles for area agencies on aging: planning and developing programs and services to meet the needs of older adults; advocating for and representing the issues and concerns of older adults; and distributing federal and state funds to service providers. As an ADRC, DRCOG is directed to provide older adults, persons with disabilities, and their caregivers with information and assistance about available resources and options counseling.

DRCOG works with the state, other government agencies, consumers, service providers, private and nonprofit organizations, and foundations to identify needs for services and then brings the parties together to determine the preferred approaches to address these needs. DRCOG supports state legislative and regulatory provisions reinforcing collaboration between the state and area agencies on aging and respecting their respective roles and interests, consistent with these state and federal laws. DRCOG supports collaboration and partnerships to effectively and efficiently meet service needs consistent with DRCOG’s responsibilities as an Area Agency on Aging and an ADRC.

Funding

Colorado and the Denver metro area face serious funding shortages for meeting the needs of economically and socially needy older adults, persons with disabilities, and their caregivers in the region. Regional and statewide assessments show that existing revenue sources are insufficient to meet current needs for services such as home modifications, meals, transportation to medical appointments, and health promotion. Thus, enhancements to existing sources and development of more reliable sources are necessary.

DRCOG supports:

• increased funding for programs providing services to older adults, persons with disabilities, and their caregivers, especially services that support individuals continuing to live independently in their homes and communities
• efforts to use state funds for programs that provide prescription drugs more efficiently and effectively. This would include efforts to reduce the costs of purchasing such prescription drugs to enable those programs to better serve their growing caseloads.
• increasing the appropriations to the State Funding for Senior Services line item in the Long Bill. This includes increasing the continuing appropriation to the Older Coloradans Cash Fund, as well as any additional state General Fund monies that might become available. DRCOG specifically supports a stable, long-term funding source that increases to meet the growing needs for services. This also would provide a level of funding certainty that would improve yearly program planning for needed services.
• action by the General Assembly to fully fund the required share to match federal funds that are available to the state through the Older Americans
Act, including the National Family Caregiver Support Program, so as not to require an increase in the required local share. Such state or local shares/matches should not be required to come from existing program funds.

- distributing State Funding for Senior Services monies, including the Older Coloradans Cash Fund, using the existing structure created to administer Older Americans Act funds. DRCOG also supports the equitable distribution of the federal and state funds to area agencies on aging based on the needs and contribution of each region.

- re-examination of the state procedures and distribution formulas for federal and state funds to ensure adequate funds are available to urbanized areas to meet the needs of older adults

**Long-term care**

Older adults living in long-term care communities (i.e., nursing homes and assisted living) are some of the most vulnerable members of the regional community. As the long-term care ombudsman for the region, DRCOG is an advocate for the rights of residents in long-term care communities and for improvement in the quality of care in such facilities. DRCOG supports increases in the quality of care and consumer protections for older adults and their caregivers and, in particular, legislation strengthening the role of the long-term care ombudsman as a resident/consumer advocate. DRCOG urges the state, when making decisions regarding funding for long-term care communities, to structure such funding to protect the quality of care for residents.

**Housing**

Available, affordable and accessible housing is a concern for older adults. However, an equally
critical concern is the ability to live independently. As individuals age, in-home and related services enable older persons to remain in their homes. DRCOG supports:

- increased funding and regulatory changes that improve the availability of these supportive services, while maintaining consumer protections for clients and family caregivers
- home modification programs and funding to assist seniors, persons with disabilities and others at-risk to remain in their homes
- property tax relief to help reduce a tax liability that especially burdens low income seniors and seniors on fixed incomes

**Seniors and driving**

As individuals age, their ability to drive safely can diminish. However, DRCOG is concerned that attempts to address this issue solely based on age imposes undue hardships on older residents who can drive safely. When older residents are not allowed to drive, the availability of transportation for medical appointments, grocery shopping and the like is critical for seniors to maintain independence. DRCOG supports functional assessments of driving ability rather than age cut-off as the basis for imposing limitations on an individual’s driving. DRCOG supports adequate funding for providing transportation services for the elderly and persons with disabilities.
Air quality

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

• efforts to reduce emissions from all sources sufficient to meet federal air quality standards
• transportation and land-use strategies that improve air quality in the region
• alternative fuel sources and clean-burning technology and provision of infrastructure and services for alternative fuels
• incentives for purchasing high fuel economy or alternative fuel vehicles or for accelerated retirement of inefficient or high-polluting personal, commercial, or fleet vehicles that are beyond repair
• offering services, including incentives that encourage and facilitate the use of alternative modes of travel
• examination of the potential of select speed-limit reductions
Water supply
An adequate, dependable supply of water is necessary for urban, agriculture, recreation and open-space priorities both in the Denver metro area and throughout the state. Metro Vision calls for maximizing the wise use of water resources through efficient land development and other strategies. DRCOG supports:

- collaborative efforts among local governments, water providers and other stakeholders to promote water conservation
- data collection and research to increase understanding of the link between land development and water demand, and best practices to promote the efficient use of water resources across the region
- water resource planning, management and development within the existing constitutional framework and pursuant to the basin round-tables process established in HB 05-1177, in which interbasin compacts are negotiated for the equitable distribution of the state’s waters
- water reuse as one component in efforts to meet water supply needs and thus supports efforts to facilitate the reuse of water consistent with Colorado’s constitutional water rights system
- policies and practices that, consistent with local government authority, protect Colorado’s water resources
- the development of Colorado’s Water Plan that emphasizes conservation, storage, drought mitigation and streamlining of the regulatory processes, aligns the state’s various water efforts, and provides a benchmark for future collaboration in addressing Colorado’s water supply needs

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

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

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

Shared services

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

State-regional relations

As the state’s policy issues become more complex, it is evident that the solutions are not one-size-fits-all. The Denver metro region has made significant progress in developing collaborative solutions and decision-making processes for a number of the complex issues with which it has been confronted—especially in the related areas of growth and transportation. As the regional planning commission, the metropolitan planning organization for transportation, and the Area Agency on Aging, DRCOG is in a unique position to convene parties of interest on intergovernmental issues, provide the necessary forum for their resolution and facilitate a negotiated outcome. In recognition of the importance of regionalism, it is an appropriate role for DRCOG to act as a facilitator of regional approaches. Consequently, it is appropriate for state agencies to ensure that actions they take affecting the region are consistent with regionally derived solutions and the adopted Metro Vision plan.
Regional service delivery

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

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

ADAMS COUNTY
Eva Henry
Commissioner

ARAPAHOE COUNTY
Jeff Baker
Commissioner

BOULDER COUNTY
Elise Jones
Commissioner

BROOMFIELD, CITY & COUNTY
David Beacom
Council Member

CLEAR CREEK COUNTY
Randy Wheelock
Commissioner

DENVER, CITY & COUNTY
Cissy Fanganello
Director of Transportation
Robin Kniech
Council Member

DOUGLAS COUNTY
Roger Partridge
County Commissioner

GILPIN COUNTY
Gail Watson
County Commissioner

JEFFERSON COUNTY
Libby Szabo
County Commissioner

ARVADA
Bob Fifer
Mayor Pro Tem

AURORA
Bob Roth
Council Member

BENNETT
Larry Vittum
Trustee

BLACK HAWK
David Spellman
Mayor

BOULDER
Aaron Brockett
Council Member

BOW MAR
Anne Justen
Trustee

BRIGHTON
Lynn Baca
Council Member

CASTLE PINES
Tera Radoff
Council Member

CASTLE ROCK
George Teal
Council Member

CENTENNIAL
Doris Truhlar
Council Member

CENTRAL CITY
Kathryn Heider
Mayor

CHERRY HILLS VILLAGE
Laura Christman
Mayor

COLUMBINE VALLEY
Richard Champion
Mayor

COMMERCE CITY
Rick Teter
Council Member

DACONO
Debbie Nasta
Council Member

DEER TRAIL
Vacant

EDGEWATER
Steve Conklin
Council Member

ENCELOWOOD
Joe Jefferson
Mayor

ERIE
Geoff Deakin
Trustee

FEDERAL HEIGHTS
Daniel Dick
Mayor

FOXFIELD
Lisa Jones
Mayor

FREDERICK
Laura Brown
Mayor Pro Tem

GEORGETOWN
Lynette Kelsey
Selectman

GLENDALE
Scott Norquist
Council Member

GOLDEN
Saoirse Charis-Graves
Council Member

GREENWOOD VILLAGE
Ron Rakowsky
Mayor

IDAHO SPRINGS
Mike Hillman
Mayor

LAFAYETTE
Brad Wiesley
Council Member

LAKEWOOD
Shakl
Council Member

LARKSPUR
Gerry Been
Mayor

LITTLETON
Phil Cernanec
Council Member

LONGMONT
Joan Peck
Council Member

LOUISVILLE
Ashley Stolzmann
Council Member

LYONS
Connie Sullivan
Mayor

MEAD
Colleen Whitlow
Trustee

MORRISON
Debora Jerome
Trustee

NEDERLAND
Kristopher Larsen
Mayor

NORTHGLENN
Kyle Mullica
Council Member

PARKER
John Diak
Council Member

SHERIDAN
Sally Daigle
Council Member

SILVER PLUME
Vacant

SUPERIOR
Rita Dozal
Trustee

THORNTON
Heidi Williams
Mayor

WESTMINSTER
Herb Atchison
Mayor

WHEAT RIDGE
Joyce Jay
Mayor

GOVERNOR’S NON-VOTING APPOINTEES
Debra Perkins Smith
Colorado Department of Transportation
Adam Zarrin
Office of the Governor

REGIONAL TRANSPORTATION DISTRICT NON-VOTING APPOINTEE
Bill Van Meter

Doug Rex, Acting Executive Director
This paper outlines the key federal policy issues of the Denver Regional Council of Governments (DRCOG). It identifies policy positions intended to inform the Colorado congressional delegation, Congress, federal and state executive branch officials and others as they develop and implement national policy on these issues. This policy statement guides DRCOG’s federal legislative positions and actions during the coming year.

