

# DRCOG At a Glance

## Mission

The Denver Regional Council of Governments is a planning organization where local governments collaborate to establish guidelines, set policy and allocate funding in the areas of:

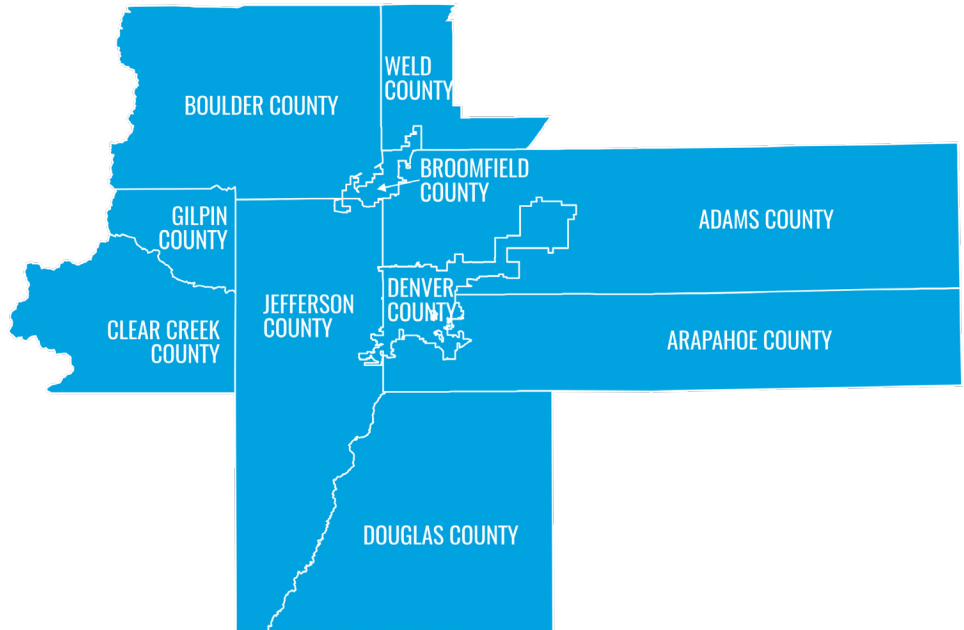
- transportation and personal mobility
- growth and development
- aging and disability resources

## 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.



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## Roles and Responsibilities

DRCOG functions as a **Regional Planning Commission** per Colorado state statute and prepares the plan for the physical development of the region, known as Metro Vision. This long-range plan to manage growth within the region fully recognizes the importance of each community's local vision and aspirations and that its implementation depends on local action. Each DRCOG member government implements Metro Vision in ways that complement its local vision and plans.

DRCOG serves as the **Metropolitan Planning Organization** for the region. A metropolitan planning organization is a federally mandated and funded transportation policy-making organization. As such, it ensures existing and future expenditures of funds for transportation projects are based on a collaborative planning process involving local governments and major planning partners, such as the Colorado Department of Transportation and the Regional Transportation District.

DRCOG is the federally designated **Area Agency on Aging**. The Area Agency on Aging carries out programs pursuant to the Older Americans Act and Older Coloradans Act. In doing so, the Area Agency on Aging advocates for the rights of seniors in long-term care facilities and distributes funding for programs serving seniors, from transportation to meals.

# Member governments

## Board of Directors

Wynne Shaw, Chair | Jeff Baker, Vice Chair | Colleen Whitlow, Secretary | Richard Kondo, Treasurer | Steve Conklin, Immediate Past Chair

