



2019 ANNUAL RETREAT

Saturday, January 12

PACE Center

20000 Pikes Peak Avenue - Parker, CO 80138

8:30 am – 4:00 pm

Sponsored by CRL Associates

AGENDA

- 8:30 AM Welcome & Introductions**
- 8:45 AM MMC Nominating Committee Report & Election of Officers**
- 9:00 AM 2018 Election Analysis**
- Floyd Ciruli, Ciruli Associates
- 10:00 AM BREAK**
- 10:15 AM Mayors Identification of Regional Priorities for 2019**
- 11:45 AM Presentation of the MMC Stephen D. Hogan Award**
- 12:00 PM LUNCH**
- 12:45 PM Sponsor Remarks: CRL Associates**
- 1:00 PM Leveraging Community Assets**
- Kelly Brough, Denver Metro Chamber of Commerce
 - Kent Thiry, DaVita

1:45 PM Regional Approaches to Accelerating Multimodal Investment

2:45 PM Partnering for Safer Communities

- Dean Phillips, FBI Special Agent in Charge

3:30 PM Closing Thoughts & Next Steps

4:00 PM Adjourn



MMC Nominating Committee Report

MMC 2018 Nominating Committee:

Marjorie Sloan — 2018 Chair

Cathy Noon — 2017 Chair

Heidi Williams — 2016 Chair

Considerations:

The role of the Nominating Committee (NC) is to fill vacancies on the EC and nominate officers. Because there were no vacancies in 2018 but up to half of the members of the EC are term-limited or up for election in 2019, members of the 2018 NC agreed that for 2019 only a 10th seat should be added to smooth the transition from 2019 to 2020. All mayors with at least 1 year remaining in office that attended at least half of the Full Caucus meetings in 2018 were invited to apply and had 30 days to respond. In evaluating the eligible applicants, the Nominating Committee considered the following:

- Geographic distribution of existing and EC members and those that will leave at the end of the year
- Population of the municipalities serving on the EC and comprising the Caucus
- The need to maintain a balance of perspectives on the EC representative of the diversity of our membership

Recommendations:

After discussing these matters the committee agreed by consensus to recommend to the Metro Mayors Caucus that the 2019 Executive Committee consist of the officers and members listed below:

Officers:

- Adam Paul, Lakewood —Chair
- Marc Williams, Arvada — Vice Chair
- Jackie Millet, Lone Tree — Vice Chair

Past Chairs:

- Heidi Williams, Thornton
- Marjorie Sloan, Golden

At Large Members:

- Herb Atchison, Westminster
- Clint Folsom, Superior
- Suzanne Jones, Boulder
- Tera Radloff, Castle Pines
- Ron Rakowsky, Greenwood Village

Mayors Representatives:

As the two largest cities in the region, Denver and Aurora are afforded the opportunity to have a representative attend Executive Committee meetings.

- Anthony Graves, Denver
- Roberto Venegas, Aurora

Floyd Ciruli Background



Floyd Ciruli founded Ciruli Associates, a research and consulting firm specializing in public policy and research, in 1985.

Mr. Ciruli holds a law degree from Georgetown University in Washington, D.C. and a bachelor's degree cum laude in political science from UCLA. He is a member of the American Association of Public Opinion Research (AAPOR), and is the past-president of the Pacific Chapter of AAPOR (PAPOR). Mr. Ciruli is the Director of the Crossley Center for Public Opinion Research at the University of Denver Josef Korbel School of International Studies. He is an adjunct professor teaching public opinion and foreign policy. Mr. Ciruli is a board member of the Social Science Foundation of the University of Denver Josef Korbel School of International Studies and past-president of the Georgetown Law Alumni Board.

Beginning in 1985, Mr. Ciruli assisted with the creation, operation and voter renewals of the Scientific and Cultural Facilities District (SCFD), Colorado's unique dedicated tax for funding arts and cultural organizations in the Denver metro area. In 2010, Ciruli received the Rex Morgan Award for service to the cultural community and the SCFD. In 2017, he received the Denver Mayor's Leadership in the Arts award for significant impact in the arts and culture over the past several decades.