DRCOG is a membership organization of more than 50 cities, towns and counties in the Denver metropolitan area. Under federal law, it serves as the Area Agency on Aging for eight counties to aid the 60-and-older population and the metropolitan planning organization (MPO) to coordinate transportation planning with air quality goals. Under state statutes, DRCOG is a regional planning commission, responsible for preparing a regional plan for the development of the metro area.
Comprehensive planning and land use. Although comprehensive planning and land use are primarily matters for local determination and regional coordination, the federal government can play a supportive role in encouraging local and regional efforts through funding, technical assistance and other incentives. DRCOG’s Metro Vision represents a shared regional vision for creating sustainable, livable communities that allow people of all ages, incomes and abilities to succeed. Metro Vision further recognizes that the success of the region’s visionary plan requires the coordinated efforts of local, state and federal governments; the business community; and other planning partners, including philanthropic and not-for-profit organizations.

Metro Vision guides DRCOG’s work and establishes shared expectations with our region’s many and various planning partners. The plan outlines broad outcomes, objectives and initiatives established by the DRCOG Board to make life better for the region’s residents. Achieving Metro Vision goals requires coordinated investment in a wide range of planning and implementation activities that transcend traditional funding categories. DRCOG supports those efforts that help the region achieve the shared outcomes described in Metro Vision and encourages federal entities to align their policies and investment decisions to advance regionally determined objectives.
Healthy, inclusive and livable communities

• The built and natural environment supports healthy and active choices.
• The region’s residents have expanded connections to health services.
• Diverse housing options meet the needs of residents of all ages, incomes and abilities.

A vibrant regional economy

• All residents have access to a range of transportation, employment, commerce, housing, educational, cultural and recreational opportunities.
• Investments in infrastructure and amenities allow people and businesses to thrive and prosper.

DRCOG further urges Congress to consider the following in support of local and regional planning:

• DRCOG supports improving the coordination of housing, community development, transportation, energy, and environmental policy in the United States; coordinating federal policies and investments to promote sustainable development; and, encouraging comprehensive regional planning for livable communities.
• DRCOG supports federal policies and investments that help local governments and the private sector develop successful urban centers, including transit station areas.

DRCOG’s Metro Vision emerged from a collaborative process that spanned more than four years. During this time, DRCOG’s policy committees, member governments, partner agencies, regional stakeholders and the community at large worked together to create a shared vision for action for shaping the future of the Denver metro area. The plan’s shared vision of the future is captured in 14 inter-related aspirational outcomes, which describe a future that DRCOG, local governments and partners will work toward together. DRCOG may support or oppose legislative proposals that affect the ability of the region to achieve these outcomes.

Outcomes | Efficient and predictable development pattern

• The region is comprised of diverse, livable communities.
• Through a coordinated effort between DRCOG and local communities, new urban development occurs in an orderly and compact pattern within regionally designated areas.
• Connected urban centers and multimodal corridors accommodate a growing share of the region’s housing and employment.

A connected multimodal region

• The regional transportation system is well-connected and serves all modes of travel.
• The transportation system is safe, reliable and well-maintained.

A safe and resilient built and natural environment

• The region has clean water and air, and lower greenhouse gas emissions.
• The region values, protects and connects people to its diverse natural resource areas, open space, parks and trails.
• The region’s working agricultural lands and activities contribute to a strong regional food system.
• The risk and effects of natural and human-created hazards is reduced.
• DRCOG supports federal funding, regulatory support and other incentives to bolster local and regional efforts to increase the supply of affordable housing, including housing suitable for fixed-income older adults. Additionally, DRCOG supports effective means to create and maintain supportive services for residents in affordable housing communities.

• DRCOG supports efforts to promote affordable housing options by:
  • Promoting policies and programs that support the creation and maintenance of an adequate supply of affordable rental and ownership options integrated with the community to meet the needs of people of all ages, incomes, and abilities. This should include expansion of the Low-Income Housing Tax Credit, a critical tool for supporting private investment in the production and preservation of affordable housing in the state of Colorado and throughout the country, and efforts to strengthen communities through investments in transportation, economic opportunities, education, health services and other amenities that promote opportunity.

• Ensuring that renters and homeowners (including owners of manufactured homes) have appropriate protections from discrimination and displacement. Policies should emphasize the rights of residents and minimize disparities in treatment under the law.

• Ensuring that policies, programs and other actions that affect land-use and housing support the private and public sectors in providing a variety of housing sizes and types for people of all ages, incomes and abilities.
• Federal agencies and elected officials must respect and support local and regional plans and land use authority. This includes ensuring funding decisions and the siting of federal and other facilities are consistent with those plans and respect local and regional land use authority. Federal agencies and elected officials also must ensure maximum local and regional participation in those decisions.

• The federal government must protect open space, including natural habitats, by fully funding the land conservation, preservation and infrastructure improvement trust fund programs and providing new incentives for land conservation and outdoor recreation opportunities.

• Federal investments in local and regional data and information programs help DRCOG deliver improved information, tools and services for local and regional planning and decision-making. DRCOG supports continued funding for these programs and legislation that requires local, regional and state governments to proactively share digital data with the public.
Older Americans Act reauthorization.

DRCOG has been the designated area agency on aging (AAA) for the metro area under the auspices of the federal Older Americans Act since 1973. In this capacity, DRCOG is responsible for planning and advocating for the needs of the region’s older residents, as well as for providing a broad array of services and programs.

Although Congress reauthorized the Older Americans Act in 2016, the act is set to expire in 2018. Since the last full reauthorization (2006), the challenges to communities, states and the nation presented by the aging of the population have continued to accelerate across the nation but particularly in Colorado. This critical national issue has continued to put pressure on services, especially the need for more tailored in-home and community-based services, more focused prevention programs, for consumer advocacy in long-term care facilities, and increased support for family caregivers. These issues were not addressed in any substantive way in the 2016 reauthorization. The 2016 reauthorization also only partially addressed the funding imbalances in the existing Older Americans Act funding formula. The coming reauthorization offers a prime opportunity to modernize and reshape aging services in the U.S. and rebalance the allocation of Older Americans Act funds to the states. Accordingly, DRCOG adopts the following principles for reauthorization of the Older Americans Act.
Eliminate obsolete funding provisions in the Older Americans Act

DRCOG has expressed concerns that the current funding formula for the Older Americans Act is outdated and unfair, particularly to states with fast-growing older adult populations. The Older Americans Act funding formula generally allocates federal funds to states based on the proportion of older adults in each state. However, the full reauthorization in 2006 included a modified “hold harmless” provision to prevent slow-growing states from falling below their fiscal year 2006 funding levels. The 2006 formula, also used population numbers from the 2000 Census, which quickly became outdated after the 2010 Census. Although the data was updated in the full reauthorization that passed in 2016, it will need to be updated again after the 2020 Census. This combination of obsolete data and the hold harmless provision caused Colorado to lose more funding than any other state, during both the annual appropriations as well as in the sequestration cuts in 2012.

DRCOG opposes the inclusion of the hold harmless provision when allocating Older Americans Act funds.

The full reauthorization only included a small change to the funding formula in the direction of fairness. All nine members of the Colorado congressional delegation in a bipartisan manner have sent multiple communications to House and Senate leadership and the administration urging them to ensure the next reauthorization of the Older Americans Act treats all seniors fairly by eliminating the hold harmless provision. DRCOG appreciates the continued support of the Colorado delegation for this issue.

Encourage meaningful coordination with other systems and programs

The Administration on Aging should adopt rules and regulations incorporating the following specific concerns:

- Require states, area agencies on aging, Medicaid long-term care agencies and other relevant entities to continue efforts to better coordinate regional and statewide planning of services and programs for seniors.
- Coordinate all federal programs and planning processes that serve older adults, such as Older Americans Act, Medicaid, Fixing America’s Surface Transportation (FAST) Act and Section 202 housing programs.
- Establish new policy and program guidelines to improve coordination and optimize all public and private benefits, services and resources aimed at promoting elder economic security.
- Remove institutional barriers to the coordination of elderly and disabled transportation services by providing the flexibility to allow trips for elderly and non-elderly disabled persons and for meal, medical and personal services to be served by the same provider using a combination of U.S. Department of Health and Human Services and U.S. Department of Transportation funding.
- Avoid shifting the cost burden from cash-strapped programs such as Medicaid to the Older Americans Act programs, simply to bail out those programs.
• Strengthen the collaboration between the area agencies on aging and federal, state and local governments with community-based organizations and national organizations that work with diverse older adults by providing resources, including funding research, programs and training to more effectively respond to changing demographics and target services to those most in need.

Maximize flexibility in use of Older Americans Act funds

The majority of federal funding provided to state and local entities under the federal Older Americans Act is specifically earmarked to particular services. Although all of the Older Americans Act-funded services, such as meals and transportation, are critically important, the area agencies on aging, local governments and service providers are in the best position to assess the specific needs in the local areas. Increased flexibility in the use of program funds would allow area agencies on aging to better meet the needs of older adults.

• Simplify rules and regulations to allow better coordination of senior services thus enabling area agencies on aging and service providers to more efficiently and effectively use federal funds to address local priorities. This could include the consolidation of certain funding categories to improve administration of the affected programs. For example, the Title III C-1 congregate meal and Title III C-2 home-delivered meal programs could be merged.

• Create flexibility in state- and federally specified allotments of Older Americans Act funds allowing area agencies on aging to use regional priorities to determine funding distributions at the local level, consistent with the goals of the act.

• Set required local match at 10 percent and required state match at 5 percent across all programs of the Older Americans Act. Currently, required local and state funding match percentages vary widely. For example, state/local match for the National Family Caregiver Support Program is 25 percent, while the Nutrition and Supportive Services Programs require a 15 percent state/local match. In some cases, states can completely opt out of providing a state match, as with the National Family Caregiver Support Program.