JURISDICTION	DIRECTOR		ALTERNATE		POPULATION (2020)
ADAMS COUNTY	Steve O'Dorisio	Commissioner	Lynn Baca	Commissioner	520,070
ARAPAHOE COUNTY	Jeff Baker	Commissioner	Bill Holen	Commissioner	655,044
BOULDER COUNTY	Claire Levy	Commissioner	Ashley Stolzmann	Commissioner	330,860
City and County of BROOMFIELD	Austin Ward	Council Member	James Marsh-Holschen	Council Member	74,470
CLEAR CREEK COUNTY	Randy Wheelock	Commissioner	George Marlin	Commissioner	9,387
City and County of DENVER	Adam Paul	Director of Regional Affairs	Nicholas Williams	Deputy Chief of Staff, Transportation and Infrastructure	717,632
	Kevin Flynn	Council Member	Shontel Lewis	Council Member	
DOUGLAS COUNTY	George Teal	Commissioner	Abe Laydon	Commissioner	360,037
GILPIN COUNTY	Marie Mornis	Commissioner			5,799
JEFFERSON COUNTY	Andy Kerr	Commissioner	Lesley Dahlkemper	Commissioner	582,782
City of ARVADA	Lisa Feret	Council Member	Sharon Davis	Council Member	124,367
City of AURORA	Angela Lawson	Council Member	Alison Coombs	Council Member	386,913
Town of BENNETT	Larry Vittum	Trustee	Royce Pindell	Mayor	2,902
City of BLACK HAWK	David Spellman	Mayor			127
City of BOULDER	Nicole Speer	Mayor Pro Tem	Ryan Schuchard	Council Member	108,154
Town of BOW MAR	Margo Ramsden	Trustee			851
City of BRIGHTON	Greg Mills	Mayor	Chris Fielder	Council Member	40,303
City of CASTLE PINES	Deborah Mulvey	Council Member	Roger Hudson	Council Member	11,206
Town of CASTLE ROCK	Tim Dietz	Council Member	Jason Gray	Mayor	73,746
City of CENTENNIAL	Tammy Maurer	Council Member	Christine Sweetland	Council Member	108,152
City of CENTRAL	Todd Williams	Alderman			776
City of CHERRY HILLS VILLAGE	Randy Weil	Mayor Pro Tem	Earl Hoellen	Council Member	6,429
Town of COLUMBINE VALLEY	Vacant				1,502
City of COMMERCE CITY	Steve Douglas	Mayor	Susan Noble	Council Member	62,699
City of DACONO	Michelle Rogers	Council Member	Adam Morehead	Mayor	6,340
Town of DEER TRAIL	Vacant				1,104
City of EDGEWATER	Steve Conklin	Mayor			4,996
Town of EMPIRE	Vacant				343
City of ENGLEWOOD	Othoniel Sierra	Mayor	Kim Wright	Council member	33,657
Town of ERIE	Ari Harrison	Trustee	Sara Loflin	Mayor Pro Tem	30,405
City of FEDERAL HEIGHTS	Linda Montoya	Mayor	Sarah Dawn Pearlstein	Council Member	14,334

# Member governments (continued)

JURISDICTION	DIRECTOR		ALTERNATE		POPULATION (2020)
Town of FIRESTONE	Don Conyac	Trustee	David Whelan	Trustee	16,660
Town of FOXFIELD	Josie Cockrell	Trustee	Lisa Jones	Mayor	752
Town of FREDERICK	Windi Padia	Trustee			14,695
Town of GEORGETOWN	Lynette Kelsey	Police Judge	Rich Barrows	Selectman	1,113
City of GLENDALE	Rachel Binkley	Council Member	Ryan Tuchscherer	Council Member	4,599
City of GOLDEN	Paul Haseman	Council Member	Lisa Vitry	Council Member	20,226
City of GREENWOOD VILLAGE	George Lantz	Mayor	Dave Kerber	Mayor Pro Tem	15,652
City of IDAHO SPRINGS	Chuck Harmon	Mayor			1,811
City of LAFAYETTE	Brian Wong	Mayor Pro Tem	David Fridland	Council Member	30,377
City of LAKEWOOD	Jeslin Shahrezaei	Council Member	Roger Low	Council Member	156,195
Town of LARKSPUR	Vacant		Isaac Levy	Mayor	206
City of LITTLETON	Stephen Barr	Council Member	Kyle Schlachter	Mayor	45,533
Town of LOCHBUIE	Kat Bristow	Trustee	Jacklyn White	Trustee	8,189
City of LONE TREE	Wynne Shaw	Mayor Pro Tem	Jackie Millet	Mayor	14,256
City of LONGMONT	Joan Peck	Mayor	Aren Rodriguez	Council Member	99,129
City of LOUISVILLE	Judi Kern	Council Member	Dietrich Hoefner	Council Member	21,171
Town of LYONS	Hollie Rogin	Mayor	Mark Browning	Trustee	2,202
Town of MEAD	Colleen Whitlow	Mayor	David Adams	Trustee	4,776
Town of MORRISON	Paul Sutton	Trustee	Adam Way	Trustee	396
Town of NEDERLAND	Nichole Sterling	Mayor Pro Tem			1,481
City of NORTHGLENN	Richard Kondo	Council Member	Shannon Lukeman-Hiromasa	Council Member	38,007
Town of PARKER	John Diak	Council Member	Jeff Toborg	Mayor	58,804
City of SHERIDAN	Terrance Kelly	Council Member	Tara Beiter-Fluhr	Mayor	6,089
Town of SILVER PLUME	Vacant				206
Town of SUPERIOR	Neal Shah	Mayor Pro Tem	Sandie Hammerly	Trustee	13,099
City of THORNTON	Justin Martinez	Council Member	Roberta Ayala	Council Member	142,118
City of WESTMINSTER	Sarah Nurmela	Mayor Pro Tem	Claire Carmelia	Council Member	116,072
City of WHEAT RIDGE	Bud Starker	Mayor	Rachel Hultin	Council Member	32,365

