

Executive Committee

Colleen Whitlow
Chair

Richard Kondo
Vice Chair

Jeslin Shahrezaei
Secretary

Judi Kern
Treasurer

Jeff Baker
Immediate Past Chair

Douglas W. Rex
Executive Director



Agenda
Performance and Engagement Committee
Wednesday, October 21, 2026
5:30 p.m. – 6:00 p.m.
1001 17th St., 7th Floor, Red Rocks Conference Room
Denver, CO

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1. Call to order

Consent agenda

2. Move to approve Consent agenda
 - A. Summary of September 16, 2026, meeting (Attachment A)

Action items

3. Select a representative to the Nominating Committee (Attachment B) Douglas W. Rex, Executive Director
4. Discussion of the 2027 Board Retreat (Attachment C) Douglas W. Rex, Executive Director

Administrative items

5. Report of the Chair
6. Report of the Executive Director
7. **Next meeting – November 18, 2026**
8. Other matters by members
9. Adjourn

ATTACH A

Performance and Engagement Committee Meeting Summary

Wednesday September 16, 2026

Members Present

Jeslin Shahrezaei, Chair
Austin Ward
Nicole Speer
Deborah Mulvey
Steve Conklin
Colleen Whitlow

Lakewood
Broomfield
Boulder
Castle Pines
Edgewater
Mead

Others Present: Doug Rex, Executive Director; Judi Kern, Louisville; and DRCOG staff.

Chair Shahrezaei called the meeting to order at approximately 5:31 p.m. with a quorum present.

Move to Adopt the Consent Agenda

Director Whitlow **moved** to adopt the consent agenda. The motion was **seconded** and **passed** unanimously.

Items on the consent agenda included:

- Summary of the July 15, 2026, Meeting

Awards celebration recap

Amber Leberman provided a review of the celebration to the committee. The committee discussed opportunities to enhance future events and identifying elements worth maintaining. Suggestions included displaying slides highlighting sponsors, community projects, and local government initiatives, as well as potentially incorporating project displays in the lobby to encourage networking and conversation. Members expressed support for returning to the Sewell Ballroom, citing its convenient parking, appealing layout, and separation of the cocktail reception and awards ceremony. While concerns were raised about public transit accessibility, staff clarified that ongoing rail construction had temporarily disrupted nearby service, which is expected to improve. Staff also confirmed that alternative venues are evaluated annually for cost-effectiveness. The committee generally supported continuing to hold the event on a Wednesday in late August, noting that the timing works well following summer vacations and before Labor Day.

Report of the Chair

The Chair noted that Executive Director Rex's annual review is coming up and encouraged members to participate in the survey once it goes out.

Report of the Executive Director

Executive Director Rex provided a brief overview of his annual review and the process.

Other Matters by Members

There were no other matters by members.

Next Meeting

The next meeting is scheduled for October 21, 2026.

The meeting adjourned at approximately 5:55 p.m.

ATTACH B

Performance and Engagement Committee

Meeting date: October 21, 2026

Agenda Item #: 3

Select a representative to the Nominating Committee

Agenda item type: Action item

Summary

This action is related to the selection of one member of the Performance and Engagement Committee to serve on the Nominating Committee.

Background

The Articles of Association state that “The Nominating Committee shall be appointed in November of each year and consist of member representatives herein designated: The Immediate Past Chair of the Board (or the Vice Chair if there is no Immediate Past Chair); one Board member representing the City and County of Denver; one member selected by the Performance and Engagement Committee ...; one member selected by the Finance and Budget Committee ...; one member selected by the Board; and one member selected by the Board Chair.” If more than one member expresses interest in serving, a ballot vote will be taken to select the Nominating Committee member.

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

The Board has established the following guidelines to assist in selection of members of the Nominating Committee:

- Members of the Nominating Committee are not eligible to be nominated for a position on the Executive Committee (Board Officer) by the committee or from the floor.
- Members of the Nominating Committee shall have served not less than one year on the Board before being eligible to serve on the Nominating Committee.
- A designated alternate may not serve on the Nominating Committee.
- In the appointment of the Nominating Committee, consideration shall be given to providing representation of a broad cross-section of the Board, taking into account community size, geographic location, the rate of growth, county and municipality, rural and suburban and other factors.

Action by others

None

Previous discussion/action

None

Recommendation

Move to select one member of the Performance and Engagement Committee to the Nominating Committee



Attachment

1. List of Eligible Performance and Engagement Committee Members (Will have served on the Board at least one year as of November 2026)
2. Nominating Committee Guidelines

For more information

If you need additional information, please contact Douglas W. Rex, Executive Director, at 303-480-6701 or drex@drcog.org; or Melinda Stevens, Board Coordinator, at mstevens@drcog.org.



Performance and Engagement Committee Members

(Members who will have served on the Board at least one year as of November 2026)

Nicole Speer
Mayor Pro Tem
City of Boulder

Austin Ward
Council Member
City and County of Broomfield

Kevin Flynn
Council Member
City and County of Denver

Steve Conklin
Mayor
City of Edgewater

Deborah Mulvey
Council Member
City of Castle Pines

Jeff Baker
County Commissioner
Arapahoe County

John Diak
Council Member
City of Parker

Kevin Van Winkle
County Commissioner
Douglas County

D. Nominating Committee

Type: Standing Committee

Authority: Articles of Association, revised November 20, 2024

Membership

The Nominating Committee will consist of six Board members who shall be appointed in November of each year. Members include the Immediate Past Chair of the Board (or Vice Chair if there is no Immediate Past Chair); one Board member representing the City and County of Denver; one member selected by the Performance and Engagement Committee; one member selected by the Finance and Budget Committee; one member selected by the Board; and one member selected by the Board Chair. Member qualifications for the Nominating Committee are as follows:

- Members of the Nominating Committee shall have served not less than one year as a member or an alternate on the Board before being eligible to serve on the Nominating Committee.
- No more than one Board officer and no more than one member from the City and County of Denver may serve on the Nominating Committee.
- A designated alternate may not serve on the Nominating Committee.