Fund aging-related planning for local communities

The 2006 reauthorization established new requirements for area agencies on aging to broaden their planning efforts beyond service needs to include senior-friendly community planning to promote livable communities for all ages but did not include funds for this new mandate. To ensure these requirements are met, Congress must appropriate funds for state, regional and local collaboration, planning, community capacity-building and technical assistance. This should include funds for conducting analyses of the strengths and needs of seniors in a given area.
Increase federal funding for Older Americans Act programs

The funding provided through the Older Americans Act has proved critical in maintaining a quality standard of living for many of the nation’s older adults. For years, however, Older Americans Act funding has not kept pace with inflation or the growing population of individuals eligible for services. Yet, demand by at-risk older adults in need of supportive services has risen and will continue to rise with the growth of the aging population. This long-term gap in funding translates to greater numbers of older adults and family caregivers with unmet needs and increasing pressures on state and local agencies, service providers and families. Meanwhile, waiting lists for Older Americans Act-funded services, such as Meals on Wheels, rides to medical appointments and in-home care, have burgeoned throughout the country.

Compounding these problems, financial pressures on other programs that provide services to seniors, such as Medicare and Medicaid, have led to reductions in the services provided by those programs, and a related increase in demands on Older Americans Act programs. At the same time, there are proposals for addressing the nation’s long-term debt that actually would result in significant cuts in funding for these programs. Funding cuts, such as those in the Budget Control Act of 2011 under sequestration, has had devastating consequences on vulnerable older adults in the metro area and across Colorado. Congress needs to fund the Older Americans Act adequately now and into the future in preparation for the aging of the baby boomers. DRCOG specifically supports:

- A balanced approach to addressing the nation’s budget deficits and long-term debt.
- Any approach must protect those older adults in greatest social and economic need by fairly balancing increased revenues and targeted spending reductions and taking no actions that increase economic vulnerability or poverty.
- Significant annual increases in the overall funding for the Older Americans Act programs, which are necessary to catch up with the lag in historical funding. DRCOG supports the position of the National Association of Area Agencies on Aging, which is advocating total funding for Older Americans Act be increased to at least fiscal year 2010 levels to restore the capacity of Older Americans Act programs, with special attention to Title III B Supportive Services, Title III E National Family Caregiver Support Program and Title VII State Long-Term Care Ombudsman Program, as these programs have had no relief from the sequester.
- Future authorized appropriations at levels adequate to fund identified needs but at least commensurate with the rates of growth in inflation and the economically needy older population.
- Priority for funding given to those Older Americans Act programs and services, especially nutrition services that emphasize assisting clients to live in their homes as long and as independently as possible.
• Increases in the funding for family caregiver support services (including training, respite care, counseling, and information and assistance) and the continued distribution of these monies through area agencies on aging, which are important to address the growing needs of families who provide extensive care to their loved ones.

• Increases in funding for long-term care ombudsman programs, which are necessary to improve the ability to respond to complaints and safeguard residents’ rights.

• Congress also should change budget rules to allow credit for discretionary programs that save money in mandatory programs.

---

**Long-term care facility quality of care**

Older adults living in long-term care communities (i.e., nursing homes and assisted living) are some of the most vulnerable members of society. As the long-term care ombudsman for the region, DRCOG is an advocate for the rights of residents in long-term care communities and for improvement in the quality of care in such facilities. The quality of care provided by long-term care facilities is an ongoing concern to facility residents, their families, local governments and resident advocates. **DRCOG supports increases in consumer protections for older adults and their caregivers and, in particular, strengthening the role of the long-term care ombudsman as a resident/consumer advocate and reimbursement for long-term care communities structured to enhance the quality of care for residents. DRCOG believes the following issues require particular attention by Congress and federal agencies.**

• Federal regulations designed to ensure the quality of care in long-term care facilities are not fully enforced, largely due to inadequate staffing levels in state enforcement agencies. There also are several actions that could be added to the regulations to improve enforcement. These include increased inspections and penalties on long-term care facilities failing to comply with regulations. **DRCOG supports such improved enforcement of long-term care regulations and an increase in funding for enforcement actions.**

• Most complaints investigated by DRCOG ombudsmen are traceable to staffing issues in the long-term care facilities. The inability to maintain adequate staffing is a critical concern that negatively impacts long-term care facility quality of service. **DRCOG supports federal legislation, policies and programs to improve the quality of service in long-term care facilities, including setting minimum staffing levels and providing financial and technical assistance for the recruitment, training and retention of long-term care facility employees.**
• Nursing home transparency is an ongoing issue in advocacy for the rights of residents. Occasionally legislation has been proposed to enhance families’ access to information about the quality of care in nursing homes and improve the government’s ability to ensure quality care and a better-trained staff in those facilities. DRCOG supports legislation that includes stronger disclosure of ownership and control of facilities, better oversight of quality of care indicators, improved consumer information, and an enhanced complaint and penalty process.

**Fund the Elder Justice Act**

This legislation provides critical protection for residents living in nursing homes and assisted living; provides needed resources and coordination to address the problem of elder abuse; and includes increased funding for the Long-Term Care Ombudsman program. The Elder Justice Act sets out a comprehensive approach to preventing and combating elder abuse, neglect, exploitation and self-neglect.

**DRCOG supports full funding and implementation of the Elder Justice Act, consistent with the following principles:**

• Provide a stronger and more coordinated federal response to promote elder justice.

• Increase federal support to states and communities for elder justice activities.

• Provide funding and training support to adult protection programs.

• Improve consumer protection by requiring the reporting of crimes by nursing facilities or employees and communication of consumer rights information.

• Provide new funding to improve ombudsman capacity and training, and for training of health department surveyors investigating allegations of abuse.

**Other health and community services**

There are numerous other health and home care issues not covered under the Older Americans Act. In general, the following policies address concerns regarding consumer protection, access to treatment and access to services that increase independence. DRCOG believes it is appropriate for federal legislation, regulations and policies to promote access to health care coverage and the integration of long-term care into a continuum of medical and non-medical services, including health promotion disease prevention.

• **Enhancing health and security of older adults.** The Affordable Care Act contains several provisions regarding older adults and their ability to stay healthy and age in the community. These include provisions for aging and disability resource centers, prevention and wellness programs, care transitions and coordination, and efforts to rebalance the long-term care system relative to institutional and community care. The area agencies on aging are positioned to play a key role in implementing these provisions. **DRCOG urges Congress and federal agencies to recognize the full potential of the Aging Network and use area agencies on aging in implementing these Affordable Care Act provisions.**

• **Avoid institutional care.** Home- and community-based services are critical components in the continuum of care for the elderly and disabled and are more cost-efficient than services in institutions, particularly with regard to rural areas and for minority populations. Adequate reimbursements to providers are necessary to offset the costs of providing these important services. **DRCOG supports increased funding of home-and community-based care programs and higher Medicare and Medicaid reimbursements.**

• **Prescription medication.** Older adults typically require more medication than younger people. Even with the adoption of a prescription drug benefit under Medicare, the high cost of
prescription medication will continue to be a financial hardship for many older adults. **DRCOG supports revisions to the Medicare Part D prescription drug benefit to simplify the application process and coverage offered, as well as address the gaps in coverage to provide a more comprehensive prescription medication benefit for all beneficiaries.** DRCOG also encourages the federal government to provide additional funding for area agencies on aging to provide public education, counseling and enrollment assistance for citizens about the Medicare drug program.

• **Patients’ rights.** Enforceable federal protections, in areas including access to care, quality assurance, patient information, grievances and appeals, the doctor-patient relationship, and physician treatment decisions, are necessary to ensure that quality health care and other services are available to all. **DRCOG supports legislation to protect consumers in managed care plans and other health coverage.**

• **Housing.** The ability to afford to live in a residence independently is a concern of older adults, especially those on fixed incomes. As the Denver metro area has grown and developed, the shortage of affordable housing has become an even more important concern. **DRCOG supports policies and programs designed to support older adults, especially those of low- and moderate-income, and persons with disabilities to live independently in the residence of their choice.** This includes policies and programs to:
  • Encourage the delivery of home- and community-based supportive services to older people and persons with disabilities in maintaining independence and actively engaging in their community.
  • Improve home design to promote independence and aging in place, including home modification and repair, appropriate design features in new and rehabilitated housing (through principles such as universal design, visitability, inclusive home design and energy efficiency), and the use of innovative home products.
• Ensure that policies and funding for housing assistance and preservation programs continue to support residents who choose to remain in their homes as they age and that low- and moderate-income households have access to well-designed, safe, decent, affordable and accessible housing integrated throughout well-designed communities.

• Promote financial security of housing assets to support the availability of affordable homeownership options, safeguard home equity and promote the innovative use of housing assets to maintain and improve the independence and quality of life of older people.
Transportation is an essential component of multidimensional efforts to advance economic development, industry growth and competitiveness; reduce the nation’s dependency on fossil fuels; increase job access and mobility; and create communities having a high quality of life for people of all ages, incomes and abilities.

DRCOG supported the Fixing America’s Surface Transportation (FAST) Act. However, while the FAST Act provided funding stability and delivery of long-term capital projects, the reauthorization falls short of needed investment in the nation’s infrastructure and did not address a number of other important issues.

As Congress and the U.S. Department of Transportation consider additional transportation issues and rulemaking for FAST Act and proposals for infrastructure investment that may come from the new administration, DRCOG will evaluate each for consistency with the following policies.

- DRCOG supports an energy-efficient, environmentally sustainable, multimodal transportation system that ensures America’s economic competitiveness and supports livable communities for its residents.
- DRCOG supports providing additional transportation revenues to accomplish this vision.
- DRCOG urges Congress to consider the remaining elements of the Board’s adopted policy framework as outlined below.
Additional investment in the nation’s infrastructure. DRCOG supports both short- and long-term federal funding policies.

Short-term

• Boost the federal gas tax (at minimum, to restore the purchasing power of the Highway Trust Fund) and other existing Highway Trust Fund revenue.
• Index the federal gas tax to inflation.
• Create a National Strategic Freight Trust Fund (supported by a dedicated funding mechanism from all users of the freight system that is predictable, dedicated and sustainable).
• Reduce federal obstacles to options available to states and localities such as tolling, congestion pricing and public/private partnerships.
• Further expand current federal credit programs.

Long-term

• Carbon tax or trading programs (if Congress implements such a program) should ensure transportation activities that reduce greenhouse gas emissions receive a proportionate share of any new revenue generated by such programs.
• Transition to a new, more direct user charge system such as a road use-based fee (also referred to as the mileage-based user fee). This includes:
  • An aggressive research, development and demonstration program to address issues such as privacy rights, program administration, costs, revenues, partnerships with states and localities, and interplay with national policy objectives such as reducing vehicle miles traveled and congestion,
  • A national public education program, and
  • A national pilot program.