Population source: State of Colorado Demography Office

## Governor's Non-Voting Appointees to the DRCOG Board

**Darius Pakbaz**, Colorado Department of Transportation

**Sally Chafee**, Colorado Department of Transportation

## RTD Non-Voting Appointee to the DRCOG Board

**Brian Welch**, Regional Transportation District

# Key staff



**Douglas W. Rex,  
Executive Director**

**drex@drcog.org  
303-480-6701**

***Responsibilities: DRCOG***

***Board and committees; state and federal legislative matters; policy analysis; Board member outreach; directing work of staff in areas of transportation planning, growth and development, older adult services and related activities***

Doug leads a team of professionals dedicated to enhancing and protecting quality of life in the region. Doug works with the board of directors to establish guidelines, set policy and allocate funding.

He joined DRCOG in 2013 as director of its Transportation Planning and Operations division and moved into the executive director role in 2017. Under his leadership, the organization has redefined the process by which federal transportation funds are allocated, launched innovative programs and services in the aging division, and adopted Metro Vision, the region's plan for growth and development through the year 2040.

He works closely with planning partners and community leaders in the Denver metro area to help the region achieve its best possible future, emphasizing healthy, inclusive and livable communities, connected multimodal transportation, a vibrant regional economy, and a safe and resilient natural and built environment.

Doug has a master's degree in urban planning from the University of Kansas and more than 30 years' experience in transportation planning, policy and operations.



**Randy Arnold,  
Human Resources Director**

**rarnold@drcog.org  
303-480-6709**

***Responsibilities: Human***

***resources, recruitment, benefits, training, performance planning and evaluation, facilities management***

Randy is DRCOG's first division director for Human Resources. Since February 2019, Randy and the division have implemented procedures to streamline the recruiting and onboarding process and implemented a new classification and compensation program. Randy is currently directing the transition to a new human resources information system that will modernize and streamline human resources services to employees. The division is also evaluating new learning management software that will afford employees the opportunity to receive training on schedules compatible with their other job responsibilities.

Randy received an undergraduate degree in political science from Illinois State University and a master's in business administration with an emphasis in human resource management from Columbia Southern University. He holds accreditations from the Human Resources Certification Institute and the Society for Human Resource Management. He has worked in the field of human resources for 27 years, serving employers in the fields of long-term care, environmental services and higher education, most recently as the associate vice president for human resources and chief human resources officer at Naropa University in Boulder. Randy has made his home in Arvada with his partner, Gregg, for the last 23 years. They enjoy spending their free time traveling and playing tennis.

# Key staff (continued)



**Jenny Dock, Administration and Finance Director**

**[jdock@drcog.org](mailto:jdock@drcog.org)  
303-480-6707**

***Responsibilities: Business operations, finance/accounting, budgets, contracts, compliance, risk, information technologies***

Jenny leads division staff in the daily business operations of the agency. She is responsible for maintaining the fiscal integrity of DRCOG as well as risk and compliance oversight. She also leads DRCOG's information technology and copy center teams. Jenny began her career at DRCOG in 2014 as the contracts and budget manager. In 2015, she was promoted to accounting services manager with responsibility for directing the agency budget and aiding in development of the annual strategic initiative plan. She also helped cultivate a fee-for-service business model and consulted on business development opportunities. Jenny brings more than 20 years of financial and business operations experience to DRCOG. Previously, Jenny managed teams as regional accounting manager and regional director for two large corporations. Her private sector experience equipped Jenny to bring fresh and innovative ideas to improving the daily business operations of DRCOG and directing the agency's financial course.