In the appointment of the Nominating Committee, consideration shall be given to providing representation of a broad cross-section of the Board, taking into account community size, geographic location, the rate of growth, county and municipality, rural and suburban, and other factors. If a vacancy arises on the Nominating Committee, the person or entity that selected the departing member shall select a replacement.

Officers

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

Responsibilities

The following powers and duties are vested in the Nominating Committee:

- To make recommendations regarding nominations for Board officers and Board officer vacancies as provided in the Articles of Association. (A Nominating Committee member may not be a nominee for Board officer.)
- To recommend member representatives for appointment by the Board to the Finance and Budget Committee and the Performance and Engagement Committee, in accordance with the procedures and requirements set forth in the Articles of Association.
- To make recommendations to the Board for appointment to fill any vacancy on the Finance and Budget Committee and the Performance and Engagement Committee, which vacancy shall be filled in accordance with the procedures and requirements set forth in the Articles of Association.

- To recommend member representatives for appointment by the Board to regional committees (e.g., Front Range Passenger Rail District Board, State Transportation Advisory Committee, E-470 Board of Directors, Regional Building Decarbonization Oversight Committee, Area Agency on Aging, etc.

Quorum

A quorum for the transaction of Nominating Committee business shall be all six (6) of its members.

Voting

A majority of those present and voting shall decide any question brought before the meeting.

Other procedures and guidelines

- The Nominating Committee shall strive to ensure its recommendations for appointments are representative of the Board considering community size, geographic location, the rate of growth, county and municipality, rural and suburban, gender representation, and other factors encouraging diversity.
- Executive Committee Recommendations: The Board recognizes the importance of leadership succession in reaching its desired outcomes and to ensure that Board officers have a well-rounded understanding of DRCOG's operations. As such, Board officer positions are intended to be progressive from Treasurer, Secretary, Vice Chair, Chair, and Immediate Past Chair.
 - In January, the Committee will present to the Board nominations for Treasurer, Secretary and Vice Chair. The election of officers and appointment of Committee members will take place at the February Board meeting.
 - Any candidate for Board officer or the filling of a Board officer vacancy who receives a majority or tie vote of the Nominating Committee shall be presented to the Board for consideration.
 - The incumbent holding the position of Vice Chair automatically becomes the Chair in the following year. In the event the incumbent Vice Chair does not assume the position of Chair or in the event of a vacancy in the position of Chair, the procedures and requirements set forth in the Articles of Association shall be followed for any Nominating Committee presentation of nominees to the DRCOG Board.
 - 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(s) of Treasurer, and/or Secretary or membership for at least one year on Finance and Budget Committee or the Performance and Engagement Committee. Participation as a member of another standing committee or

ad hoc committee also may constitute substantive past experience. Consideration may be given to the sitting Secretary assuming the individual is willing and able to serve and has acted at all times within the scope of the Secretary's lawful authority, in accordance with respect and dignity. Additionally, the Nominating Committee will evaluate the ability of individuals being considered for Vice Chair to serve as Chair without interruption due to term limits.

- For the position of Secretary, consideration may be given to the sitting Board Treasurer assuming the individual is willing and able to serve and has acted at all times within the scope of the Treasurer's lawful authority, in accordance with the highest ethical standards, and in a manner that accords all persons with respect and dignity.
- The Board Chair will request a completed statement from all interested Board members stating why the individual wishes to serve as a DRCOG Board officer. The Nominating Committee may provide a summary of factors it will consider to encourage a diverse range of perspectives on the Executive Committee.
- 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.
- The Nominating Committee will make recommendations for appointment to the Finance and Budget Committee and Performance and Engagement Committee at the February Board meeting.

ATTACH C

Performance and Engagement Committee

Meeting date: October 21, 2026

Agenda Item #: 4

Discussion of the 2027 Board Retreat

Agenda item type: Action Item

Summary

This item is related the 2027 Board Retreat.

Background

The DRCOG Board Retreat is expected to be held in the second quarter of 2027. At the October meeting, staff would like to initiate a conversation about possible dates, location, and structure of events.

- Possible dates:
 - April 16 – 17
 - April 30 – May 1
 - May 14 – 15
- Potential Locations:
 - DRCOG offices (can create the same setup as last year's retreat)
 - A rental space located in the metro area
 - A resort location in the mountains
- Retreat structure of events
 - Do we want this to be a one day, all day event?
 - Do we want this to be broken up into two days?
 - Check-in on Friday with a sit-down dinner and happy hour that evening. Saturday being the main event for discussion of retreat topics, have grab and go breakfast, buffet/boxed lunch, concluding by mid-afternoon.

Action by others

None

Previous discussion/action

None

Recommendation

At the discretion of the Committee.

Attachments

None

For more information

If you need additional information, please contact Douglas W. Rex, Executive Director, at 303-480-6701 or drex@drcog.org; or Melinda Stevens, Executive Assistant, at 303-480-6701 or mstevens@drcog.org.

