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
   - 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
**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 carpools. 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.
DRCOG OBJECTIVES (SMART)

DRCOG is a place where local officials can work together to solve the region’s problems. Focused on enhancing and protecting the quality of life in our region, the Board of Directors is thinking “SMART,” and builds its vision of the future by working toward the following objectives.

**Sustainable growth and development**
- Retaining individual community character within the framework of Metro Vision
- Striving to ensure a minimum of 854 square miles of parks and open space will be protected by 2035
- Restoring and maintaining the region’s water quality
- Protecting human health and environmental quality by achieving and maintaining ambient air quality standards
- Promoting community development patterns and design that meets the needs of residents of all ages, abilities and incomes

**Model for regional growth and development**
- Working collectively to fulfill the goals of Metro Vision through a commitment to the Mile High Compact
- Fostering a relationship between local plans and Metro Vision through such innovative solutions as the Mile High Compact

**Advocate for regional needs**
- Funding sufficient to maintain existing transportation infrastructure and build new capacity
  - Protecting the rights and quality of life of vulnerable older Coloradans
- Continuing to seek increased funding for senior services
- Enhancing education of and communication with member jurisdictions, state legislature, federal government, stakeholders about the region’s needs and challenges

**Regional approaches to problem solving**
- Developing programs and services to share among local government
- Assembling demographic information and tracking trends to assist member governments and the Metro Vision planning process

**Transportation system that serves the region**
- Planning for a balanced, multi-modal transportation system that is safe, environmentally sensitive, efficient and cost-effective
- Cooperating with other Front Range communities for cohesive transportation planning
ARTICLES OF ASSOCIATION

OF

THE DENVER REGIONAL COUNCIL OF GOVERNMENTS

As Amended July 16, 2014

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 X; 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 electedalternate, 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.
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.

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.

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.

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.

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.

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 Administrative 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.3, 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 and Additional Administrative Committee Representation.**

   a. A nominating committee of six (6) member representatives shall be appointed in November of each year; the Administrative Committee shall appoint two (2), the Chair of the Board shall appoint two (2), and the Board shall appoint two (2).

   b. At the January meeting of each year, the nominating committee shall present to the Board nominations for officers and for the three (3) additional Administrative Committee members provided for in Article VIII, A.4 to be elected at the February meeting.

   c. 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, Treasurer, or any of the three (3) additional Administrative Committee members provided for in Article VIII, A.4 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. Creation of a 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. The procedure for the creation and duties of the nominating committee shall be as follows:

      a. A nominating committee of six (6) member representatives shall be appointed as soon as practicable after the vacancy occurs; the Administrative Committee shall appoint two (2), the Chair of the Board shall appoint two (2), and the Board shall appoint two (2).

      b. No later than the meeting held on the month following the month in which the nominating committee was appointed, 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.

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

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

A. Membership on the Administrative Committee. The administrative business of the Council shall be managed by an Administrative Committee consisting of member representatives herein designated:

1. One member representative 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; and

3. The Chair, Vice Chair, Secretary, Treasurer and Immediate Past Chair of the Board; where the Chair, Vice Chair, Secretary, Treasurer, and Immediate Past Chair are previously included in (1) or (2) of this section, the Board shall designate a member representative of a county, municipality or city and county not previously included in A.1. or A.2. of this Article VIII.

4. Three additional member representatives elected by the Board to serve one-year terms.

B. Election of Administrative Committee Officers. The Chair and Vice Chair of the Administrative Committee shall be elected by the Administrative Committee at its first meeting following election of Board officers and to serve until the next election of officers.

C. Powers and Duties. The power to authorize the expenditure of funds, to enter into contracts, and to execute official instruments shall be vested in the Administrative Committee. The Administrative Committee shall have power and authority to compensate member representatives for expenses incurred in attending to the proper business of the Council. The Administrative Committee shall have such other powers, duties, and functions as may be authorized by the Board. The Administrative Committee shall exercise certain functions related to the staff and work program as described in Article XI, and shall be responsible for executing an employment contract with the Executive Director.

D. Meetings of the Administrative Committee. The Administrative 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 Administrative Committee. The 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 Administrative 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 Administrative Committee business shall be one-third (1/3) of its members.

F. Voting. A majority of those present and voting shall decide any question brought before the meeting. The Administrative Committee Chair shall vote as a member of the Committee.

ARTICLE IX. 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 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 X.

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 XIV.

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.

2. **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 X. 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 Board may establish 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 XI. Council Executive Director.

A. The Board after receiving a recommendation of the Administrative 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 Board shall establish a performance evaluation process 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 XII. 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.

ARTICLE XIII. Financial Provisions.

A. Budget Submission to the Administrative Committee. Each year, no later than the regular October meeting of the Administrative 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 approved by the Administrative 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 XIV. 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 IX, E.2.e 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 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.
Denver Regional Council of Governments

Organizational Chart

Board of Directors

Jennifer Schaufele
Executive Director/Executive Office

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

Committees
- Board of Directors
- Metro Vision Issues Committee
- Administrative 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

Vacant, Director
Regional Planning and Operations

Committees and key responsibilities:
- Fire Personnel Advisory Committee
- Metro Vision 2035 Implementation/Task Force
- Metro Vision 2040
- Sustainable Communities Initiative
- Metro Vision Idea Exchange
- Regional socioeconomic/demographic data
- Transit Oriented Development (TOD)
- Travel Forecast/Land Use models
- Centralized Fire testing

Doug Rex, Director
Transportation Planning and Operations

Committees and key responsibilities:
- Transportation Advisory Committee
- Regional Transportation Committee
- Metropolitan Planning Organization
- Regional Transportation Plan
- Transportation Improvement Program
- Congestion Mitigation (ITS, Traffic Operations, Transportation Demand Management)

Jayla Sanchez Warren, Director
Area Agency on Aging

Committee and key responsibilities:
- Advisory Committee on Aging
- Older adult information, issues and community services
- Network of Care
- Long-Term Care Ombudsman Program
- Nursing homes/assisted living residences
- ADRC