Support multimodal solutions

Addressing the nation’s transportation challenges requires investment in a comprehensive, multi-faceted approach. The nation will need to provide multimodal alternatives to achieve congestion relief, better air quality, reduced household transportation costs and increased independence for people unable to drive because of age, income or ability. DRCOG’s Metro Vision includes targets for reducing vehicle miles traveled and greenhouse gas emissions per capita, traffic fatalities, traffic congestion and single-occupant vehicle mode share. DRCOG supports adding multimodal transportation capacity appropriate to meet national and regional objectives.

• Funding programs that allow states and planning regions to develop, fund and implement integrated transportation solutions should be maintained and expanded. In addition, transportation funding must allow flexibility to address the multimodal, energy and environmental needs of individual urban areas.
• National performance objectives and measures for increasing access and mobility for people of all ages, incomes and abilities should be established in addition to those for traffic congestion.
• Flexibility must be permitted to allow each state and region to decide how to best make investments to show progress toward national safety, mobility and accessibility goals.
• Create a national strategy for interregional personal mobility.
• Expand the National Freight Strategic Plan to include all major modes of freight transport including rail, water and air to better enable informed decision-making about efficient, long-distance freight movement.
Support metropolitan America

Metropolitan areas account for 84 percent of the U.S. population and more than 85 percent of employment, income and production of goods and services (source: U.S. Conference of Mayors, July 2012). Growing congestion and poor travel reliability, along with deteriorating infrastructure, threaten the ability of regions and the nation to compete globally. Metropolitan regions must play a stronger role in the nation’s transportation programs, both in the authority to direct investment and demonstrate accountability for the system’s performance. DRCOG supports transportation legislation that addresses metropolitan mobility and accessibility issues, specifically with consideration for the following:

- Enable major metropolitan areas to establish and implement overarching plans for mobility accessibility with focus on:
  - Increased accessibility, modal choices and seamless transfers.
  - Elimination of traffic chokepoints and reduction of severe traffic congestion.
- Strategies that manage transportation demand, provide transit service and implement non-motorized methods of travel.
- Strategies for accommodating inter-regional movement of people and goods within and through the metropolitan areas.
- Fostering livable communities for people of all ages, incomes and abilities.
- Promoting the urban infrastructure necessary to support high-density development around transit.
- Performance metrics that extend beyond existing traffic congestion and motor vehicle emissions measures and consider vehicle miles traveled. reduction, economic development, environmental sustainability, global competitiveness, accessibility, etc.

- Fold Complete Streets policies into the metropolitan planning process so that transportation agencies routinely consider designing and operating the entire right of way to enable safe access for drivers, transit users and vehicles, pedestrians, and bicyclists, as well as for older people, children and people with disabilities.

Improve energy efficiency and environmental sustainability

Transportation plays a key role in achieving energy independence and addressing some of the nation’s environmental concerns. In the United States today, more than 60 percent of every barrel of oil is used by the transportation sector, and transportation sources accounted for 26 percent of total U.S. greenhouse gas emissions in 2016 (source: U.S. Environmental Protection Agency website). The competitiveness of our economy, the health of our citizens and the strength of our national security depend on reducing our reliance on and consumption of fossil fuels. DRCOG supports strategies to reduce fossil fuel use and greenhouse gas emissions by the transportation sector.

- Expand investment in research and development for alternative fuels, new clean fuel technologies, more efficient vehicles and new ideas and technologies for transporting people and goods.
- Incentivize rapid conversion to more fuel-efficient and lower-emission vehicles or retrofits.
- Increase incentives for environmentally friendly replacement transportation fuels.
- Incentivize regions to more closely link land use and transportation infrastructure to reduce transportation energy consumption, increase non-vehicle transportation options and reduce vehicle miles traveled, through techniques including scenario planning and investments in projects that improve accessibility.
- Add public transit projects that enhance mobility, convenience and/or reliability to the exempt project list for Clean Air Act purposes; these types of improvements increase in importance in situations where conformity cannot be attained.
Provide responsible and efficient investment

The SAFETEA-LU-authorized National Surface Transportation Policy and Revenue Study Commission, which released a congressionally mandated report in January 2008, called for interim investments of at least $225 billion annually over the next 50 years at all levels of government. The February 2009 report of the National Surface Transportation Infrastructure Financing Commission set up under SAFETEA-LU estimated we need to invest at least $200 billion per year at all levels of government to maintain and improve our highways and transit systems. The FAST Act did not meaningfully increase transportation revenues nor provide anywhere near these levels of investment.

DRCOG continues to support the funding principles adopted by the National Surface Transportation Infrastructure Financing Commission, which includes developing a funding and financing framework that:

- Supports a goal of enhancing mobility and accessibility for users of the transportation system.
- Generates sufficient resources to meet national investment needs on a sustainable basis with the aim of closing the funding gap.
- Causes users and all beneficiaries to bear the full cost of using the transportation system to the greatest extent possible (note: this is a change from the Commission’s original language, which refers to “direct beneficiaries”).
- Encourages efficient investment in the transportation system.
- Incorporates equity considerations including, but not limited to, geography, equity across income groups, population growth and revenue generation.
- Synchronizes with other broad public policy objectives (and may include energy independence, environmental protection and workforce housing).

Project delivery and planning

DRCOG supports the following policies that promote efficiency, stability and reliability of funding, project delivery and planning:

- Maintain transportation program’s use of contract authority, allowing states to advance money for multiyear construction projects.
- While supporting a shift to national performance standards and goals, consideration must be given to equity issues (geographical/return on dollar).
- If the 115th Congress brings back earmarking or modifies any discretionary programs, a number of safeguards should be included: ensure transparency of the earmarking process; fully fund each phase of an earmarked project (no partial funding earmarks should be approved); do not reduce formula funds that would affect projects already in an approved Transportation Improvement Program (TIP).
- Provide full-year appropriations at the start of the federal fiscal year to the level of the authorization. Limit the use of short-term continuing resolutions and rescissions. These tactics reduce the flow of or cut into formula funds and negatively impact fiscal
constraint, responsible planning, implementation of federal requirements and project continuity.

- Although the FAST Act made progress in this regard, continue to streamline project delivery and National Environmental Policy Act processes without compromising environmental or public participation values.

- Enhance and strengthen the cooperative, collaborative partnerships required under current legislation with all transportation planning partners.

- Support publication and dissemination of performance measurement results and analyses and widespread distribution of, and education about, the conditions of the transportation system.

**Other transportation issues**

DRCOG expresses the following about policies on other federal transportation issues:

- Clarify and enhance the role of the metropolitan planning organization. The metropolitan planning process establishes a cooperative, continuous and comprehensive framework for making transportation investment decisions in metropolitan areas. In many cases, MPOs provide the only regional, multimodal transportation plans that link transportation to land use, growth and air quality. Through the MPO process, local governments, in cooperation and collaboration with state and local transit operators, determine the best mix of transportation investments to meet the long-term transportation needs of a metropolitan area. This important role must be strengthened to make metropolitan transportation planning successful.

- The FAST Act requires adequate regional financial forecasts be developed with the cooperation and collaboration of the state, MPO and public transit agency for use in preparing transportation plans. However, “collaboration, cooperation, and consultation” are poorly defined in the context of developing such financial forecasts. States are given wide discretion in how and when those estimates of revenues are to be provided and allowing for various interpretations of the regulations.

**DRCOG supports:**

- Expanding regulations to require all three entities to agree upon procedures governing the projection of future revenue estimates.

- Requiring all three agencies (DRCOG, the Regional Transportation District and the Colorado Department of Transportation) to agree upon distribution of estimated revenues.

- Establishing an external appeals process to the U.S. Department of Transportation if there is disagreement among the parties regarding estimate procedures and revenues.

- The FAST Act similarly requires cooperative project selection and prioritization for the TIP. **DRCOG supports:**

  - Expanding current regulations to require all three entities to agree upon procedures governing project selection and prioritization for transportation planning and there should be consequences for not following these procedures.
As part of the normal memorandum of agreement between an MPO, state Department of Transportation and local transit agency, requiring the three entities to cooperatively establish a process for addressing project cost overruns.

Requiring revenue suballocation to transportation management areas (MPOs representing populations greater than 200,000) to be based on the total population within the MPO boundary.

Establishing a population-based air quality severity formula for suballocating Congestion Mitigation Air Quality funds within a state and requiring suballocation of Congestion Mitigation Air Quality funds to non-attainment MPOs representing populations greater than 200,000 on the basis of the total populations within the MPO boundary.

**Transit.** Transit is an essential part of the metropolitan transportation system. Implementation of the Denver region’s transit system is a high priority for DRCOG. Unfortunately, cost increases and revenue decreases forced the Regional Transportation District and DRCOG to remove some corridors from the fiscally constrained 2040 Regional Transportation Plan. DRCOG recognizes the importance of making transit-supportive improvements to bus and rail corridors throughout the region. With the metro area having made a significant commitment of local resources for the regional transit system, **DRCOG urges Congress and the administration to take the following actions in support of transit in the Denver region:**

- Continue the federal investment for transit and multimodal projects in the Denver region.
- Provide dedicated sources of revenue and increased funding for bus rapid transit and rail new starts programs.
- Continue to provide federal funding for the FasTracks corridors (over time this could include corridors that have had to be removed from the fiscally constrained Regional Transportation Plan).
• Clarify with regard to transit-oriented developments that up to a half-mile from an existing or proposed transit station, parking and transportation infrastructure, transit-oriented planning, land acquisition and a project or program that supports compact, mixed-use, mixed-income, bicycle/pedestrian friendly development are eligible for federal transportation funding and require that this clarification be incorporated in funding program decisions, and work to identify additional sources of funding.

• Incorporate the Partnership for Sustainable Communities’ livability principles into federal policy and investment decisions.

• Improve transportation services for older adults and persons with disabilities by giving states added flexibility in using their federal funds, enhancing the planning and coordination process, providing technical assistance, and promoting innovative community programs.

