METRO Mayors CAUCUS
Powered by Civic Results

Metro Mayors Caucus (MMC) Primer

2026-2027

Welcome to the Metro Mayors Caucus. We have prepared this short overview to answer some of the most common questions about the function, administration and financing of MMC.

Table of Contents

Mission, Background & Purpose of the Metro Mayors Caucus 3
Mission 3
Background and Purpose 3

Legislative Advocacy, Positions and Decision-Making Process 5
Purpose and Guiding Principles 5
Legislative Advocacy and IRS Compliance 5
Criteria for Legislative Engagement 6
Legislative Position and Decision-Making Process 7

Executive Committee Role and Functions 12
Executive Committee Membership 12
Executive Committee Roles and Responsibilities 12
Path to Executive Committee Membership 12
Caucus Leadership Selection and Responsibilities 14

Agenda Setting and Committees 15
How are agendas set for full Caucus meetings? 15
Standing Committees 15
Impact 16

Program Organizational Chart 17

Current Staff Bios 18
Heidi Williams 18
Maggie Graves 20
Christina Noto 21

Mission, Background & Purpose of the Metro Mayors Caucus

Mission

The Metro Mayors Caucus (MMC) is a voluntary collaboration of 38 mayors in the Denver metropolitan region. Mayors formed MMC in 1993 to provide a non-partisan vehicle for regional dialogue and cooperation on issues that transcend individual municipal boundaries.

MMC serves as a distinctive platform that cultivates personal connections and leverages dialogue to achieve shared goals, address challenges, and develop solutions that benefit both the region and its member municipalities.

Background and Purpose

MMC was established as a platform for Denver area mayors to build strong relationships, address shared challenges, and collaborate on innovative solutions to regional issues. Today, it comprises 38 municipalities in the Denver metropolitan region, which is nationally recognized for fostering the region's culture of collaboration.

Focused on cultivating cooperation among mayor members and across various government agencies and levels, MMC plays a vital role in tackling complex regional issues. It provides a neutral and collaborative space for discussing common concerns and addressing multi-jurisdictional challenges. Grounded in communication, collaboration and consensus, MMC provides several key benefits to its members:

- **Strengthens Relationship**s: Facilitates trust-building and personal connections among mayors.
- **Shapes Regional Strategies:** Develops, adopts, and advocates for positions on critical metro area issues at all levels of government.
- **Informs Members:** Monitors local, regional, state and federal policies to keep members updated on developments affect their municipalities and the region.
- **Promotes Collaboration:** Serves as a unified voice for collaborative approaches to regional challenges.
- **Provides Insight:** Acts as a resource for private, nonprofit and public sector stakeholders feedback on proposed changes.
- **Encourages Resolution:** Offers a constructive, non-competitive forum for resolving differences among metro area jurisdictions.

Through its collaborative spirit, MMC remains a cornerstone for advancing shared regional priorities.

Legislative Advocacy, Positions and Decision-Making Process

Purpose and Guiding Principles

The Metro Mayors Caucus (MMC), a program of Civic Results, brings together mayors from across the Denver metropolitan region to address shared challenges, advance regional priorities, and strengthen collaboration among local governments.

Since its founding in 1993, MMC has operated on the principle of consensus, recognizing that its greatest strength lies in the collective voice of its members. While individual mayors and municipalities may hold differing perspectives, MMC seeks common ground on issues that affect the region as a whole.

MMC remains committed to consensus as a guiding philosophy, emphasizing collaboration, mutual respect, and thoughtful consideration of differing viewpoints. However, consensus does not require unanimity. The Caucus recognizes the importance of establishing a clear, transparent, and timely process for adopting positions while ensuring that members have meaningful opportunities to express concerns or opposition.

Legislative Advocacy and IRS Compliance

Civic Results is a 501(c)(3) nonprofit organization that has filed IRS Form 5768, electing to operate under the lobbying expenditure provisions of Section 501(h) of the Internal Revenue Code. This election permits Civic Results to engage in lobbying activities within established IRS expenditure limits.

Although Civic Results and MMC may engage in permissible legislative advocacy, MMC intentionally limits its involvement to issues of significant regional importance that directly align with its adopted policy principles and priorities.
MMC does not endorse or oppose candidates for public office or participate in partisan political campaigns.