Roxie Ronsen, Director
Administration and Finance

Key responsibilities:
- Budgets
- Contracts
- Finance/accounting
- Human resources
- Information technologies
- Geographic Information Systems
- Regional Data Catalog
- Denver Regional Aerial Photography Project (DRAPP)
- Facilities management

Steve Erickson, Director
Communications and Marketing

Key responsibilities:
- Media communication
- Graphics/Publications
- Events (Awards, Live Work Play, etc.)
- Travel Demand Management/Way to Go
- Bike to Work Day
- Marketing and research
- Newsletters
- Public outreach/Publications
- Social media
- Website
Jennifer Schaufele, Executive Director
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303-480-6701

Connie Garcia, Executive Assistant/Board Coordinator
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Jerry Stigall, Director of Organizational Development
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Doug Rex, Transportation Planning and Operations Director
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Steve Cook, MPO Planning Program Manager
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Roxie Ronsen, Administrative Officer
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Steve Erickson, Communications and Marketing Director
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Vacant, Regional Planning and Operations Director
303-480-6763
**Jennifer Schaufele, Executive Director**

As executive director, Jennifer Schaufele reports to the 57 members of the DRCOG Board of Directors. She directs a diverse staff of 85 employees in the areas of transportation planning, growth and development, and older adult services among others.

Jennifer is recognized nationally for her expertise on transportation policy and funding and is currently leading an effort to help other metropolitan planning organizations throughout the nation advocate for sound federal transportation authorizing legislation. In 2010, Jennifer launched a successful nationwide fight against federal rescissions of nearly $8.7B in transportation funds, keeping $114M in Colorado. Jennifer also initiated the regional convening effort that led up to a $4.5M federal investment in the metro area's sustainable communities initiative. In addition, she recently implemented several changes at DRCOG resulting in cost-savings for the region’s taxpayers of more than $1.5M over a three-year period.

Jennifer currently serves by gubernatorial appointment on the Regional Air Quality Council and is an original member of the Denver Union Station Project Authority. She is a founding member and Chair of the Western High Speed Rail Alliance and sits on the Rocky Mountain Land Use Institute’s Advisory Board. Jennifer has been active personally and professionally with DRCOG’s Baghdad-Denver Regional Partnership, promoting the exchange of ideas and understanding between the two regions.

Jennifer is a graduate of Nova Southeastern University and holds a B.S. in professional management and business administration. She also has a degree in computer science and is a graduate of the H. Wayne Huizenga School of Business and Entrepreneurship.

**Steve Cook, MPO Planning Program Manager, Transportation Planning and Operations**

Steve Cook has worked as a transportation planner/manager for DRCOG since 1998. He is currently the MPO Planning Program Manager, coordinating long-range transportation planning, FasTracks Annual Reviews, and TIP preparation activities. He also had a two-year stint as a planning technician with DRCOG in 1985-86, hand-drafting transportation maps and graphics before computers. In between he spent 12 years working with two MPOs and a consulting firm in upstate New York before returning to Colorado. Steve holds a B.A. degree in geography from the University of Wisconsin-Milwaukee and an M.A. in geography from the University of Colorado-Boulder.
**Staff Resumes**

**Steve Erickson, Director, Communications and Marketing**

Steve oversees all communications and marketing activities at DRCOG as well as the regional transportation demand management partnership. Steve and his staff are responsible for media relations, graphics, website and producing DRCOG publications. He brings to his job at DRCOG 15 years of diverse experience in marketing, advertising, and public relations, with a strong emphasis on new media and web marketing, direct marketing, media relations, promotions and sponsorship development. Before joining DRCOG Steve served as Vice President of Sales and Marketing for Viaero Wireless. He previously held positions as Vice President of Sales and Marketing for MemoryLink Corporation, National Channel Manager for AT&T Broadband Business Services, and has had his own advertising and consulting business. He is a graduate of the University of Idaho-Moscow with a B.S. degree in marketing.

**Connie Garcia, Executive Assistant and Board Coordinator**

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, Administrative Committee, Metro Vision Issues Committee, Baghdad/Denver Region Partnership and Regional Response. She started at DRCOG in April 1995 as a clerical assistant and has held positions in divisions throughout the organization. Prior to coming to DRCOG, Connie worked for the Department of Defense in various positions and locations throughout the world.

**Florine (Flo) Raitano, Director of Partnership Development and Innovation**

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. She recently completed work on several HUD Sustainable Communities projects in the New River Valley Region in Virginia and St. Charles Parish in Louisiana. She also worked with the North Fork Valley in Delta County to gain formal certification from Colorado Creative Industries, a division of the Colorado Office of Economic Development and International Trade, as a full-fledged Creative District.

Douglas W. Rex, Director, Transportation Planning and Operations

As the Transportation Planning and Operations Director, Doug provides policy and technical direction for DRCOG's transportation planning and operations activities including the Regional Transportation Plan and the Transportation Improvement Program. Prior to joining DRCOG he served as the Transportation and Planning Services Director for the Association of Central Oklahoma Governments' (ACOG). He also has served as an adjunct professor of transportation planning at the University of Oklahoma's Regional and City Planning department and worked for the City of Topeka, Kansas. He holds a master's degree in urban planning from the University of Kansas, and a bachelor's degree in political science from Memorial University of Newfoundland. While attending Memorial University, Doug also completed academic certificate programs in public administration and business administration.

Roxie Ronsen, Director, Administration and Finance

Roxie Ronsen is DRCOG's administrative officer and is responsible for the organization's accounting, budgeting, contracting, purchasing, human resources, information technology/GIS operations and facilities management. She has more than 20 years of managerial experience at DRCOG and is the organization's longest-tenured division director. Roxie is widely recognized as an innovator and works relentlessly to ensure wise use of taxpayer dollars throughout the organization. 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 has been with DRCOG for 30+ years and coincidentally shares her birthday with DRCOG's anniversary date.