• Designate the Rocky Mountain Corridor (from Cheyenne, Wyoming, through Colorado to Albuquerque, New Mexico, and the Interstate 70 corridor from Denver International Airport to the Utah border) and the Western Regional Alliance high-speed rail network (to provide high-speed rail connections between Denver, Salt Lake City, Reno, Las Vegas and Phoenix) as High-Speed Rail Corridors. This action would identify them as having potential for high-speed rail activity and enable these corridors to receive federal funds that might become available for corridor studies of high-speed rail options, development of plans for high-speed rail infrastructure, construction of high-speed rail facilities and highway/rail grade crossing safety improvements.
• **Air quality conformity.** The air quality conformity process has increased support for multimodal planning and for integrated land use and transportation planning. It has also increased interagency coordination between the air quality and transportation planning agencies. **DRCOG supports maximum flexibility so that comparatively minor changes to the planned or programmed highway and transit network do not require a full conformity analysis at taxpayer expense.** DRCOG supports continued funding for transportation projects that improve air quality.

• **Transportation demand management.** DRCOG views transportation demand management principles and practices as increasingly important elements of the region’s long-range transportation planning strategy. **DRCOG supports actions that minimize the barriers to the use of alternatives to the single-occupant vehicle and encourage changes to normal work patterns to avoid peak traffic conditions.** DRCOG also supports efforts to provide incentives to employers, schools, rideshare agencies and individuals to encourage alternative transportation use.
Water conservation. Water is a particularly scarce resource in the Denver region and the western United States, and a key consideration in planning for future growth and development. Recognizing this fact, the DRCOG Board of Directors added a water conservation element to Metro Vision, the Denver region’s long-range plan for growth. The element calls on the region to maximize the wise use of limited water resources through efficient land development and other strategies, and establishes a goal of reducing regional per capita water consumption. **DRCOG therefore supports federal policies and investments that contribute to local and regional water conservation efforts.**
Water quality. Local governments in the Denver region face increasingly complex water quality challenges in an environment unique to the arid West but without the resources to respond to them appropriately. Reauthorization of the Clean Water Act could provide local governments and regional water quality planning agencies the additional planning, financing and regulatory tools needed to address our growing water quality challenges. As the legislative process proceeds in these areas, there are a number of issues of concern to DRCOG that Congress can address.

- **Integrated planning.** DRCOG supports an integrated approach to water quality, tying together the management of point sources, nonpoint sources and stormwater through the involvement of the various stakeholders.

- **Regional planning.** The Clean Water Act recognizes the importance of planning to address the challenges associated with both point and nonpoint source pollution. The regional planning provided for in the act is even more critical, given the growing emphasis on watershed approaches. **Congress should maintain and strengthen the regional planning process as the key component of the watershed approach. The planning funds provided under section 604(b) need be increased to assist responsible parties in meeting the expanding responsibilities that accompany implementation of a watershed planning and management approach.**

- **Infrastructure funding.** Colorado and the nation are at a critical juncture regarding water and wastewater infrastructure. There are significant needs for new treatment plants and upgrades to existing plants. Local governments already shoulder a significant portion of water and wastewater capital investment. **Increased funding for infrastructure investment as well as the provision of greater flexibility of these funds will allow states and local governments to determine the best use, according to local prioritization of needs.**

- **Good Samaritan protection.** Abandoned and inactive mines present a serious risk to the quality of nearby water supplies. Lack of adequate funding for reclamation and the potential liability for good Samaritans are serious obstacles that have prevented cleanup of many of these sites.
DRCOG supports federal funding for reclamation activities. DRCOG also supports legislation encouraging federal, state, tribal and local governments, as well as mining companies and nonprofit groups that have no prior ownership or responsibility for an abandoned mine, to clean up an abandoned or inactive mining site by granting them liability protections under several environmental statutes, including the Clean Water Act.

Superfund. DRCOG is concerned that a number of Superfund issues have become serious problems in recent years while the Comprehensive Environmental Response, Compensation and Liability Act (CERCLA) has been awaiting reauthorization. DRCOG urges Congress to address the following issues individually or as part of a comprehensive reauthorization.

• Liability protection. Under current law and regulation, parties interested in cleaning up a Superfund site may decide not to pursue remediation efforts for fear of being held liable for preexisting problems. Lengthy cleanup delays have occurred in our region and elsewhere while parties litigate over responsibility. DRCOG supports federal funding for cleanup activities. DRCOG supports legislation and regulations encouraging parties that have had no prior ownership or responsibility for a site to clean up the site by granting them liability protections under several environmental statutes, including the Superfund law. DRCOG also supports limiting liability when a party has complied with applicable environmental laws at the time of disposal to further the goal of timely and cost-effective cleanup of Superfund sites.

• Community participation. Local governments often face significant community and neighborhood concerns regarding contaminated sites. Public involvement in the assessment, planning and cleanup for such sites is an important aspect of efforts to bring these sites to a safe condition. Provisions that assist local governments in establishing and funding formal mechanisms for citizens to participate in the cleanup and land-use decision-making process are appropriate and necessary.
• **Funding for cleanup.** DRCOG is concerned that the federal government not reduce its commitment to assist with clean-up and redevelopment of these sites. **DRCOG supports the creation of new mechanisms to fund cleanup to the extent they are sufficient to make significant progress toward the act’s goals.** Allocation of cleanup costs among responsible parties should be according to the proportion of contamination caused by each.

**Health risk criteria.** The safety and health of populations exposed to pollution associated with Superfund sites is a primary concern related to potential redevelopment. Health risk-based criteria are necessary to guide these efforts.

**These criteria must reflect the intended reuse of a site and the risks to special populations including children, the elderly and those already disproportionately exposed to pollution.** Risk-based standards specific to Superfund clean-up are needed to promote redevelopment of contaminated sites while protecting human health and the environment.

**Brownfields.** Redevelopment of brownfields is important for economic development and environmental and public health and safety in many areas within the Denver region. This is a specific issue related to CERCLA that is of particular significance and should be pursued separately, if inaction on the Superfund reauthorization continues. There are approximately 250 brownfields, former industrial and commercial sites, in both urban and rural areas throughout the Denver region. The redevelopment of brownfields is consistent with DRCOG’s Metro Vision, which supports infill and redevelopment within the region.

**DRCOG supports federal actions including increased funding to encourage the redevelopment of brownfields.** DRCOG urges Congress to prioritize funding for projects that go beyond remediation and redevelopment of individual sites to focus on broader planning and economic development efforts, such as projects that incorporate brownfield remediation and redevelopment into larger infill development efforts.
Intergovernmental cooperation. All levels of government – federal, state, local and regional – play an important role in providing critical services and implementing programs for the benefit of their residents. Legislative bodies and executive agencies at the federal and state levels should respect the roles and responsibilities of local governments and regional entities. **DRCOG supports cooperation among federal, state, local and regional entities in developing and implementing new programs and improved approaches to service provision.**
Federal/regional relations. The region is the nexus of local, state and federal issues and economic activities. DRCOG convenes parties of interest on intergovernmental issues, providing the necessary forum for their resolution, and facilitating a negotiated outcome. DRCOG urges Congress, when new legislation is proposed and existing legislation is reauthorized, to identify and use regional agencies as critical partners in the implementation of such legislation, including the planning for and delivery of services.

Regional service delivery. The federal government plays an important role in setting standards and priorities for the funding of public services and programs administered at the state, regional and local levels. When making such funding and programmatic decisions, it is essential to consider the most appropriate level of government for delivery of such public services.
State administration of federal programs can be problematic for local governments, as state agencies tend to be more removed from clients and less responsive to their needs. On the other hand, individual local governments may lack the resources to achieve the desired efficiencies and cost-effectiveness. Further, some programs, such as transportation, air quality and water quality, that address issues crossing local political boundaries, are most appropriately and effectively addressed at the regional level. Regional programs also often benefit from economies of scale. The collaborative partnerships of regional approaches can provide more cost-effective services and programs for users and clients. **DRCOG urges Congress to use existing regional service delivery systems.**

**Principles for implementation.** New programs or changes to existing programs must at least maintain the existing level of services and provide adequate administrative funds for implementation. Otherwise, there is a shift in responsibility without adequate funds for the services to be provided or programs administered. As such, it is important to treat the continuity of service delivery as a key principle guiding any actions to create new programs or revise existing programs. A consultative process among the federal, state, local and regional agencies must be in place before any changes are made to services currently being delivered at local or regional levels.
DRCOG Board of Directors

ADAMS COUNTY
Eva Henry
Commissioner

ARAPAHOE COUNTY
Jeff Baker
Commissioner

BOULDER COUNTY
Elise Jones
Commissioner

BROOMFIELD, CITY & COUNTY
David Beacom
Council Member

CLEAR CREEK COUNTY
Randy Wheelock
Commissioner

DENVER, CITY & COUNTY
Crisy Fanganello
Director of Transportation
Robin Kniech
Council Member