**Steve Erickson, Communications and Marketing Director**

**[serickson@drcog.org](mailto:serickson@drcog.org)  
303-480-6716**

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

Steve leads all communications and marketing initiatives at DRCOG, as well as the regional transportation demand management program, Way to Go. Steve is responsible for media relations, graphic design and production, DRCOG's websites and social media, and events. During his tenure, DRCOG rebranded, creating a new visual identity to better represent its innovative mission and vision, and redesigned and launched new user-friendly websites. In addition, the

Way to Go brand was created to represent the groundbreaking travel demand management partnership, which promotes commuting choice regionwide. Way to Go is well-known for organizing Bike to Work Day, the second-largest event of its kind nationwide. He came to DRCOG in 2012 with 15 years of diverse leadership experience in marketing, advertising and public relations, with a strong emphasis in new media and web marketing, outreach and sales, media relations and promotions.



**Sheila Lynch, Regional Planning and Development Director**

**[slynch@drcog.org](mailto:slynch@drcog.org)  
303-480-6839**

***Responsibilities: Metro Vision plan implementation, evaluation and measurement; local government capacity building; partnership development to achieve shared outcomes; regional data development, analysis, distribution and visualization; land-use modeling and forecasting; internal and external technology solutions including web property development and interactive data tools***

Sheila Lynch is the director of Regional Planning and Development for DRCOG. Throughout her career, Sheila has worked at the confluence of land use, transportation and health to promote thriving communities.

Prior to joining the DRCOG team, Sheila was the land use and built environment manager for the Tri-County Health Department, leading a team of diverse professionals who worked closely with local communities to incorporate health and environmental considerations in planning decisions and development projects. After obtaining her master's in city planning from the University of Pennsylvania, Sheila started her career as a case manager for a homeless youth program before leading community development initiatives at community-based nonprofits. After moving to Colorado, she worked in planning for the City of Lakewood, project-managing local land use entitlement processes and land development regulation updates. She brings to DRCOG more than 20 years of experience in promoting and applying planning innovations, securing funding to grow and sustain projects, pursuing continuous improvement of existing services and developing inspired and effective teams.

Sheila's passions include exploring Colorado's outdoor spaces with her husband and three kids. You can often find her near the soccer pitch as a player, coach, parent or fan.

# Key staff (continued)



**Ron Papsdorf,**  
Transportation Planning  
and Operations Director

**rpapsdorf@drcog.org**  
**303-480-6747**

***Responsibilities: Metropolitan planning organization activities and programs; congestion mitigation (intelligent transportation systems, traffic operations, transportation demand management); Regional Transportation Plan; Transportation Improvement Program; and Transportation Advisory and Regional Transportation committees***

Ron Papsdorf brings more than 25 years of transportation planning and government relations experience to his role at the Denver Regional Council of Governments. He has supervised, developed and implemented innovative multimodal transportation plans, projects and policies. He also has extensive experience with community and economic development and intergovernmental relations.

Before joining DRCOG, Papsdorf served as deputy director of the Colorado Department of Transportation Office of Policy and Government Relations. During his tenure at CDOT, Papsdorf managed the organization's federal affairs and local government relations for the Denver metro area and the West Slope. He also represented CDOT's High Performance Transportation Enterprise at the state legislature.

Ron served for nearly a decade as government relations director for the City of Gresham, Oregon. He spent seven years as Gresham's transportation planning manager, and an additional seven years as senior transportation planner for the City of Scottsdale, Arizona.



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

**fraitano@drcog.org**  
**303-480-6789**

***Responsibilities: Operational and service excellence for partners and stakeholders***

Flo is actively involved in all agency programs and services, helping make recommendations on long-range activities; identifying opportunities to leverage cross-program

strengths; developing stronger teams through feedback, coaching and mentoring; developing and maintaining collaborative external relationships; conducting targeted outreach to DRCOG's smaller, more rural communities; and developing strategies to ensure DRCOG's involvement in creating a smart region. 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.



**Jayla Sanchez-Warren,**  
Area Agency on Aging  
Director

**jswarren@drcog.org**  
**303-480-6735**

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

As director of the region's Area Agency on Aging, Jayla oversees grants via the federal Older Americans Act and state Older Coloradans Act to local providers for transportation, nutrition, home care and legal services for the region's 60-and-older population. To help people live and age successfully in their homes and communities, the AAA directly provides information and assistance, options counseling, ombudsman and care management services. Its programs also serve veterans, people with Medicare and older adult refugees.