Jayla Sanchez-Warren, Director, Area Agency on Aging (AAA)

Jayla is the director of the region's AAA where she oversees grants to local service providers for the 60+ population with federal Older Americans Act and state Older Coloradans Act funds; and she directs the information and assistance programs and the Long-Term Care Ombudsman program. With more than two decades of experience in the
field of aging, Jayla has been involved with the development of a number of regional plans on aging; streamlined internal systems and overhauled the AAA’s funding of aging services; and improved partnerships with community organizations, local governments and faith-based organizations that serve seniors. She currently serves on the Rose Community Foundation’s Latino Age Wave Committee, Older Americans Coalition and the Colorado Aging Policy Advisory Committee. She started at DRCOG as a Long-term Care Ombudsman. Jayla holds a B.A. in psychology from the University of Colorado-Denver.

Jerry Stigall, Director of Organizational Development

Jerry Stigall comes to DRCOG with 30 years of private- and public-sector experience from positions with Fortune 100 companies and local governments, most recently Douglas County where he managed the county’s strategic planning and management system. His work with the county garnered national recognition with the Balanced Scorecard Institute’s Award for Excellence in 2012. Jerry is helping make the organization even more efficient, effective and visionary by focusing on organizational development; strategic planning; and training and development. Specific projects include working with the DRCOG Board to revise the organization’s mission and vision statements, and to enhance its governance and structure.
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.
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
• Firestone
• 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
As a regional decision-maker, the responsibilities of a Board member are to:

1. Regularly attend and participate in scheduled Board of Directors’ meetings. Meetings are normally held the third Wednesday of each month and are scheduled to begin at 6:30 p.m.

2. Review agenda and background materials and generally prepare for discussion and decision-making at Board and committee meetings, as assigned.

3. Become familiar with the Board member handbook that is distributed upon appointment and attend the new Board member orientation as soon as possible after appointment.

4. Keep his/her member jurisdiction's policymaking board apprised of council activities through regular briefings. Some jurisdictions find it helpful to have a regularly scheduled agenda item for DRCOG briefings during city council, town board or county commission meetings.

5. Become familiar with the services and activities of DRCOG and be available to represent the organization on occasion. Board members may be asked to make presentations. Board members, officers and staff are available to help new members learn about programs and activities.

6. Maintain regular contact with his/her jurisdiction's staff and other elected officials who serve on Board advisory and ad hoc committees to be more fully briefed on policy recommendations that come to the Board for action.

7. Communicate and advocate council policies and issues with the Governor and cabinet officials, members of the Colorado General Assembly, and members of state rulemaking boards and commissions, as necessary.

8. Strongly urged to attend DRCOG Short Courses and other workshops, which give in-depth overviews of the organization's policies and programs regarding transportation, aging services and the Metro Vision Plan.

**In addition to his/her regular responsibilities:**

- A Board member may be nominated to serve as an officer. Officers assume certain leadership positions with the Metro Vision Issues Committee and the Regional Transportation Committee. Please reference “DRCOG Board Officer Basic Duties and Responsibilities.” A Board member also may be nominated to serve as a member of the DRCOG Administrative Committee.

- Board members may also be asked to serve on various committees of DRCOG or other metrowide agencies. Please see “Committee Policies, Guidelines and Descriptions” for more information.
Direction to staff and placement of items on the agenda

Each year, the DRCOG Board meets at its workshop to decide on Board priorities for the coming year. Based on that direction, the staff compiles the annual strategic plan for Board approval in May or June. The Board sets staff priorities throughout the year with actions at Board meetings and the Executive Director ensures that the priorities are communicated to and completed by staff.

A Board member's interaction with the Executive Director or with staff must recognize the lack of authority vested in individuals except when explicitly BOARD authorized. The Executive Director is accountable only to the BOARD as an organization or whole body, and not to individual Board members. Therefore, the relationship between the Executive Director and individual Board members of the BOARD, including the Chair, is collegial, not hierarchical.

In addition, any Board member can bring up an item for Board consideration during the section of the agenda, “Other Matters by Members.” If relevant, a simple majority of the Board can determine whether to pursue the item further. If an issue arises between Board meetings that a Board member would like the DRCOG Board to address, the Board member must request, in writing to the Board Chair and Executive Director, that the issue be placed on an upcoming agenda. The Board officers and the Executive Director, at their monthly meeting, will decide when to schedule said issue on the Board's agenda. Please also see “Staff communications.”

Staff communications

- The DRCOG executive director's goal is for each Board member to receive needed information in a thorough and timely manner. Feel free to contact the executive director or her senior management staff with questions or concerns. Senior management staff will assess if the request requires three hours or less of staff time to fulfill. Requests that need more than three hours of staff time require approval of the executive director. Requests that are not part of the DRCOG strategic plan require consideration similar to that described in “Direction to staff and placement of items on the agenda.”

Senior management staff will apprise the executive director of Board member communications to ensure that she is fully informed.

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Steve Erickson, Communications and Marketing, serickson@drcog.org or (303) 480-6716
Roxie Ronsen, Administration and Finance, rronsen@drcog.org or (303) 480-6709
Doug Rex, Transportation Planning and Operations, drex@drcog.org or (303) 480-6747
Jayla Sanchez Warren, Area Agency on Aging, jsanchezwarren@drcog.org or (303) 480-6735
Jerry Stigall, Organizational Development jstigall@drcog.org or 303-480-6780
Vacant, Regional Planning and Operations,
Working with the media

- DRCOG staff receives numerous calls from a variety of local and national media about the organization. The executive director has instituted guidelines to ensure that information is provided by DRCOG staff to the media in the most accurate and timely manner possible. Staff also makes every effort to provide a “heads up” to Board members of anticipated major media coverage of DRCOG.

- As a DRCOG Board member, you, too, may receive calls from the media. It could be your local newspaper interested in knowing how your respective jurisdiction benefits from its DRCOG membership. Or, one of the major dailies could call you for your opinion about a controversial regional issue.

- No one expects you to have all of the information about DRCOG policies and programs at your fingertips. Keep in mind a few guidelines that can help you with the media.
  - DRCOG’s public information staff is here to help you respond to media questions. Feel free to call the executive director’s office for assistance.
  - If you prefer not to handle the request directly, staff will coordinate the appropriate response, which may involve the DRCOG chair and/or officers.
  - If a Board member wishes to initiate a media contact with the intent of communicating a DRCOG policy or program, please contact the Executive Director and/or Board chair and officers. The goal is to ensure a unified voice for DRCOG.