DOUGLAS COUNTY
Roger Partridge
County Commissioner

GILPIN COUNTY
Gail Watson
County Commissioner

JEFFERSON COUNTY
Libby Szabo
County Commissioner

ARVADA
Bob Fifer
Mayor Pro Tem

AURORA
Bob Roth
Council Member

BENNETT
Larry Vittum
Trustee

BLACK HAWK
David Spellman
Mayor

BOULDER
Aaron Brockett
Council Member

BOW MAR
Anne Justen
Trustee

BRIGHTON
Lynn Baca
Council Member

CASTLE PINES
Tera Radloff
Council Member

CASTLE ROCK
George Teal
Council Member

CENTENNIAL
Doris Truhl
Council Member

CENTRAL CITY
Kathryn Heider
Mayor

CHERRY HILLS VILLAGE
Laura Christman
Mayor

COLUMBINE VALLEY
Richard Champion
Mayor

COMMERCE CITY
Rick Teter
Council Member

DACONO
Debbie Nasta
Council Member

DEER TRAIL
Vacant

EDGATER
Steve Conkl
Council Member

ENGLEWOOD
Joe Jefferson
Mayor

ERIE
Geoff Deakin
Trustee

FEDERAL HEIGHTS
Daniel Dick
Mayor

FOXFIELD
Lisa Jones
Mayor

FREDERICK
Laura Brown
Mayor Pro Tem

GEORGETOWN
Lynette Kelsey
Selectman

GLENDALE
Scott Norquist
Council Member

GOLDEN
Saoirse Charis-Graves
Council Member

GREENWOOD VILLAGE
Ron Rakowsky
Mayor

IDAHO SPRINGS
Mike Hillman
Mayor

LAFAYETTE
Brad Wiesley
Council Member

LAKewood
Shakti
Council Member

LARKSPUR
Gerry Been
Mayor

LITTLETON
Phil Cemanec
Council Member

LONE TREE
Wynne Shaw
Council Member

LONGMONT
Joan Peck
Council Member

LOUISVILLE
Ashley Stolzmann
Council Member

LYONS
Connie Sullivan
Mayor

MEAD
Colleen Whittow
Trustee

NEDERLAND
Kristopher Larsen
Mayor

NORTHGLENN
Kyle Mullica
Council Member

PARKER
John Diak
Council Member

SHERIDAN
Sally Daigle
Council Member

SILVER PLUME
Vacant

SUPERIOR
Rita Dozal
Trustee

THORNTON
Heidi Williams
Mayor

WESTMINSTER
Herb Atchison
Mayor

WHEAT RIDGE
Joyce Jay
Mayor

GOVERNOR'S NON-VOTING APPOINTEES
Debra Perkins Smith
Colorado Department of Transportation
Adam Zarrin
Office of the Governor

REGIONAL TRANSPORTATION DISTRICT NON-VOTING APPOINTEE
Bill Van Meter

Doug Rex, Acting Executive Director 17MARCH28-ABL
How DRCOG Helps its Member Governments

The Denver Regional Council of Governments (DRCOG) offers numerous services to member governments and the citizens they serve. Most of these services are available to members at no additional cost beyond their annual dues.

General Government

- **Training**: DRCOG plans and hosts workshops for planning commissioners and members of boards of adjustments, and member government staff about various economic, sustainability, signal timing, land use/scenario analyses and transit-oriented development issues; and webinars for planner certifications. In addition, DRCOG has partnerships with organizations such as the Metro Mayors Caucus, Urban Land Institute, Home Builders Association of Metro Denver and Colorado Senior Lobby for training opportunities.

- **Legislative Advocacy**: At the state and federal levels, DRCOG tracks and advocates on issues such as aging services, air quality, planning, transportation, water quality and other topics of concern to member governments. Advocacy also includes state and federal executive branch agencies regarding implementation of legislation and rulemaking actions impacting the region.

- **Facilitation and Mediation**: DRCOG provides facilitation and mediation on issues related to Metro Vision implementation, intergovernmental agreements, and land use planning.

- **Denver Regional Data Consortium**: DRCOG convenes member governments and partners to develop and enhance a regional GIS system.

- **Regional Data Catalog**: DRCOG's diverse set of mapping and tabular data ranges from Metro Vision, transportation, land use, census, administrative boundaries, housing and employment, and more. Data are delivered in standard formats, including ESRI and Google Earth.

- **FIRE Testing**: The Firefighter Intraregional Recruitment and Employment (FIRE) program is available to member governments and fire districts within the region who pay an additional fee to have DRCOG administer firefighter testing. Participation results in larger candidate pools for entry-level positions and member governments don't have to commit resources to administer the test.

- **Shared Equipment Survey**: An interactive list provides information on equipment (i.e., street sweepers, snow plows, generators, dump trucks) available for loan between member jurisdictions.

- **Denver Regional Aerial Photography Project**: DRCOG participating member governments and other agencies collaborate on this program to produce high-quality base mapping data for the region and participants at considerable cost-savings.
SERVICES DIRECTORY

- **Research and Analytical Services**: DRCOG provides research and analytical services on policy and legislative issues; population and employment characteristics; land use and transportation data; and spatial analysis.

- **Educational Alliances**: Discount tuition rates are available for elected officials and jurisdiction staff members and their family members for a number of institutions of higher learning.

- **Transit-Oriented Development (TOD)**: DRCOG offers the most up-to-date resource for planners, developers, policy-makers and citizens about TOD. Opportunities exist for stakeholders to share information and learn from each other, as well as subject matter experts. In addition, benchmark research, commissioned by DRCOG, is available on what the region's employers, employees and residents want with TOD.

- **Regional Sustainability**: Resources are provided for policy-makers, local government planning staff and citizens interested in climate change, energy sustainability, and regional and local policy options for addressing these issues.

- **Community Design**: A multi-disciplinary team at DRCOG advocates the benefits of communities that can meet the daily needs of people of all ages, incomes and abilities. DRCOG focuses on educational and technical assistance opportunities for elected officials, member government planning staff and the private development community.

- **Technical Assistance for Small Communities**: DRCOG gives its smaller member communities assistance with and funding (as available from the Colorado Department of Local Affairs) from a wide range of planning tools such as land use studies, community surveys, GIS training and computer mapping.

**Transportation**

- **Traffic Volume Data and Congestion Information**: Working with member governments and CDOT, DRCOG collects traffic counts on regional roadways. DRCOG uses data to compute a range of statistics about the region's major corridors.

- **Signal Timing and Coordination**: Traffic signal timing/coordination services and projects are funded on regional arterials crossing jurisdictional boundaries to reduce traffic congestion and improve air quality. In addition, the program provides technical advice to member governments and other regional stakeholders on traffic signal systems, communications technologies and advanced system features.

- **Intelligent Transportation Systems (ITS)**: Technical assistance, coordination and funding are provided to member governments and other regional stakeholders to implement technology tools and systems to manage traffic congestion. DRCOG also maintains the regional ITS planning documents, as required by federal regulations.
Regional Travel Modeling: DRCOG’s advanced computer transportation-land use model and associated household survey results provide a plethora of valuable information for communities such as: factors influencing where people live and how they get to work; current and future patterns for making trips by driving, public transit, walking, or bicycling; where people come from who work in, visit, or travel through the community; what future traffic volumes on important roadways will be; what the transportation needs of persons with disabilities are; and factors that contribute to successful urban centers and transit-oriented developments.

Area Agency on Aging (AAA)

Ombudsman and Advocacy: DRCOG ombudsmen play a vital role in helping ensure quality of care as advocates for residents in the region’s long-term care facilities. The ombudsmen can also help those seeking information about long-term care facilities. In addition, they advocate for the needs of residents directly with the health department, with Medicaid or other entities.

Information and Assistance: Through the Network of Care website, older adults and their family members can connect with appropriate services from more than 650 providers in the region. Network of Care is a comprehensive, community-based website created to improve and better coordinate long-term care services for the region’s more than 340,000 seniors. Network of Care works in concert with the AAA’s information and assistance program, which is available by calling 303-480-6700.

Funding for Community Service Providers: Through a rigorous application process, the DRCOG AAA distributes federal and state monies to agencies providing services to older adults. Provision of meals and transportation are the biggest needs funded, but the AAA also funds programs that purchase wheelchairs and eyeglasses, among many others.

Transportation Demand Management (TDM)

Alternative Transportation Options: To reduce traffic congestion and improve air quality, DRCOG’s RideArrangers program promotes options to driving alone to both businesses and individual commuters. As the regional umbrella TDM organization, RideArrangers also partners with and provides support for transportation management associations/organizations (TMA/Os) working in local communities. RideArrangers’ TDM services for employers and individuals include carpool, vanpool, schoolpool, telework, Bike to Work Day and Guaranteed Ride Home.
<table>
<thead>
<tr>
<th><strong>Acronym</strong></th>
<th><strong>Definition</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>AAA</strong></td>
<td><strong>Area Agency on Aging</strong>&lt;br&gt;Organization designated by the state with lead responsibility for planning and coordinating services to older adults within specific regions.</td>
</tr>
<tr>
<td><strong>ADA</strong></td>
<td><strong>Americans with Disabilities Act of 1990</strong>&lt;br&gt;Federal law, which requires accessible public buildings and transportation facilities and services for persons with disabilities, including complementary or supplemental paratransit services in areas where fixed-route transit service is operated.</td>
</tr>
<tr>
<td><strong>ADRC</strong></td>
<td><strong>Adult Disability Resource Center</strong>&lt;br&gt;This federal designation was attained by the DRCOG Area Agency on Aging to expand its services in 2012. See also ARCH.</td>
</tr>
<tr>
<td><strong>AMPO</strong></td>
<td><strong>Association of Metropolitan Planning Organizations</strong>&lt;br&gt;A nonprofit membership organization serving the interests of metropolitan planning organizations (MPOs) nationwide</td>
</tr>
<tr>
<td><strong>APA</strong></td>
<td><strong>American Planning Association</strong></td>
</tr>
<tr>
<td><strong>APCD</strong></td>
<td><strong>Air Pollution Control Division</strong>&lt;br&gt;A division of the State Department of Public Health and Environment, which implements and enforces air pollution programs and regulations established by the Air Quality Control Commission.</td>
</tr>
<tr>
<td><strong>AQCC</strong></td>
<td><strong>Air Quality Control Commission</strong>&lt;br&gt;A nine-member citizen board appointed by the governor, which develops state air pollution control policy and regulations.</td>
</tr>
<tr>
<td><strong>ARCH</strong></td>
<td><strong>Adult Resources for Care and Help</strong>&lt;br&gt;The term used by the State of Colorado to identify those agencies providing ADRC services. DRCOG was designated the metro area ARCH in 2012. See also ADRC.</td>
</tr>
<tr>
<td><strong>Arterial</strong></td>
<td>A road used primarily for major movement of through traffic; traffic control is usually by at-grade intersection signals.</td>
</tr>
<tr>
<td><strong>Attainment Area</strong></td>
<td>An area considered to have air quality at least as good as the U.S. Environmental Protection Agency (EPA) health standards used in the Clean Air Act. An area may be an attainment area for one pollutant and a nonattainment area for others. Nonattainment areas are areas that have not met standards for designated pollutants.</td>
</tr>
<tr>
<td><strong>Attainment Demonstrations</strong></td>
<td>A State Implementation Plan (SIP), revision which describes how an area will meet air quality standards before its federally-mandated attainment date.</td>
</tr>
<tr>
<td><strong>BMPs</strong></td>
<td><strong>Best Management Practices</strong>&lt;br&gt;Structural and nonstructural practices, which have proven effective in the control and management of water quality from stormwater and other runoff.</td>
</tr>
<tr>
<td><strong>CAAAA</strong></td>
<td><strong>Clean Air Act Amendments</strong>&lt;br&gt;The Clean Air Act Amendments of 1990, which identify &quot;mobile sources&quot; (vehicles) as primary sources of pollution and call for stringent new requirements in metropolitan areas and states where attainment of the National Ambient Air Quality Standards (NAAQS) is a problem.</td>
</tr>
<tr>
<td><strong>CARO</strong></td>
<td><strong>Colorado Association of Regional Organizations</strong></td>
</tr>
<tr>
<td><strong>CBD</strong></td>
<td><strong>Central Business District</strong>&lt;br&gt;The most intensely commercial sector of Denver.</td>
</tr>
<tr>
<td><strong>CWA</strong></td>
<td><strong>Clean Water Act</strong>&lt;br&gt;The law, its amendments, and the program derived from the statutes constitute a national water quality policy. It is intended to address almost any type of water pollution control problem.</td>
</tr>
<tr>
<td><strong>CCI</strong></td>
<td><strong>Colorado Counties, Inc.</strong></td>
</tr>
<tr>
<td><strong>CDPHE</strong></td>
<td><strong>Colorado Department of Public Health and Environment</strong>&lt;br&gt;Charged with regulating air and water quality, and certifying nursing homes, among other public health related activities.</td>
</tr>
<tr>
<td><strong>CDOT</strong></td>
<td><strong>Colorado Department of Transportation</strong>&lt;br&gt;Charged with management of the state transportation system, including the construction, operation, and maintenance of the state highway system.</td>
</tr>
<tr>
<td><strong>CM/AQ</strong></td>
<td><strong>Congestion Mitigation/Air Quality</strong>&lt;br&gt;The Congestion Mitigation and Air Quality program provides federal funds for projects and activities, which reduce congestion and improve air quality. There are other eligibility requirements.</td>
</tr>
<tr>
<td><strong>CMAQ</strong></td>
<td><strong>Coalition for Mobility and Air Quality</strong>&lt;br&gt;A private-sector-funded, non-profit organization formed to develop a statewide vision for a multimodal transportation system, and appropriate financing and implementation strategies.</td>
</tr>
</tbody>
</table>
Acronym/ Terms Directory