The Caucus is not intended to serve as a general-purpose lobbying organization. Its legislative engagement is selective, strategic, and focused on issues where a unified mayoral voice can meaningfully influence public policy and advance the interests of metropolitan communities.

Criteria for Legislative Engagement

All proposed legislative positions will be evaluated using the adopted MMC Legislative Rubric, which considers three primary factors:

1. Regional Impact

   The legislation or policy proposal must have implications extending beyond a single municipality, affecting multiple MMC member communities and/or the broader Denver metropolitan region.

   a. Simple Screening Test: Is this regional, aligned with MMC Policy Priorities, and worth a unified Metro Mayors Caucus voice?
   b. Regional Impact and Local Control: In addition to the simple screening test, does the policy:
      a. Impact the broader Denver metro region?
      b. Remove Home Rule and local authority?
      c. Create unnecessary State preemption?

If it does not pass A and B, MMC should generally not engage or should simply monitor.

2. Alignment with MMC Policy Principles

The issue must be consistent with MMC's adopted priorities, and the questions should be asked, in addition to Step 1, does this policy impact/change the following MMC Policy Priorities:

- Local Control & Governance
  - Unfunded mandates
  - Municipal flexibility and intergovernmental coordination
- Fiscal and Economic Impact
  - Local revenue flexibility
  - Fiscal constraints on municipalities
  - A strong business climate and economic competitiveness
- Housing
  - Local land use authority
  - Affordable and middle housing solutions
  - Growth with infrastructure and utility capacity
- Transportation and Mobility
  - Regional transportation coordination
  - Fair and flexible transportation funding
    - Mobility, transit connectivity, and safety
- Sustainability and Resiliency

  - Reliable utilities and grid resiliency
  - Local utility authority
  - Water conservation and fire/flood resiliency planning

- Public Safety – *We are currently establishing new Public Safety Priorities – TBD at next MMC retreat 2027*

  - Public safety tools and local authority
  - AI?
  - Other?

3. Strategic Value

MMC will evaluate whether its participation would meaningfully contribute to the legislative discussion or outcome, strengthen regional collaboration, or complement the efforts of partner organizations.

Legislation that does not meet these criteria may be monitored without MMC taking a formal position.

Legislative Position and Decision-Making Process

Recognizing the fast-moving nature of the legislative process and the limited number of Full Caucus meetings each year, MMC delegates initial legislative review and position recommendations to Civic Results staff and the MMC Executive Committee.

Step 1: Staff Review and Recommendation

Civic Results staff, in consultation with legislative advisors and relevant partners as appropriate, will evaluate proposed legislation using the MMC Legislative Rubric.

Staff may recommend one of the following actions:

- Support
- Support with Amendments
- Oppose
- Monitor Only
- Educational Only

Staff will provide the Executive Committee with relevant background information, an assessment of regional impact, alignment with MMC priorities, and a recommended course of action.

Step 2: Executive Committee Review and Approval

The MMC Executive Committee will review the recommendation and determine whether the proposed position should advance to the Full Caucus for consideration.

A minimum of five (5) affirmative votes from Executive Committee members is required to advance a proposed position.

The Executive Committee may approve, modify, or decline the staff recommendation.

Step 3: Full Caucus Notification and Feedback

Following Executive Committee approval, the proposed position will be distributed electronically to all MMC members for review.

- Members will have three (3) business days to register disagreement with the proposed position.
- If fewer than ten (10) mayors register opposition within the designated period, the proposed position may be adopted as the official position of MMC.
- If ten (10) or more mayors register opposition, the proposed position will not be adopted in its current form.
- Members who do not respond within the designated period will be considered to have registered no objection.
- This process provides all members with an opportunity to express disagreement while allowing MMC to respond efficiently to legislative developments.

Step 4: Reconsideration and Modification

If ten (10) or more mayors register opposition, the Executive Committee may reconsider the proposed position and explore modifications that address the concerns raised.

The Executive Committee may:

- Revise the proposed position to address areas of disagreement.
- Seek additional feedback or clarification from members.
- Narrow the scope of the proposed position to areas of broader agreement.
- Determine that MMC should monitor the legislation without taking a formal position.

Any materially revised position must receive at least five (5) affirmative Executive Committee votes and be recirculated to the Full Caucus for a new three (3) business-day feedback period.