Background materials for meetings and Board member-initiated materials

DRCOG staff prepares topic memos and background materials for Board members in advance of Board meetings. In an effort to conserve resources, Board members are notified via email when the agenda packet is posted on the Web site. If a Board member wishes to have a hard copy of the agenda packet mailed to them arrangements can be made to do so. Any Board member may distribute material that they consider relevant to the matter(s) at hand either at the Board meeting or electronically.

Any Board member may distribute material they consider relevant to the matter(s) at hand either at the Board meeting or electronically. In cases where Board members are seeking Board consideration or action, they are requested to distribute supporting materials at least 48 hours prior to the Board meeting so Board members will have an opportunity to review the material.

Jurisdiction staff or members of the public are welcome to distribute handouts at a Board meeting with the approval of the Board Chair.

Final agendas for all meetings are linked from the meeting notices on the calendar at www.drcog.org, and are archived there should you ever need to refer to previous agenda packets.

Maximizing Board member effectiveness

- Every effort is made to:
  - limit the number of meetings for which Board member attendance is required
  - make meetings as efficient as possible
  - ensure that Board members receive the information they need ahead of time so they can make effective and thoughtful decisions
After officers are elected each February, they will determine when to hold the monthly meeting with the executive director at which upcoming Board agendas and other matters are discussed.

Chair
- Preside over DRCOG Board meetings
- Chair, Regional Transportation Committee (RTC) meetings
- Member, Administrative (Admin) Committee
- Member, Metro Vision Issues Committee (MVIC)
- Appoint members to Board-created ad hoc committees and MVIC
- Make the 13 local government appointments to the Transportation Advisory Committee (TAC)
- Confirm appointments to the Advisory Committee on Aging
- Informs committee members not meeting attendance and suggest action as appropriate
- Attend monthly Board officers' meetings
- Coordinate, organize and communicate the executive director's evaluation (May)
- Represent the Board as necessary
- Major role at the DRCOG Awards; present awards to previous chair and the John V. Christensen recipient
- May attend National Association of Regional Councils annual conference (NARC) or Association of Metropolitan Planning Organizations annual conference (AMPO), depending on chair's interest and availability of funds

Vice Chair
- Chair, Admin Committee
- Fill in for chair at Board meetings when chair cannot be present
- Vice chair, RTC
- Member, MVIC
- Attend monthly Board officers' meetings
- Represent DRCOG at Colorado Association of Regional Organizations
- Represent the Board as necessary
- Major role at the DRCOG Awards
- May attend NARC or AMPO depending on vice chair's interest and availability of funds

Secretary
- Chair of MVIC
- Vice chair, Admin Committee
- Appoint members to MVIC ad hoc committees
- Attend monthly Board officers' meetings
- Represent the Board as necessary
- Major role at the DRCOG Awards
- May attend NARC or AMPO depending on secretary's interest and availability of funds
Treasurer
- Vice chair, MVIC
- Member, Admin Committee
- Attend monthly Board officers’ meetings
- Represent the Board as necessary
- Major role at the DRCOG Awards
- May attend NARC or AMPO depending on treasurer’s interest and availability of funds

Immediate Past Chair
- Conduct Board meetings in the absence of the chair, vice chair, secretary and treasurer
- Represent the Board as necessary
- Member, Admin Committee
- Serve as alternate for RTC until new alternates designated following elections of officers
ROBERT’S RULES, PARLIAMENTARY PROCEDURES AND MISCELLANY

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

- 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).
- 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.
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

Absentions 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
- Absentions 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.
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.
The Prospectus

Transportation Planning in the Denver Region

Approved December 2004
Revised November 2006
Revised August 2007
Revised March 2009
Revised September 2011
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# 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
   3. Metro Vision Guidance .......................................................................................................... 13
   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>
Executive Highlights

Common Acronyms

- **CDOT**  Colorado Department of Transportation
- **DRCOG**  Denver Regional Council of Governments
- **FASTER**  Funding Advancement for Surface Transportation and Economic Recovery
- **FHWA**  Federal Highway Administration
- **FTA**  Federal Transit Administration
- **MOA**  Memorandum of Agreement
- **MPO**  Metropolitan Planning Organization
- **RTD**  Regional Transportation District
- **RTP**  Regional Transportation Plan
- **STIP**  State Transportation Improvement Program
- **TIP**  Transportation Improvement Program

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.
• 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.
Transportation Planning in the Denver Region

- 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,
Transportation Planning in the Denver Region

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:
Transportation Planning in the Denver Region

- joint meetings of members of the agencies' governing boards
- coordinating the processes for setting project priorities
- providing opportunities for meaningful public participation
- establishing a clear decision-making structure; and
- establishing cooperative interagency staff communication.

- Development and transportation plans are integrated so that both are mutually supportive. This is accomplished by working with local municipalities and counties to:
  - coordinate the integration of transportation planning and land use
  - preserve adequate right-of-way for future transportation options
  - assure that regional needs are addressed; and
  - coordinate and prioritize transportation investments to achieve a balance of transportation and quality of life issues.