*Denotes DRCOG Program, Committee or Report

(CML) Colorado Municipal League
(CMS) Congestion Management System
A system developed for the effective management of new and existing transportation facilities through travel reduction and operational strategies. CMS is required by federal law for each transportation management area (TMA). New highway projects that significantly increase capacity for single-occupant vehicles may be ineligible for federal funds unless part of a CMS.

(CO) Carbon Monoxide
A colorless and odorless gas, which reduces oxygen in the bloodstream.

(COPS) Centralized Organization for Police Selection
A testing program for entry-level police officer positions. Formerly administered by DRCOG, now administered by the Colorado Association of Chiefs of Police.

(CWP) Clean Water Plan*

Conformity
Process to show that any transportation plan, program or project supports regional air quality goals. The conformity process is required by the Clean Air Act Amendments of 1990.

(DEIS) Draft Environmental Impact Statement

Demand-responsive
Descriptive term for a type of public transit service, often for the elderly or disabled, in which a person obtains transportation service, which is routed and timed to meet individual needs.

Density
A measure of compactness of persons, employment or households within a given area of land. In regional planning, density is often expressed as the number of persons per square mile.

(DIA) Denver International Airport

(DOT) Department of Transportation
Refers to the U.S. Department of Transportation.

(DRAM) Denver Regional Mobility & Access Council
DRMAC addresses the specialized transportation needs of Denver metro area citizens. DRMAC's mission is to ensure people with mobility challenges have access to the community by increasing, enhancing, sharing and coordinating regional transportation services and resources.

(E&D) Elderly and Disabled
Designation for special transportation planning and services: "Elderly and Disabled."

(EIS) Environmental Impact Statement
Report which details any adverse economic, social, and environmental effects of a proposed project for which federal funding is being sought. Adverse effects could include air, water, or noise pollution; destruction or disruption of natural resources; adverse employment effects; injurious displacement of people or businesses; or disruption of desirable community or regional growth.

Emissions Budget
A part of a SIP that identifies the maximum allowable emissions that may be produced by mobile sources. A transportation conformity analysis must demonstrate that future emissions will not exceed the emissions budget.

Enhancement Activities
Activities to increase the benefits of a transportation project. Examples include pedestrian or bicycle facilities, landscaping or other scenic beautification projects, historic preservation, control and removal of outdoor advertising, archeological planning and research, and mitigation of water pollution due to highway runoff. Such projects must be beyond those routinely undertaken to meet standards.

(EPA) Environmental Protection Agency
EPA is the federal regulatory agency, which establishes environmental standards, particularly air and water quality.

(FAA) Federal Aviation Administration
Division of the U.S. Department of Transportation, which regulates aviation and funds aviation planning and development.

(FHWA) Federal Highway Administration
Division of the U.S. Department of Transportation which funds highway planning and construction.
**Acronyms/Terms Directory**

*Denotes DRCOG Program, Committee or Report

(FTA) Federal Transit Administration
Division of the U.S. Department of Transportation, which funds transit planning operating assistance and construction.

(FIRE) Firefighter Interregional Recruitment & Employment*

Fixed-route
Term applied to transit service that is regularly scheduled and operating over a set route. Usually refers to bus service.

Four-step model
The traditional transportation planning computer process for estimating travel demand. The four steps are: trip generators, trip distribution, modal split, and trip assignment.

Freeway
A divided highway designed for the unimpeded flow of large traffic volumes. Access to a freeway is rigorously controlled; grade-separated interchanges are provided at major cross-streets and minor streets are terminated or grade-separated.

GIS (Geographic Information Systems)
Geographic Information Systems are computerized tools that allow for the creation, analysis and display of information tied to some portion of the earth.

Headway
The time that separates transit vehicles moving in the same direction on a line or track.

HOT Lanes (High-Occupancy Toll Lanes)
HOT Lanes are high-occupancy vehicle, or carpool, lanes that have been expanded to allow single-occupant vehicles to use the lanes for a toll.

(HOV) High-Occupancy Vehicle
Any passenger vehicle carrying two or more persons. Carpools, vanpools and buses are examples.

(HUTF) Highway Users Trust Fund
Colorado road user funds, which support development and maintenance of state and local road systems.

(HC) Hydrocarbons
A precursor of ozone in addition to nitrogen oxides (NOx). Hydrocarbons are also known as volatile organic compounds (VOC) or reactive organic gases (ROGs). Until recently, most efforts to reduce ozone have focused on controlling hydrocarbons. Hydrocarbons result from incomplete combustion of fuel.

Home-based Trip
A trip with either its origin or destination at home.

IGA (Intergovernmental Agreement)
An agreement between local governments to cooperate or contract with one another to provide a function, service or facility. Intergovernmental agreements may include the sharing of costs, the imposition of taxes, the incurring of debt, etc.

(ISDS) Individual Sewage Disposal System
Usually a septic tank system but may include other types of systems used to provide wastewater treatment for an individual home.

Infrastructure
A term connoting physical public facilities, including, but not limited to, roads, bridges, transit, waste systems, public housing, sidewalks, utility installations, parks, public buildings, and communications networks.

(IPA) Integrated Plan Assessment*
Process used by DRCOG to annually review and update its plans.

Interstate System
The system of highways that connects the principal metropolitan areas, cities, and industrial centers of the United States.

(ICMA) International City Management Association

(ITS) Intelligent Transportation System
A collection of new technologies that use vehicle guidance and roadway information systems to anticipate and avoid congestion problems. Demonstration projects are underway in a few large urban areas. Previously referred to as Intelligent Vehicle Highway System (IVHS).

Interchange
The system of interconnected ramps between two or more grade-separated highways.
January 2013

**ACRONYMS/TERMS DIRECTORY**

*Denotes DRCOG Program, Committee or Report

**LOS** Level of Service
Describes the operating condition on a facility (e.g., intersection or street) when it is accommodating various traffic flows. LOS "A" denotes a free-flow condition (low volume-to-capacity ratio and delay); LOS "F" denotes severe congestion.

**Local Street**
A street intended solely for access to properties contiguous to it.

**(MAP-21) Moving Ahead for Progress in the 21st Century Act**
Federal law funding surface transportation programs at over $105 billion for fiscal years (FY) 2013 and 2014. MAP-21 is the first long-term highway authorization enacted since 2005. MAP-21 also changes the policy and programmatic framework for investments to guide the system’s growth and development, creating a performance-based surface transportation program and building on many highway, transit, bike, and pedestrian programs and policies established in 1991.

**(MIS) Major Investment Study**
A comprehensive evaluation of transportation needs on a corridor or subarea scale. The MIS is used to define the design concept or scope of a major transportation investment necessary to address the needs; an element of the comprehensive regional transportation planning process.

**Mixed-Use**
A type of development that includes multiple land uses within one site; for example, mixed-use areas could include homes, stores and offices together in a single development.

**(MOA/MOU) Memorandum of Agreement/ Memorandum of Understanding**

**(Metro District) Metropolitan Wastewater Reclamation District**

**Metro Vision 2035 Plan**
Currently adopted regional development plan.

**Mobile Sources**
Emissions from motorized vehicles, including cars, trucks, buses and other modes of transportation.

**Mobility**
The ease with which desired destinations can be reached.

**Mode**
Means of travel; auto driver, passenger, mass transit passenger, cyclist, pedestrian, and so on. Multimodal is an adjective referring to the integration of various modes in a transportation system.

**Model**
A mathematical and geometric projection of activity and the interactions in the transportation system in an area.

**(MPO) Metropolitan Planning Organization**
The organization designated with lead responsibility for developing transportation plans and programs for urbanized areas of 50,000 or more in population. MPOs are established by agreement of the governor and units of general-purpose local government, which together represent 75 percent of the affected population of an urbanized area.