This approach preserves MMC's commitment to consensus by encouraging dialogue and compromise without allowing individual objections to prevent action supported by a broad majority of the Caucus.

Step 5: Final Position and Legislative Engagement

Once a position has been adopted, Civic Results staff may coordinate appropriate advocacy and communication activities on behalf of MMC.

Depending on the issue, these activities may include:

- Letters to bill sponsors or legislative leadership
- Legislative committee testimony
- Direct communication with policymakers
- Public statements, press releases, or opinion pieces
- Member talking points and optional mayoral outreach
- Coordination with regional and statewide partners

All activities will be conducted in accordance with Civic Results' nonprofit obligations, applicable lobbying limitations, and MMC's adopted policy priorities.

Respect for Member Communities

MMC recognizes that member communities have unique circumstances, priorities, and local interests.

The Caucus will seek to avoid taking positions that would create a demonstrable negative impact on an individual member community, particularly on matters involving locally specific projects, facilities, or infrastructure siting.

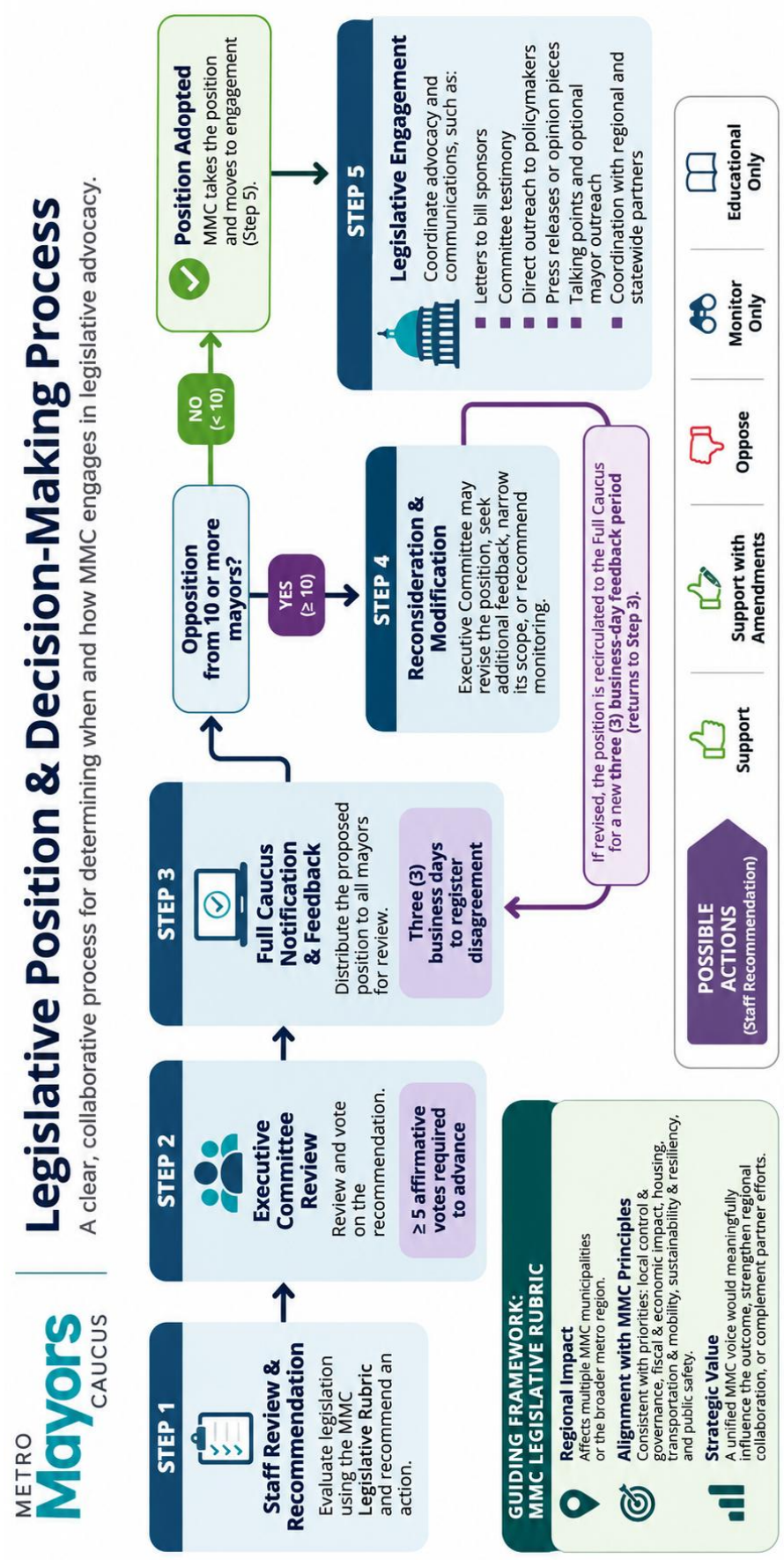
Individual mayors retain the right to advocate independently on behalf of their municipalities, regardless of whether MMC adopts a collective position.