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**
## Exhibit 4  Composition and Responsibilities of the DRCOG Board and Transportation Committees

<table>
<thead>
<tr>
<th>DRCOG Board</th>
<th>Regional Transportation Committee</th>
<th>Transportation Advisory Committee</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Authority</strong></td>
<td><strong>MOA</strong></td>
<td><strong>MOA</strong></td>
</tr>
<tr>
<td>State statute</td>
<td>DRCOG Board adopts committee description</td>
<td>DRCOG Board adopts committee description</td>
</tr>
<tr>
<td>DRCOG Articles of Association</td>
<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Responsibilities</strong></th>
<th><strong>Responsibilities</strong></th>
<th><strong>Responsibilities</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Prepares, maintains, and regularly reviews comprehensive regional plan (Metro Vision)</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>Adopts all regional transportation planning products, including the Metro Vision RTP and TIP</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>Products and policies are adopted when Board and Regional Transportation Committee both take favorable action</td>
<td></td>
<td>Reviews planning products and processes</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Membership</strong></th>
<th><strong>Membership</strong></th>
<th><strong>Membership</strong></th>
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</thead>
<tbody>
<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>Five from DRCOG—the chair, vice chair, two Board members, and the executive director</td>
<td>15 local-government representatives appointed by the DRCOG chair:</td>
</tr>
<tr>
<td>Each member may designate one local elected official as its member representative and one as its alternate</td>
<td>Four from CDOT—three Denver-area transportation commissioners and the executive director</td>
<td>— two each from Adams, Arapahoe, Boulder, Douglas, and Jefferson counties and one from southwest Weld County:</td>
</tr>
<tr>
<td>— Denver may designate two members</td>
<td>Four from RTD—three board members and the general manager</td>
<td>— at least three are appointed from counties</td>
</tr>
<tr>
<td>Governor appoints three non-voting members</td>
<td>DRCOG, CDOT, and RTD may designate alternates in writing</td>
<td>— 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>
</tr>
<tr>
<td></td>
<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>— one from the non-MPO area of the transportation planning region</td>
</tr>
<tr>
<td></td>
<td></td>
<td>— appointees are city or county managers/administrators, or public works, transportation, or planning directors, or equivalent</td>
</tr>
<tr>
<td></td>
<td>16 voting members total</td>
<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Quorum</strong></th>
<th><strong>Quorum</strong></th>
<th><strong>Quorum</strong></th>
</tr>
</thead>
<tbody>
<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>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Decisions Made</strong></th>
<th><strong>Decisions Made</strong></th>
<th><strong>Decisions Made</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Regular questions; with a majority of voting member representatives present</td>
<td>With 12 affirmative votes</td>
<td>With 15 affirmative votes</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>
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 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 2015 Revenue Sources

<table>
<thead>
<tr>
<th>Source</th>
<th>Percentage</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Member Dues</td>
<td>6.97%</td>
<td>$1,350,400</td>
</tr>
<tr>
<td>General Fund</td>
<td>3.44%</td>
<td>$665,608</td>
</tr>
<tr>
<td>Federal Grants</td>
<td>21.95%</td>
<td>$4,252,026</td>
</tr>
<tr>
<td>UPWP (Federal)</td>
<td>32.14%</td>
<td>$6,226,638</td>
</tr>
<tr>
<td>SCI</td>
<td>1.41%</td>
<td>$274,028</td>
</tr>
<tr>
<td>AAA (Federal)</td>
<td>10.34%</td>
<td>$2,003,025</td>
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<tr>
<td>State Grants</td>
<td>8.69%</td>
<td>$1,682,721</td>
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<tr>
<td>Local/Other Funds</td>
<td>9.41%</td>
<td>$1,823,634</td>
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<tr>
<td>In-kind Services</td>
<td>3.60%</td>
<td>$697,914</td>
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<tr>
<td>Service Income</td>
<td>2.05%</td>
<td>$397,244</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>100%</td>
<td><strong>$19,373,238</strong></td>
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</tbody>
</table>
2015 Budget
Denver Regional Council of Governments
2015 BUDGET

DENVER REGIONAL COUNCIL OF GOVERNMENTS

October 15, 2014

SUBMITTED BY
JENNIFER SCHAUFELLE, EXECUTIVE DIRECTOR

DENVER REGIONAL COUNCIL OF GOVERNMENTS
1290 Broadway, Suite 700, Denver, Colorado 80203-5606
TABLE OF CONTENTS

Budget Message .................................................................................................................................. 1
2015 Budget Summary and Comparison ......................................................................................... 3
2015 Summary of General Operating Fund by Project ................................................................. 4
DRCOG 2015 Funding Chart ........................................................................................................... 5
DRCOG 2015 Expenditures by Division Chart ............................................................................... 6
October 15, 2014

Administrative 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 2015. The budget is transmitted for review and approval by the Administrative Committee and Board of Directors.

The budget is a fiscal guide for the operation of DRCOG beginning January 1, 2015 through December 31, 2015. 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 Offices, and Administration and Finance.

Variations of note between the 2014 and 2015 budgets include:

**Revenues**
- **Federal funding**, while funding for UPWP activities are anticipated to increase approximately $700,000, an overall decrease from the 2014 budget is reflected due to the following:
  - Conclusion of the Sustainable Communities Initiative (SCI) program; and
  - Projections for the Community-based Care Transition Program are lower for 2015; and
  - The Denver Regional Aerial Photography Project (DRAPP), a two-year cyclical project, which began in 2014, will be ending a cycle.
- **State funds** will increase in 2015 due to the successful legislative efforts to increase funding for the Area Agency on Aging.
- **Local/other funds** reflect a decrease mainly due to the DRAPP program ending a two-year cycle.
- **In-kind services** reflect a decrease due to the completion of the of the SCI program.
- **Service income** reflects a slight decrease in Firefighter Intraregional Recruitment and Employment (FIRE) and Guaranteed Ride Home subsidies.
- **Member dues** have been maintained at 2009 levels for previous five years. This budget reflects a modest increase for 2015 using the board-approved dues calculation. Dues provide match for federal programs and help fund activities such as legislative and member liaison and Board-related activities. Board-related activities, which account for approximately $1,020,000 of 2015 anticipated expenditures, include Administrative Committee and Board meetings, the Board Workshop, participation in Sister Cities and the National Association of Regional Council’s, as well as legislative activities and travel.
Expenditures

- **Personnel expenditures** are budgeted with an estimated 25 percent increase for medical insurance and 12 percent increase for dental insurance effective January 2015, as well as a performance-based merit increase for staff estimated at an average of three (3) percent. Due to expanded activities across the organization, there are additional personnel budgeted. These expanded activities include AAA initiatives for care transitions and additional support for the UPWP.

- **Contractual** obligations are lower from 2014 with DRAPP ending a cycle and the completion of the SCI program.