Mr. Ciruli is widely known to Colorado audiences as a pollster and political analyst for 9-KUSA TV, KOA Radio and *The Denver Post*. Most recently, writes a regular column for Colorado Politics, the statewide online and print publication for politics. In 2016, Mr. Ciruli was inducted into the Denver Press Club Hall of Fame. He hosts the state's leading blog for politics and trends at www.fciruli.blogspot.com.

**Kelly Brough, President and CEO
Denver Metro Chamber of Commerce**



As president and CEO of the Denver Metro Chamber of Commerce, Kelly Brough is focused on putting more Coloradans to work – in really great jobs. It’s a clear call to action that’s driven this CEO from higher education to City Hall to the chamber. Kelly has worked to advance our state and find opportunities for improvement whether been it’s advocating for P-20 education reform, implementing ground breaking programs like 3-1-1 and pay for performance for the City of Denver or consulting on dispute resolution for local governments. She’s directed an internationally recognized leadership program, been the chief of staff to then-Mayor John Hickenlooper and was the first female director of human resources for the City of Denver – 😊 in a common theme, she was also the first female on-call snow plow driver at Stapleton International Airport and the first female CEO of the Denver Metro Chamber. Though born and raised in a small town in Montana, she’s Colorado to the core. In fact, you’re just as likely to catch her testifying at the capitol as you are to find her climbing mountain passes on her road bike.



“We do things that may make no sense for a company to do. But they’re no-brainers for a community to do.” – Kent Thiry

Kent Thiry is chairman and CEO of DaVita Inc. He served as co-chairman and co-CEO of DaVita HealthCare Partners Inc. after DaVita acquired HealthCare Partners in 2012. Prior to that, Thiry served as chairman and CEO of DaVita Inc. for 13 years.

Upon Thiry’s arrival in 1999, DaVita (formerly Total Renal Care) embarked on an ambitious restructuring plan to save it from the brink of bankruptcy. Years later, the company’s dedication to teammate engagement and empowerment has helped transform DaVita into a FORTUNE 500® company with approximately \$14 billion in annual revenue.

Thiry is frequently requested by leading corporations and organizations to speak about employee empowerment and creating a sense of community in the workplace.

Thiry earned his B.A. in Political Science, with distinction and Phi Beta Kappa, from Stanford University in 1978. He earned his M.B.A., with honors, from Harvard Business School in 1983, where he was also elected to the Century Club.

Thiry currently serves on the board of directors for the Trust for Public Land. Prior board seats include the chairmanship (non-executive) of Oxford Health Plans, Varian Medical Systems and PPOM (a private PPO), and he is a past member of the Harvard Business School Board of Advisors.



Dean Phillips
Federal Bureau of Investigation
Special Agent in Charge
Denver Division



Mr. Phillips was born in Tampa, Florida. He earned a Bachelor's degree in Political Science from the United States Air Force Academy in 1988. In 1996, he completed his master's degree in Business Administration from the University of Colorado in Colorado Springs. Prior to working for the FBI, he was a commissioned officer in the Air Force Office of Special Investigations where he worked criminal and counterintelligence matters for ten years. Upon separating from the Air Force, he served in the Reserves as an Admissions Liaison Officer, Deputy Liaison Officer Director, and Liaison Officer Director in Hawaii, Virginia, and Nevada. He finished his Air Force Reserve service as the Vice Chair of the Director of Admissions Senior Council and retired as a Colonel in July 2018. He is married with two children.

Mr. Phillips joined the FBI in March 1999. He began his career as a Special Agent in the Honolulu Division, investigating Foreign Counterintelligence and Extraterritorial Terrorism matters. While assigned to the Honolulu Division he also worked Violent Crimes investigations and became a certified SWAT operator.

Starting in 2005, Mr. Phillips was assigned to the Criminal Investigative Division, Organized Crime Section, where he performed duties as a Regional Program Manager. During that time, he was also responsible for rebuilding the African Criminal Enterprise program. In October 2008, he was promoted to Unit Chief of the Asian/African Criminal Enterprise Unit.

In February 2011, Mr. Phillips was assigned to the Las Vegas Division where he served as the HUMINT Squad SSA and the newly created Technical Services Squad SSA. He served as Acting ASAC of both the Intelligence and Criminal Branches for nearly ten months.