Commitment to Regional Collaboration

MMC's legislative process balances the value of consensus with the need for timely, effective engagement.

By focusing on shared regional priorities, establishing clear decision-making thresholds, and respecting the diversity of its membership, MMC can continue to serve as a credible and influential voice for metropolitan communities.

The goal is not to take a position on every issue, but to ensure that when MMC speaks, its voice is informed, purposeful, and representative of broad regional agreement.


METRO Mayors CAUCUS
Legislative Position & Decision-Making Process
A clear, collaborative process for determining when and how MMC engages in legislative advocacy.
STEP 1
Staff Review & Recommendation
Evaluate legislation using the MMC Legislative Rubric and recommend an action.
STEP 2
Executive Committee Review
Review and vote on the recommendation.
≥ 5 affirmative votes required to advance
STEP 3
Full Caucus Notification & Feedback
Distribute the proposed position to all mayors for review.
Three (3) business days to register disagreement
Opposition from 10 or more mayors?
YES (≥ 10)
NO (< 10)
STEP 4
Reconsideration & Modification
Executive Committee may revise the position, seek additional feedback, narrow its scope, or recommend monitoring.
If revised, the position is recirculated to the Full Caucus for a new three (3) business-day feedback period (returns to Step 3).
Position Adopted
MMC takes the position and moves to engagement (Step 5).
STEP 5
Legislative Engagement
Coordinate advocacy and communications, such as:
Letters to bill sponsors
Committee testimony
Direct outreach to policymakers
Press releases or opinion pieces
Talking points and optional mayor outreach
Coordination with regional and statewide partners
GUIDING FRAMEWORK: MMC LEGISLATIVE RUBRIC
Regional Impact
Affects multiple MMC municipalities or the broader metro region.
Alignment with MMC Principles
Consistent with priorities: local control & governance, fiscal & economic impact, housing, transportation & mobility, sustainability & resiliency, and public safety.
Strategic Value
A unified MMC voice would meaningfully influence the outcome, strengthen regional collaboration, or complement partner efforts.
POSSIBLE ACTIONS
(Staff Recommendation)
Support
Support with Amendments
Oppose
Monitor Only
Educational Only

Executive Committee Role and Functions

Executive Committee Membership

The Executive Committee is comprised of a Chair, two Vice Chairs (first vice-chair and second vice-chair), past chairs who remain in office and the committee is further complemented by several at-large mayor members, ensuring a total of nine members. Additionally, the mayors of Denver and Aurora, representing the region's largest municipalities, each have a high-level policy staff member who participate on their behalf.

Executive Committee Roles and Responsibilities

The Executive Committee convenes at least six times annually to plan the Full Caucus meetings and holds additional sessions as needed. Beyond setting the Full Caucus agendas in alignment with Caucus priorities established during the Annual Retreat, the Executive Committee and its members are responsible for the following:

- Proposing policy positions for Caucus consideration and adoption.
- Representing MMC at external meetings and hosting visitors interested in its regional model and acting as spokespersons on behalf of approved Caucus policies.
- Engaging with mayor members on a peer-to-peer basis.
- Appointing mayors to fill Executive Committee vacancies as required.
- Chairing task forces and ad-hoc committees
- Functioning as a Legislative Committee when necessary.
- Identify and recommend potential sponsors to the President & CEO of Civic Results for annual MMC events.
- The Chair and first Co-Vice Chair sit on the Civic Results Board as ex-officio non-voting members

Path to Executive Committee Membership

In the event of a mid-term vacancy, the Executive Committee appoints a replacement, adhering to the eligibility requirements outlined below. To maintain balanced representation, the appointee is selected from the same regional subarea (Northeast, Northwest, Southeast, Southwest or Central) whenever possible. If any subarea lacks representation, the Executive Committee may prioritize eligible mayors from that area.