Jayla has more than 30 years' experience in the field of aging, including work as a long-term care ombudsman advocating for the rights of residents in nursing homes and assisted living facilities. She co-founded DRCOG's Boomer Bond program, which helps local governments prepare for and respond to the needs of an aging population.

Under her leadership, DRCOG received a \$4.5 million

# Key staff (continued)

funding opportunity to create the Denver Regional Accountable Health Community consortium, which bridges clinical care and community services to lower health care costs and improve health outcomes. Of the 30 recipients nationwide, the Area Agency on Aging is the only non-health care organization.

Jayla has successfully advocated to double state funding for area agencies on aging, significantly increasing services for the state's most vulnerable people. She serves on the Colorado Aging Policy Advisory Committee, the governor's Strategic Action Planning Group on Aging and the National Association of Area Agencies on Aging's Mission Forward committee.



**Melinda Stevens,  
Executive Assistant**

**mstevens@drcog.org  
303-480-6701**

***Responsibilities: Board and committee communication and administration***

Melinda Stevens started working for DRCOG in August 2019 as the division assistant for Transportation Planning and Operations, where she gained an understanding of the organization's essential work to improve transportation for all Denver region residents. A year later — In August 2020 — was appointed to the role of executive assistant. Melinda considers it an honor and a privilege to be part of DRCOG and its member governments' efforts to improve the quality of life in the Denver metro area.

Melinda studied communications and criminal justice at the University of Northern Colorado. After college, she decided to focus on administrative work where she's spent 15 years serving in various capacities including general office management, customer service, clerical work and assisting lead employees. Melinda calls Aurora home with her husband, Sean, of more than a decade. They enjoy spending their free time traveling, cooking, singing and playing chess with their two children, Jude and Isla.



**Ashley Summers,  
Director of Strategic  
Implementation**

**asummers@drcog.org  
303-480-6746**

***Responsibilities: Strategy development; project portfolio management; coordination among divisions and teams, support and resources for project managers***

Ashley serves in the Executive Office and is responsible for providing leadership in organizational change efforts. Ashley's work includes facilitating the development of a portfolio of work that aligns with DRCOG strategic objectives, enabling coordination among divisions and teams, and providing support and resources for project managers. Ashley came to DRCOG in 2011 and has 15 years of experience using project management and geospatial technologies to deliver value.

During her tenure at DRCOG, she has focused on partnership development, internal process improvement and expanding and enhancing products and services for member governments. Prior to serving as Strategic Implementation director, Ashley was DRCOG's information systems manager and responsible for the success of the Denver Regional Aerial Photography Program and its derivative products, such as planimetric, lidar and land use land cover data. Under her leadership, DRCOG also facilitated opt-in sharing of member government data with the State of Colorado Office of Information Technology, significantly reducing member government staff duplication of effort.

# Cancellation policy for committees of the DRCOG Board of Directors

The DRCOG Board of Directors and its committees are scheduled to meet monthly. Notice of meetings is made public, in accordance with Colorado's Open Meeting laws. DRCOG recognizes there may be times when canceling an advertised meeting may occur, such as, but not limited to,

- When there is no business to conduct.
- It is known in advance there will not be a quorum present.
- A meeting falls on a holiday.
- When inclement weather or another emergency occurs.

Under these, or other similar circumstances, the DRCOG Executive Director is authorized to cancel meetings. A decision to cancel a meeting shall be made and noticed as soon as the cancellation is known, but no later than two hours before the meeting start time. DRCOG will notify Board directors and alternates, or committee members in a variety of ways.

To check for meeting cancellations, please refer to one or more of the following.

1. Visit the DRCOG website, [drcog.org](http://drcog.org), and click through to the meeting cancellation announcement.
2. Call our hotline at 303-480-5656.
3. Check your email inbox – we make every effort to send a notice of cancellation as soon as possible.
4. If you follow DRCOG on Twitter [@DRCOGorg](https://twitter.com/DRCOGorg), check our tweets for cancellation notices.

## Boards and committees affected by the cancellation policy include:

- Board of Directors.
- Board work session.
- Finance and Budget Committee.
- Advisory Committee on Aging.
- Regional Transportation Committee.
- Transportation Advisory Committee.
- Nominating Committee.
- Executive Committee.
- Performance and Engagement Committee.