In October 2014, Mr. Phillips was assigned to the El Paso Division as the National Security Branch ASAC, responsible for the Counterterrorism, Counterintelligence, Cyber, Computer Analysis Response Team, Technically Trained Agents (TTA), and Critical Incident Response Programs, as well as the Midland Resident Agency and the division's Auditor.

In March 2017, Mr. Phillips was assigned to the Operational Technology Division as Section Chief, Technical Programs Section. He was responsible for the Technically Trained Agent (TTA) Operations and Development Unit, the Electronic Technician Operations and Development Unit, the Radio Coordination Unit, the Radio Systems Unit, and the Technical Response Unit.

In September 2018, Mr. Phillips was selected as Special Agent in Charge (SAC) of the Denver Division. He officially assumed the SAC position on October 29, 2018.

It's time to unlock the value of public assets

By **A. Scott Anderson**

Published: March 7, 2018 4:37 pm

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When we think of government, we don't often think of all the assets owned by government. And we even less frequently consider about how those assets could be leveraged to benefit taxpayers.

Utah's many public entities — the state, cities, counties, school districts, transportation agencies, special districts, etc. — own billions of dollars in assets. And some of those assets could undoubtedly be better used for the public good.

That's the concept behind a new initiative championed by Salt Lake County Mayor Ben McAdams to inventory, categorize and value public assets in the county, and eventually put some of that value to use generating revenue for needed services or infrastructure — saving taxpayer dollars.

The worldwide evangelist for maximizing the value of public assets is Dag Detter, a senior adviser with The Boston Consulting Group, and a former director at Sweden's Ministry of Industry. He is co-author of "The Public Wealth of Cities: How to Unlock Hidden Assets to Boost Growth and Prosperity" and frequently writes and speaks on the topic.

Detter recently wrote, "Every city (and other government entities) is sitting on a gold mine, with commercial assets worth the equivalent of at least each city's own GDP. Publicly owned real estate alone normally represents about a quarter of the total real estate market in a city."

Smartly managing these assets could generate a return that could be invested in infrastructure, public housing or other government services — reducing taxpayer burden.

Shaleane Gee, director of Mayor McAdams' initiatives and special projects, is coordinating the effort for the mayor. "Governments know what they owe, but they usually don't know what they own," says a county presentation. "Cities and counties own immense assets that can help finance the future."

Salt Lake County is taking five steps to leverage public assets.

First, using Urban3, a highly specialized consultant, assets are being listed, mapped, inventoried, valued and segmented according to commercial potential and feasibility. Not all public assets, obviously, have commercial value. But some clearly do.



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Second, the county, likely partnering with other governments, will create a Public Asset Corporation (such entities are sometimes called an Urban Wealth Fund). A governance structure will be created with a board, auditors and professional asset managers, with participating governments as shareholders.

Third, high-potential and politically feasible assets will be transferred into the Public Asset Corporation with the expectation values will be maximized in commercial endeavors and/or public/private partnerships, with returns flowing back into government budgets. A comprehensive business plan will be developed for the entire portfolio, putting each asset to its most productive use.

Fourth, the entire effort will drive economic development with a long-term economic growth strategy and positive outcomes for taxpayers and society. Yields will be dedicated to needed infrastructure and services.

Fifth, an important commitment is that critical open land, parks, watersheds, green spaces, trails, etc., would be preserved, protected and maintained for the enjoyment of the public and to protect the environment. There is no intent to sell off

public land.

Initial data show publicly owned real estate, alone, in Salt Lake County has a value of nearly \$9 billion, and that is very conservative. Smart development could generate profits returned to the benefit of taxpayers and their governments.

For example, Gee noted that an unused jail property in Boston was sold in 1991 for \$16 million. The new owner renovated it into a commercial property now worth more than \$170 million. It contributes more than \$3 million a year in property taxes alone, and provides jobs and economic vitality. Had the city kept it and developed it, the value to the city would have been dramatically more than the mere \$16 million received in the sale.

It's possible that some small, oddly shaped, properties in Salt Lake County could be developed into affordable housing under the direction of the PAC's expert property managers.

The county is committed to complete transparency throughout this process, with maximum public input, open records and full discussion.

I believe many excellent opportunities will be discovered during this process, and I encourage Salt Lake County to move forward. This initiative can be a major long-term economic benefit to taxpayers.

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