Annual Recruitment for Vacancies:

After the November municipal elections, staff invite mayors to self-nominate for any vacancies created by elections or term limits. Interested mayors must:

- Commitment to attending most Executive Committee (EC) Meetings
- Submit written responses to the EC questionnaire.
- Meet minimum eligibility requirements:
- Attend at least 50% of the Full Caucus meetings in the prior year.
- Have at least one year remaining in their mayoral term. (Current EC members with less than a year remaining may complete their term on the EC)
- Be in financial good standing with current year's dues paid in full.

Mayors elected in an election held outside of November may self-nominate in November and if selected, their seat will be held until meeting eligibility requirements.

Self-Nomination Process

Mayors must answer the following questions:

1. What is the largest barrier to metropolitan cooperation and how can it be addressed?
2. What are the top 2-3 regional issues or challenges?
3. What role should MMC play in the region?
4. What activities should MMC prioritize or reduce?
5. How would you measure success for MMC next year?
6. Are you able to attend two-hour Executive Committee meetings throughout the year? (Most are held virtually, with the exception of the annual in-person meeting and luncheon in November. The full meeting calendar is shared in advance.
7. Are you willing to serve as a committee chair if asked?

Selection Process

- A Selection Committee of up to seven members, which includes the past chair, current chair, first vice-chair and 2-4 Executive Committee appointees, reviews applications.
- The Selection Committee recommends a slate of candidates at the January Annual Retreat for consensus approval.
- Recommendations aim to balance geographic representation, population size, and tenure.

If the Committee cannot fill all nine seats or achieve diversity goals, additional mayors are identified and evaluated for willingness to serve. While desirable, it is not mandatory for each county to have at least one representative on the EC.

Caucus Leadership Selection and Responsibilities

Leadership Selection

- The Chair and Vice-Chairs are chosen by the Selection Committee from current EC members and approved by consensus at the Annual Retreat.
- Chair serves a one-year term, unless otherwise agreed upon by the Executive Committee.
- First Vice-Chair is next in line to assume the role of Chair. They also take on the Chair's duties when the Chair is unavailable.
- Second Vice-Chair is in the line of succession after the First Vice-Chair and may step into the Chair role if the First Vice Chair is unable or chooses not to serve – whether due to term limits, election outcomes, or other timing-related considerations.

Chair Responsibilities

- Convene and run Full Caucus meetings, including the retreat.
- Represent and act as the primary spokesperson for MMC
- Sign all formal Caucus communications and resolutions

Agenda Setting and Committees

How are agendas set for full Caucus meetings?

The Executive Committee meets several weeks before each regular Full Caucus meeting to plan the agenda. Topics can be proposed by the Executive Committee, regular members, or external parties seeking an audience with MMC. Each topic is assessed based on its alignment with the priorities established at the Annual Retreat, its timeliness and the ability of MMC to influence the issue.

Civic Results staff are responsible for organizing speakers, coordinating presentations, and preparing related materials. The final hour of each Full Caucus meeting is reserved exclusively for mayors, providing a dedicated space for focused discussions and collaborative problem-solving. This time is used for workshopping ideas, addressing shared challenges, and fostering deeper dialogue among the mayor members.

Standing Committees

MMC has convened several committees and task forces over the years on issues ranging from water conservation to workforce housing. Currently, the three standing committees, in addition to the Executive Committee are:

Transportation & Transit:

Transportation remains a consistent focus, with the Transportation & Mobility Committee convening as needed. In the past, MMC has organized task forces such as:

- MPACT64 (statewide transportation task force)
- FasTracks Task Force
- Metropolitan Transportation District Governance Committee (MTD)

Sustainability & Resiliency:

Water conservation and energy efficiency is an ongoing focus for MMC. In the past, MMC committees have addressed topics like:

- Energy Efficiency & Conservation
- Water Conservation & Drought Mitigation

Housing, Hunger & Homelessness:

Affordability, and the ability to have housing and stability is a constant concern of our mayor members. We address ongoing issues such as
:

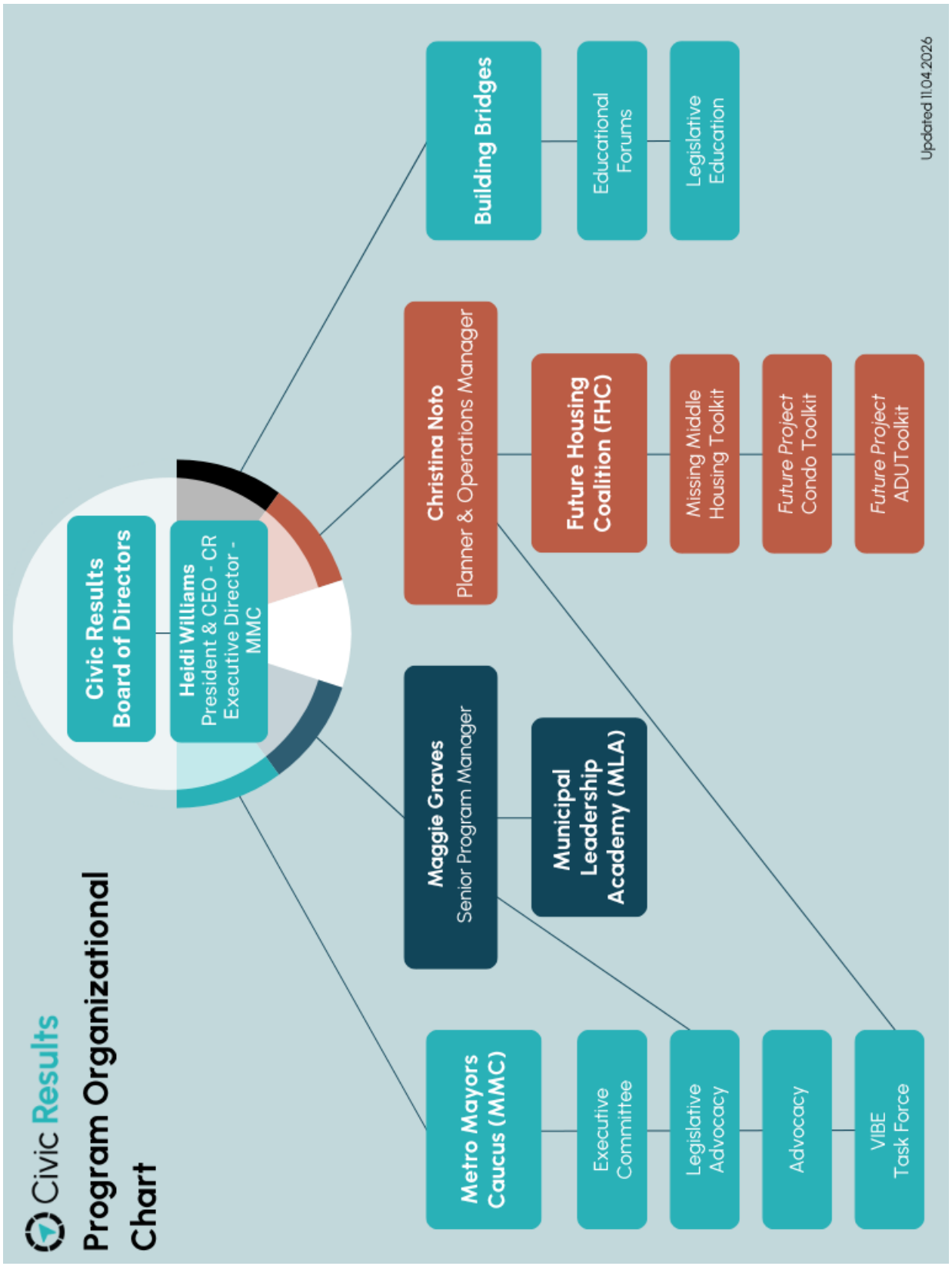
- Workforce and Affordable Housing
- Hunger & Homelessness

The Executive Committee and Full Caucus have the discretion to establish ad-hoc or permanent committees as needed, while considering the available resources and staff capacity required to effectively support these meetings.

Impact

By aligning policy development, collaborative facilitation, and strategic support, Civic Results empowers local leaders, communities and governments to address complex challenges and implement forward-thinking solutions.