- **Non-personnel expenditures** include additional marketing costs for the vanpool program.

- **Capital outlay** includes the final of three installments for equipment upgrades to the agency's information technology infrastructure, and various other office and equipment purchases.

Fund Balance

The 2015 ending fund balance for DRCOG is projected to be approximately $6,000,000. Approximately $3,000,000 of this fund balance reflects pre-paid funds set aside for some specific programs such as DRAPP, FIRE, 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 that would allow for an orderly three-month shutdown. Based on prior year expenses and contractual rent obligations, that amount would range from $5,900,000 to $10,200,000.

Pass-through funds are excluded from the general operating fund budget, but the 2015 pass-through is estimated to total $12,000,000.

Respectfully submitted,

Jennifer Schaufele
Executive Director
## 2015 BUDGET SUMMARY AND COMPARISON
### GENERAL OPERATING FUND

<table>
<thead>
<tr>
<th></th>
<th>2013 Actuals</th>
<th>2014 Budget</th>
<th>2015 Budget</th>
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</thead>
<tbody>
<tr>
<td><strong>BEGINNING BALANCE</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>General Funds</td>
<td>4,050,509</td>
<td>3,588,105</td>
<td>3,077,393</td>
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<tr>
<td>Program Obligations</td>
<td>4,314,375</td>
<td>4,035,501</td>
<td>3,826,515</td>
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<tr>
<td><strong>REVENUES</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Member Dues</td>
<td>1,287,400</td>
<td>1,287,400</td>
<td>1,350,400</td>
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<td>Interest/Investment Income</td>
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1 The beginning balance for the 2014 budget is based on 2013 actuals. All other line items are estimates.

2 Program obligations are pre-paid funds set aside for specific programs: Guaranteed Ride Home, FIRE, DRAPP, and Regional Vanpool.
# 2015 SUMMARY OF GENERAL OPERATING FUND BY PROJECT

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<tr>
<th>PROJECT</th>
<th>FEDERAL</th>
<th>STATE</th>
<th>LOCAL/OTHER FUNDS</th>
<th>IN-KIND SERVICES</th>
<th>SERVICE INCOME</th>
<th>MEMBER DUES MATCH/DRCG FUNDED</th>
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<td>Area Agency on Aging: Ombudsman, Program Administration, Contractual Services, Refugee, Case Management</td>
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<td>$ 427,244</td>
<td>$ 2,016,008</td>
<td>$ 18,373,236</td>
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4
DRCOG 2015 Funding

- Member Dues: 6.97% $1,350,400
- General Fund: 3.44% $665,608
- Federal Grants: 21.95% $4,252,026
- UPWP (Federal): 32.14% $6,226,638
- SCI: 1.41% $274,028
- AAA (Federal): 10.34% $2,003,025
- State Grants: 8.69% $1,682,721
- Local/Other Funds: 9.41% $1,823,634
- In-kind Services: 3.60% $697,914
- Service Income: 2.05% $397,244

100% $19,373,238
DRCOG 2015 Expenditures by Division

- General Fund: 5%  $ 1,024,234
- Transportation Planning and Operations: 25%  $ 4,895,839
- Regional Planning and Operations: 30%  $ 5,812,555
- Area Agency on Aging: 21%  $ 4,079,541
- Communications and Marketing: 16%  $ 3,044,947
- Administration and Finance: 3%  $ 516,122

Total Expenditures: $19,373,238
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 Web site for any changes
- Agendas and attachments for meetings are available by clicking on the meeting displayed on the calendar of the DRCOG Web site

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

Administrative Committee
Third Wednesday of the Month: time will vary, generally occurs at 5:30 p.m. before the DRCOG Board meetings

Metro Vision Issues Committee
First Wednesday of the Month: 4 p.m. – 6 p.m.

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: 12 noon – 3 p.m.

Steering Committee of the Baghdad-Denver Region Partnership
Times vary

Fire Personnel Recruitment Advisory Committee
Twice yearly (March and October); times vary
Ad hoc committees can be appointed by the Board of Directors and the Metro Vision Issues Committee to deal with specific topics on a short-term basis.
# TABLE OF CONTENTS

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

II. GUIDELINES .................................................................................................. 1
    A. PURPOSE ................................................................................................... 1
    B. AUTHORITY FOR FORMATION ................................................................. 1
    C. MEETINGS ................................................................................................. 2
    D. COMMUNICATIONS BY COMMITTEES .................................................... 2
    E. MEMBERSHIP ............................................................................................ 2
    F. ELECTION OR APPOINTMENT OF OFFICERS ........................................ 4
    G. SCOPE OF RESPONSIBILITY ................................................................... 4
    H. QUORUM AND VOTING ........................................................................... 4
    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 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 or the Metro Vision Issues Committee, also known as MVIC;

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 staff on staff 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 or Metro Vision Issues Committee 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 and/or Metro Vision Issues Committee.

5. Correspondence from committees to agencies or organizations outside DRCOG are to be prepared and forwarded to the Executive Director for the signature of the Board Chair or the Executive Director (or the Executive Director’s designee), as appropriate.

E. MEMBERSHIP

Committee membership is based on differing authorities. General membership criteria are described here.

Alternate members are not appointed unless specifically provided for in the committee description, and alternate’s names will be designated in writing at the
same time as the committee member, unless otherwise indicated in the committee description. In order to facilitate thoughtful and productive meetings, committee members 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. Alternates to the DRCOG Board are strongly encouraged to attend Board meetings in a non-voting capacity.

Some committees have specific terms of service as stated in the committee description. For committees for which membership is subject to an annual or periodic review/revision, the DRCOG chair can take into consideration such factors as issues to be addressed, continuity of the committee, attendance, and turnover in confirming appointments. More specific criteria may be included with the committee descriptions found in Chapter III.