**(MSA) Metropolitan Statistical Area**
Defined by the federal Office of management and Budget as a standard for federal agencies in the preparation and publication of statistics relating to metropolitan areas. In most states, defined as groups of counties.

**(MVPAC) Metro Vision Planning Advisory Committee**
MVPAC is a temporary committee for the duration of the Metro Vision 2040 planning process. It will work with DRCOG staff to develop policy options and make recommendations to the Board and MVIC. DRCOG estimates the planning process will conclude in fall of 2014.

**(MVIC) Metro Vision Issues Committee**
This committee, the primary policy committee of DRCOG, provides recommendations to the Board for action on Metro Vision issues, plans and implementation. The committee is comprised of Board members and alternates who are appointed by the DRCOG chair and approved by the Board.

**(NAAQS) National Ambient Air Quality Standards**
Federal health-based standards set by the EPA for allowable concentrations and exposure limits for various pollutants.

**(NEPA) National Environmental Policy Act**
Declares national environmental policy and promotes consideration of environmental concerns by federal agencies. Creates Council on Environmental Quality, which promulgates regulations, which guide the NEPA process.
Requires environmental impact statement (EIS) if major federal action is required which might significantly affect the quality of the human environment. Typically includes actions for federal construction grants, and dredge-fill permits under section 404 of the Clean Water Act.

(NHS) National Highway System
A classification of roads authorized by ISTEA comprised of interstate highways and roads designated as important for interstate travel, national defense, intermodal connections, and international commerce. Some federal funds are designated for projects on the NHS system.

Network
A graphic and/or mathematical representation of multimodal paths in a transportation system.

(NOx) Nitrogen oxides
A precursor of ozone in addition to hydrocarbons. Recent EPA policy has begun to emphasize control of NOx.

NIMBY (Not In My Backyard)

OAA - Older Americans Act

Open Space
Open space is land permanently preserved from urban development and maintained in a relatively natural state or in an agricultural use. In particular, regional open space planning focuses on major parcels, which serve multiple jurisdictions while also providing linkages between such parcels.

Ozone
Created when hydrocarbons and nitrogen oxides from car exhausts and other sources react in the presence of strong sunlight. Reduction of ozone produced from "mobile source emissions" (motor vehicles) is a major objective of the region's air quality plan.

PM2.5
Particulates or fine dust less than 2.5 microns in size.

PM10 (Particulate Matter)
Particulates or fine dust less than 10 microns in size. Direct sources include road dust, brake lining, tires, wood smoke particles, and industrial and agricultural sources. Also produced from indirect sources such as chemical interaction.

Public Participation
The involvement of the public in the development of regional plans and programs.

(RAQC) Regional Air Quality Council
Lead air quality planning agency for the Denver metro area.

(RFP) Request for Proposal

(RSA) Regional Statistical Area*
Created by DRCOG for statistical and planning purposes. Combinations of census tracts, which do not cross county lines and provide relatively stable subcounty analytical units, independent of shifting municipal boundaries.

(RTC) Regional Transportation Committee*
The Regional Transportation Committee is comprised of policy representatives of the major regional and state agencies concerned with transportation and air quality planning:
DRCOG—five members; Colorado Department of Transportation—four members; Regional Transportation District—four members; and three other members appointed annually.

(RTD) Regional Transportation District

(MVRTP) Regional Transportation Plan*
Identifies future transportation needs and recommends an integrated multimodal metropolitan transportation system. Consists of a fiscally-constrained long-range element, a systems management element, a bicycle and pedestrian element, an elderly and disabled element and a rural area element.

(SAFETEA-LU) The Safe Accountable Flexible Efficient Transportation Equity Act: A Legacy for Users

SB 208
Colorado Senate Bill 208 provides that "the (RTD) Board shall take no action related to construction of a regional fixed-guideway mass transportation system until such system has been approved by the designated metropolitan planning organization ... such action shall include approval of the method of financing and the technology..."
**January 2013**

**ACRONYMS/TERMS DIRECTORY**

*Denotes DRCOG Program, Committee or Report

**SCI** Sustainable Communities Initiative
The Denver region was awarded $4.5 million in fall 2011 from the U.S. Department of Housing and Urban Development to support regional, corridor, and site-level planning and implementation activities related to FasTracks. DRCOG coordinates SCI activities on behalf of a consortium of more than 80 partners.

**SIP** State Implementation Plans
Required documents prepared by states and submitted to EPA for approval, which identify state actions and programs to meet air quality standard goals under the Clean Air Act.

**STAC** State Transportation Advisory Committee
This Colorado Department of Transportation committee consists of representatives from all of the state’s Metropolitan Planning Organizations and transportation planning regions. The committee provides advice to CDOT on the needs of the state’s transportation system.

**STIP** State Transportation Improvement Program
Statewide six-year listing of transportation projects eligible for federal funding. Prepared by CDOT annually.

**Stationary Sources**
Relatively large, fixed sources of emissions, such as factories or power stations.

**STP** Surface Transportation Program
A categorical federal funding program created that may be used for a wide variety of purposes, including: roadway construction, reconstruction, resurfacing, restoration and rehabilitation; roadway operational improvements; capital costs for transit projects; highway and transit safety improvement; bicycle and pedestrian facilities; scenic and historical transportation facilities; and preservation of abandoned transportation corridors.

**STP-Metro** Surface Transportation Program-Metro
A specific federal highway funding program (Surface Transportation Program) that is directed at issues specific to urban, or metro, areas. Funding decisions are made by the Metropolitan Planning Organization.

**SOV** Single-Occupant Vehicle
Vehicle with just one occupant.

**STP-Enhancement** Surface Transportation Program-Enhancement
A specific federal highway funding program (surface transportation program) that is directed at issues specific to bicycles, pedestrians and other transportation enhancement activities—expired with SAFETEA-LU. See TAP for MAP-21 equivalent.

**TAC** Transportation Advisory Committee*
The DRCOG Transportation Advisory Committee is comprised of 25 members; 13 local governments, three Colorado Department of Transportation regional directors; the Colorado Department of Transportation, Regional Transportation District and DRCOG transportation planning directors; the executive director of the Regional Air Quality Council and five representatives of interest groups (freight, travel demand management, non-motorized modes, aviation, business and environmental). The Federal Highway Administration and the Federal Transit Administration are ex-officio members.

**Transportation Commission**
Establishes policy governing the transportation system of Colorado. Composed of 11 commissioners appointed by the Governor representing specific districts statewide.

**TAP** Transportation Alternatives Program
MAP-21 funding category authorizing funding for bicycle, pedestrian, safe routes to schools, recreational trails and other alternative transportation methods. Replaces STP-Enhancement funding type under SAFETEA-LU.

**TCM** Transportation Control Measures
Local actions to adjust traffic patterns or reduce vehicle use to reduce air pollutant emissions. These may include HOV lanes, right turn on red permission, ridesharing, etc.

**TDM** Transportation Demand Management
Strategies to reduce peak period automobile trips by encouraging the use of carpools, vanpools, commuter assistance, parking incentives, and work policies, which reduce the volume of travel in a defined area and the distribution of travel throughout the day.
**Acronym/Terms Directory**

*Denotes DRCOG Program, Committee or Report

**(TIP) Transportation Improvement Program***
Six-year listing of projects to be funded under federal transportation programs. Without TIP inclusion, a project is ineligible for federal transportation funding. The program must be fiscally constrained, i.e., affordable based upon existing or reasonably anticipated revenues.

**(TLRC) Transportation Legislation Review Committee***
Committee created by the General Assembly to give guidance and direction to the state Department of Transportation in the development of the state system of highways and to provide legislative overview of and input into such development.

**(TMA) Transportation Management Area***
Defined by statute for urbanized areas over 200,000 in population. Within a TMA, all transportation plans and programs must be based on a continuing and comprehensive planning process carried out by the Metropolitan Planning Organization (MPO) in cooperation with states and transit operators. The TMA boundary affects the responsibility for the selection of transportation projects that receive federal funds.

**(TMO/TMA) Transportation Management Organization/Transportation Management Agency***
A voluntary association of public and private agencies and firms that cooperatively develops transportation demand-reduction programs in a given geographic area.

**(TMDL) Total Maximum Daily Load***
A wasteload allocation process for the South Platte urban watershed, which allows point source and stormwater permits to be dealt with on an integrated basis.

**(TOD) Transit-Oriented Development***

**(TPR) Transportation Planning Region***
The nine-county DRCOG region is one of the 15 state-designated Transportation Planning Regions (TPRs) across Colorado. As the region’s designated Metropolitan Planning Organization, DRCOG must prepare a Regional Transportation Plan for the nine-county Transportation Planning Region.

**(TSM) Transportation System Management***
Non-capital-intensive improvements to the transportation system with the goal of ensuring the efficient use of the present system, includes actions to reduce vehicle use, facilitate traffic flow, and improve transit management.

**(UGB/A) Urban Growth Boundary/Area***
This defines where development at urban densities will take place in the region over the next 25 years.

**(UPWP) Unified Planning Work Program***
A document prepared biennially describing transportation planning activities to be conducted during the federal fiscal year (October 1 to September 30).

**Urbanized area***
Area which contains a city of 50,000 or more population plus incorporated and unincorporated surrounding areas meeting density criteria.

**(V/C) Volume-to-capacity ratio***
A measure used to determine the LOS (level of service) at a particular intersection or roadway section.

**(VMT) Vehicle Miles of Travel***
The total distance traveled in miles by all motor vehicles in a given area in a given time period.

**(VOC) Volatile Organic Compounds***
Another name for hydrocarbons, a precursor of ozone.

**(WQCC) Colorado Water Quality Control Commission***
A nine-member citizen board appointed by the governor, which develops state water quality control policy and regulates pollutant sources.

**(WQCD) Colorado Water Quality Control Division***
A division of the State Department of Public Health and Environment, which implements water quality programs and regulations established by the Water Quality Control Commission.

*****(ACO) Acronym Control Officer***
The person responsible for developing acronyms. A substantial reward is offered for the capture of this person.