Program Organizational Chart



Current Staff Bios



Heidi Williams

President & CEO, Civic Results
Executive Director, Metro Mayors Caucus

Heidi Williams is President & CEO of Civic Results and Executive Director of the Metro Mayors Caucus, where she brings local leaders together to tackle some of Colorado's most complex challenges through collaboration, practical problem-solving, and a distinctly regional lens. A former mayor, business owner, and longtime civic leader, Heidi has built her career around a simple belief: the issues shaping our communities rarely stop at a city boundary—and neither should the solutions.

Before joining Civic Results in 2023, Heidi served two terms as Mayor of Thornton from 2011 to 2019. During her tenure, she became a recognized voice for regional cooperation, serving as Chair of the Metro Mayors Caucus, Chair of the E-470 Board of Directors, and Chair of the Mile High Flood District. She also served on the Board of Directors for the Denver Regional Council of Governments (DRCOG) and as President of the Ralston House Child Advocacy Center.

Following her time as mayor, Heidi was appointed Director of Opioid Response for Colorado Attorney General Phil Weiser. From 2020 to 2023, she helped lead an unprecedented statewide effort to bring every Colorado county and nearly every municipality together under a framework for distributing and governing hundreds of millions of dollars in opioid settlement funds. That collaborative model became nationally recognized, and the Attorney General's Opioid Response team received the inaugural Johns Hopkins Award for Excellence in the Application of Opioid Litigation Practices.

Today, Heidi continues to invest deeply in Colorado's civic and nonprofit community. She serves as Board President of Almost Home and on the boards of the Front Range Community College Foundation, E-470 Transportation Safety Foundation, Housing Equity for Colorado, and Courageous Colorado. She holds a bachelor's degree in Political Science, earned summa cum laude, and a Master of Public Administration from the University of Colorado Denver.

At Civic Results, Heidi is focused on strengthening local leadership and creating spaces where communities, governments, businesses, and other partners can move beyond individual interests to solve problems together. Her work spans housing and homelessness, transportation and mobility, economic vitality, water,

energy, public safety, and leadership development, all grounded in the understanding that Colorado's biggest challenges are interconnected.

For Heidi, regional collaboration isn't just a professional philosophy. It is how meaningful progress gets made: bring the right people to the table, build trust across differences, and turn conversation into action.



Maggie Graves

Senior Program Manager

Maggie started her journey with Civic Results in August 2024. Originally from Lafayette, California outside of San Francisco, Maggie made her way to Western Washington University for her undergraduate degree where she studied Political Science and discovered her love for the game of Ultimate Frisbee by joining her university club team.

Maggie then lived in Seattle, WA and Paris, France, working in various levels of the education sector before pursuing her Master's Degree in Public Administration at George Washington University in Washington, D.C. During graduate school, she worked with several nonprofits, including the American Society for Quality and the Arthur Flemming Awards and concentrated her studies in Program Evaluation and Policy Analysis. After finishing her Master's degree, Maggie worked as the Special Assistant to the Managing Director at The Washington Ballet where she honed her organizational and event planning skills.

Maggie moved to Denver in July of 2024 to be closer to the mountains and to family in the area. Outside of work hours, she enjoys exploring all the running, biking, hiking trails and natural beauty that Colorado has to offer. Maggie is thrilled to bring her varied experience with nonprofits, interest in regional politics and policy to her role with Civic Results as the organization continues to grow and evolve.



Christina Noto

Planner & Operations Associate

Christina Noto (she/her) is a community advocate and urban planner driven by a deep belief in equitable neighborhoods. After joining Civic Results as the Housing Toolkit Intern in June 2025, she stepped into the role of Planner & Operations Associate, where she continues her work with the Future Housing Coalition (FHC).

Originally from upstate New York, Christina studied history at Gettysburg College before starting her career as a teacher in Washington, D.C. Her experiences in education led her to co-edit the book "Disrupting Hierarchy in Education: Students and Teachers Collaborating for Social Change". It was also through her experience teaching, she became more passionate about the need for affordable housing. She relocated to Colorado in 2022 and earned her Master of Urban and Regional Planning from CU Denver in 2026.

Christina is deeply passionate about her local community. She serves as President of the West Washington Park Neighborhood Association, is a board member for the South Denver Historic Museum, and is the Vice Chair of the APA Colorado Emerging Planning Professionals Committee. Outside of work, she is an avid baseball fan, a map collector, and can usually be found exploring Denver with her friendly dog, Quincy.