**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:

- Administrative Committee
- Metro Vision Issues Committee
- Advisory Committee on Aging
- Water Quality Advisory Committee
- Regional Transportation Committee
- Transportation Advisory Committee
- Steering Committee of the Baghdad Denver Regional Partnership
- Fire Personnel Recruitment Advisory Committee

**Ad Hoc Committees**

The Board of Directors and the Metro Vision Issues Committee may create ad hoc committees to review and study specific issues within a specified timeframe. Ad hoc committees will have a written charge or scope of work. The number of ad hoc committees should be kept to a minimum in line with available DRCOG 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. The MVIC chair will appoint the membership of ad hoc committees it creates and designate a member of MVIC to serve as 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. More detail can be found in the Ad Hoc Committee description.
F. ELECTION OR APPOINTMENT OF OFFICERS

If not specifically stated in each committee description, the chair and vice chair for a committee shall be elected from among the members annually. In the absence of the chair, the vice chair assumes that role.

G. SCOPE OF RESPONSIBILITY

Each committee should have a written scope of responsibility, approved by the Board, included in its description, derived from the authority on which it is based.

H. QUORUM AND VOTING

Except as specified otherwise in documents establishing or describing committees, a quorum consists of one-third of the total voting members.

For committees that have appointed alternates, when acting for members, alternates will be counted in determining a quorum. Formal action requires a quorum. A simple majority of those present, assuming a quorum, carries a motion or other action except as specified otherwise in the committee description. When technical issues cannot be resolved, but a communication on the matter at hand is required or appropriate, the communication may reflect significant varying positions of members. The chair of every committee can vote as a member of the committee.

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 on the DRCOG website in advance of the meeting. All committees will have a designated time on the agenda for public comment. If the committee wishes to solicit additional 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 important discussions and decisions made. All motions must be recorded, including the persons making and seconding the motion and the outcome of the vote.

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

ADMINISTRATIVE COMMITTEE

Type: Standing Committee

Authority: Articles of Association, revised February 19, 2003

MEMBERSHIP

One member representative who is designated as the member representative to the Board of Directors of each elected Board of county commissioners and each city council, provided each such county and city contained a population of 120,000 or more as estimated by the U.S. Census, the Council, or the state demographer. The Mayor or, as the Mayor's designee, any officer, elected or appointed, of the City and County of Denver and an alternate similarly designated; Officers of the Board; the Immediate Past Chair; and three members of the Board elected to serve one-year terms.

QUORUM

A quorum will consist of the lowest odd number achieving a minimum of one-third of the committee membership. Members of the committee may participate in meetings via telephone in accordance with the committee's adopted policy. The policy allows telephonic participation when a member’s absence is due to: emergencies related to illness or accident, vacations scheduled well in advance of a meeting, last minute familial obligations, weather conditions making travel to the meeting hazardous, or when any regular meeting of the committee occurs on a date when the regular meeting of the DRCOG Board has been cancelled. Telephonic participation shall not be used where the member’s absence is due to attendance at other meetings or functions unless the member’s attendance at such meeting or function was requested by DRCOG. Committee members shall contact the DRCOG Board Coordinator via email in advance of the meeting to receive calling instructions. The committee’s adopted policy contains other rules governing telephonic participation.

RESPONSIBILITIES

Directs the internal business of the council which includes:

- Authorization of expenditure of funds
- Entering into contracts
- Execution of official instruments
- Compensation of member representatives
- Recommending appointment of the Executive Director
- Recommendation of all budget-related matters to the Board
- Adoption of policies and procedures for effective administration of personnel matters
- Conflict resolution
- Endorsement of candidates for state Boards and commissions
Nominating Committee

**Type:** Standing Committee

**Authority:** Articles of Association

**MEMBERSHIP**
The Nominating Committee will consist of six Board members who shall be appointed in November of each year. The Administrative Committee, DRCOG Board and the DRCOG Chair shall each appoint two members. Care will be taken to ensure that appointees represent a broad cross-section of the membership including community size, geographic location and gender.

**VOTING**
Any candidate for Chair, Treasurer, Secretary, Vice Chair or Administrative Committee who receives a majority or a tie vote shall be presented to the Board for consideration.

**RESPONSIBILITIES**
- 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 for the three Administrative Committee members. The election will take place at the February Board meeting. 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 provision hereof 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/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 either the Administrative Committee, or the Metro Vision Issues Committee.
Participation as a member of another standing committee or ad hoc committee also may constitute substantive past experience.

- In the event that a Nominating Committee is appointed per Article VII. D. 2 to fill a vacancy of one of the officers, the Nominating Committee will follow the procedures outlined above.
METRO VISION ISSUES COMMITTEE

Type: Standing Committee

Authority: Board Action, April 2001
Revised December 2005
Revised March 2014

RESPONSIBILITIES

The Metro Vision Issues Committee (MVIC) is intended to be the primary policy committee of DRCOG. It provides recommendations to the Board for action on Metro Vision issues, plans and implementation.

The committee can appoint ad hoc committees as well as direct the Transportation Advisory Committee (TAC) to examine specific issues within a specified timeframe to support MVIC in its work and recommendations to the Board of Directors.

Annually (generally in April), MVIC appoints two members and at least four alternates to serve on the Regional Transportation Committee.

QUORUM

A quorum will consist of one-third of the committee membership plus one.

MEMBERSHIP

The committee will number not more than one-half the total membership of the DRCOG Board. Members are appointed by the Board Chair with approval by the Board of Directors (generally in April of each year).

The DRCOG secretary and treasurer will serve as chair and vice chair of the committee respectively. The DRCOG Board Chair, Vice Chair, and the Immediate Past Chair are also members of MVIC.

Other Members:

- Care will be taken to ensure appointees represent a broad cross-section of the DRCOG Board of Directors, taking into account community size, geographic location, the rate of growth, county and municipality, rural, suburban, rural, etc.
- A Board member and their alternate may not serve on the committee at the same time.

Meeting attendance requirements, as established by the Board, allow a maximum of three consecutive absences. If that limit is exceeded, the member is contacted by the Board Chair for possible replacement. A committee member’s designated alternate on the Board of Directors (or member if the MVIC member is the Board alternate), can attend and vote in the
absence of the member. Attendance by a Board member’s alternate does not compensate for a Board member’s absence.
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.

MEMBERSHIP

Sixteen members as follows:

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

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

Regional Transportation District - Three Board members and the General Manager

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

USE OF ALTERNATES

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

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

QUORUM/VOTING
Twelve members, or designated alternates. Twelve votes are required to carry any action.

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 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.

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 Regions 1, 4 and 6 and the Director of CDOT’s Transportation Development Division;
- The Director of Planning and Development of the Regional Transportation District;
- 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:
  - 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.

**QUORUM/VOTING**

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

**CHAIR AND VICE-CHAIR**

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.
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 Board 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.

USE OF ALTERNATES

There are no provisions for alternates on the ACA.
QUORUM/VOTING

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.

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.

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.

ELECTION OF OFFICERS AND DUTIES OF 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.
MEETINGS

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

The ACA, in consultation with the AAA Division Director, may cancel regular monthly meetings or call for special meetings. It is the responsibility of the AAA Division Director to develop the monthly agenda. The committee chair may request the AAA Division Director develop the agenda in consultation with the chair.

SUBCOMMITTEES

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

Type: Standing Committee

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

MEMBERSHIP

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

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

QUORUM/VOTING

Meetings of the Steering Committee will occur when a majority of the DRCOG Board members or alternates serving on the Steering Committee are present. Any action by the Steering Committee requires the support of a majority of the DRCOG Board members in attendance at the meeting.

ELECTION OF OFFICERS AND DUTIES OF OFFICERS

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

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.
RESPONSIBILITIES

- To initiate, sponsor, or conduct, alone or in conjunction with other cities or agencies, public programs to further public awareness of and interest in communities throughout the Province of Baghdad emphasizing such things as regional collaboration, civic duty, municipal services, and other matters relevant to local government.
- The Steering Committee must approve all activities or events carried out by the Partnership. Overall, Partnership activities will have the support of the DRCOG Board.
- The Steering Committee will generally stimulate, facilitate, coordinate and approve fund-raising activities as needed. Partnership members will assist in fundraising activities and events. Grants may be accepted through DRCOG’s 501 (c)(3), Regional Response.
- Annually, the DRCOG Board determines the budget for the Steering Committee. Items eligible for funding include expenses for DRCOG staff time; limited travel and travel-related expenses by members of the Partnership; and miscellaneous costs incurred by DRCOG.
- The Steering Committee will ensure that the list of Partnership participants (and relevant contact information) is up-to-date. It will be the responsibility of DRCOG staff to maintain the list.
- Recommend a budget as necessary for Partnership projects to be considered by the DRCOG Board of Directors.
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 or Metro Vision Issues Committee (MVIC)

**MEMBERSHIP**

Ad hoc committee membership will comprise at least one-half plus one Board members and alternates. All members will be appointed by either the DRCOG or MVIC 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.

**QUORUM/VOTING**

A quorum is one-third the total voting members. A simple majority carries a motion; the chair is a voting member.

**OTHER**

- The ad hoc committee will have a written charge and/or scope of work that will be approved by the DRCOG Board or MVIC. 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.
### 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 benefitting the DRCOG region</td>
<td>Executive</td>
<td>N</td>
<td>ongoing</td>
<td>Schaufele</td>
</tr>
<tr>
<td>Activity</td>
<td></td>
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<td></td>
</tr>
<tr>
<td><strong>Metro Vision 2035 Implementation continued</strong></td>
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</tr>
<tr>
<td>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</td>
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<td></td>
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<td></td>
</tr>
<tr>
<td>RPO</td>
<td>N</td>
<td>ongoing</td>
<td>Whitmore</td>
<td></td>
</tr>
<tr>
<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>
<td></td>
</tr>
<tr>
<td>RPO</td>
<td>N</td>
<td>Sep-13</td>
<td>Whitmore</td>
<td></td>
</tr>
<tr>
<td>Provide support to TMAs and TMOs already working on strategies to address transit-related last mile challenges; hold educational event on this topic</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>RPO/CAM</td>
<td>N</td>
<td>ongoing/13-Nov</td>
<td>Whitmore/Erickson</td>
<td></td>
</tr>
</tbody>
</table>
### Making the Transportation System Work Better

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.

<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>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>
</tbody>
</table>
### Metro Vision 2035 Refinement

DRCOG strives to continually improve and update its regional plans by assessing these plans twice annually. The plan assessment process includes a review of plan implementation efforts and consideration of proposed plan amendments, including potential impacts on air quality.

<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>Administer amendments to both Metro Vision and the RTP including air quality conformity determinations. Incorporate RAMP projects into 2035</td>
<td>RPO, TPO</td>
<td>Y</td>
<td>2013 cycle 1 - 13-Aug</td>
<td>Cook/Calvert</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>2013 cycle 2 - 14-Feb</td>
<td></td>
</tr>
<tr>
<td>Assist with Land Use Leadership Alliance Workshops on best practices with land use and water efficiency</td>
<td>RPO</td>
<td>N</td>
<td>13-Dec</td>
<td>Whitmore</td>
</tr>
<tr>
<td>Review and analyze CWCB data in order to inform regional dialogue regarding water conservation and land use, and identify a numeric target or benchmark for Metro Vision incorporation</td>
<td>RPO</td>
<td>Y</td>
<td>13-Aug</td>
<td>Whitmore</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/Matthews/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/Matthews</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/Matthews</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>
</tbody>
</table>
## Planning Support Systems
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).

<table>
<thead>
<tr>
<th>Activity</th>
<th>Division</th>
<th>Vote?</th>
<th>Est. Vote / Completion Date</th>
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</tr>
</thead>
<tbody>
<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>
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<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>
</tbody>
</table>
## Communications and Outreach

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.

<table>
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<tr>
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</tr>
</thead>
<tbody>
<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>
</tbody>
</table>

## State/Federal Legislative Agenda

The DRCOG Board adopts Federal and State legislative policy statements annually. The Board also takes positions on specific State and Federal legislation.

<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>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>
</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.

<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>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>
<tr>
<td>Support delegation visits</td>
<td>Executive</td>
<td>N</td>
<td>ongoing</td>
<td>Garcia/Schaufele</td>
</tr>
</tbody>
</table>