DRCOG BOARD COLLABORATION ASSESSMENT

2025

Executive Summary

Survey response in 2025 was similar to 2022 in terms of total response. In both surveys, most respondents served at least two years on the Board.

Please indicate the length of time you have been a DRCOG Board Director.

Length of Time	2022		2025	
Less than 1 year	29%	6	21%	4
1 - 2 years	0%	0	5%	1
More than 2 years but less than 4 years	19%	4	32%	6
4 to 6 years	38%	8	21%	4
More than 6 years	14%	3	21%	4
Totals	100%	21	100%	19

Summary of results:

Nearly all items in this survey were rated on a four-point scale, where 1 = False, 2 = More false than true, 3 = More true than false, 4 = True. In one section, authenticity, items were presented as negative statements and the rating scale was reversed so that 1 = True, 2 = More true than false, 3 = More false than true, 4 = False.

With such small numbers of respondents, (21 in 2022 and 19 in 2025) a high degree of variance in ratings from year to year can be expected, and most change in ratings was probably due to random variation.

Structural integrity

All items in this section were rated above 3.00/4.00. However, each item was rated lower than in 2022.

Authenticity

For all items except one, ratings were at or above 3.00/4.00 and increased compared to 2022. Because the items in this section were presented as negative statements, the rating scale was reversed so that "false" received a rating of four and "true" received a rating of one.

The one relatively low rating was for "The process gives some people more than they deserve, while shortchanging others," which received a rating of 2.89/4.00 this year and in 2022.

Strong leadership

Both items in this section were rated very highly, above 3.60/4.00. However, ratings declined somewhat compared to 2022.

Members

Most items in this section were rated above 3.00/4.00. The one exception was "members are willing to let go of an idea for one that appears to have more merit," which was rated 2.88/4.00 in 2025 and 2.90/4.00 in 2022.

Structure

The three items in this section were also rated highly. All of them were rated 3.38/4.00 or higher but declined slightly compared to 2022.

General success

All general success items were rated above 3.30/4.00 and improved considerably compared to 2022. The greatest improvement occurred in "achieved extraordinary success" and "achieved more than its original objectives."

Community involvement and collaboration

Most items in this section were rated nearly 3.30/4.00 or higher and improved compared to 2022.

Outcomes

All outcomes items were rated above 3.30/4.00, and most improved compared to 2022.

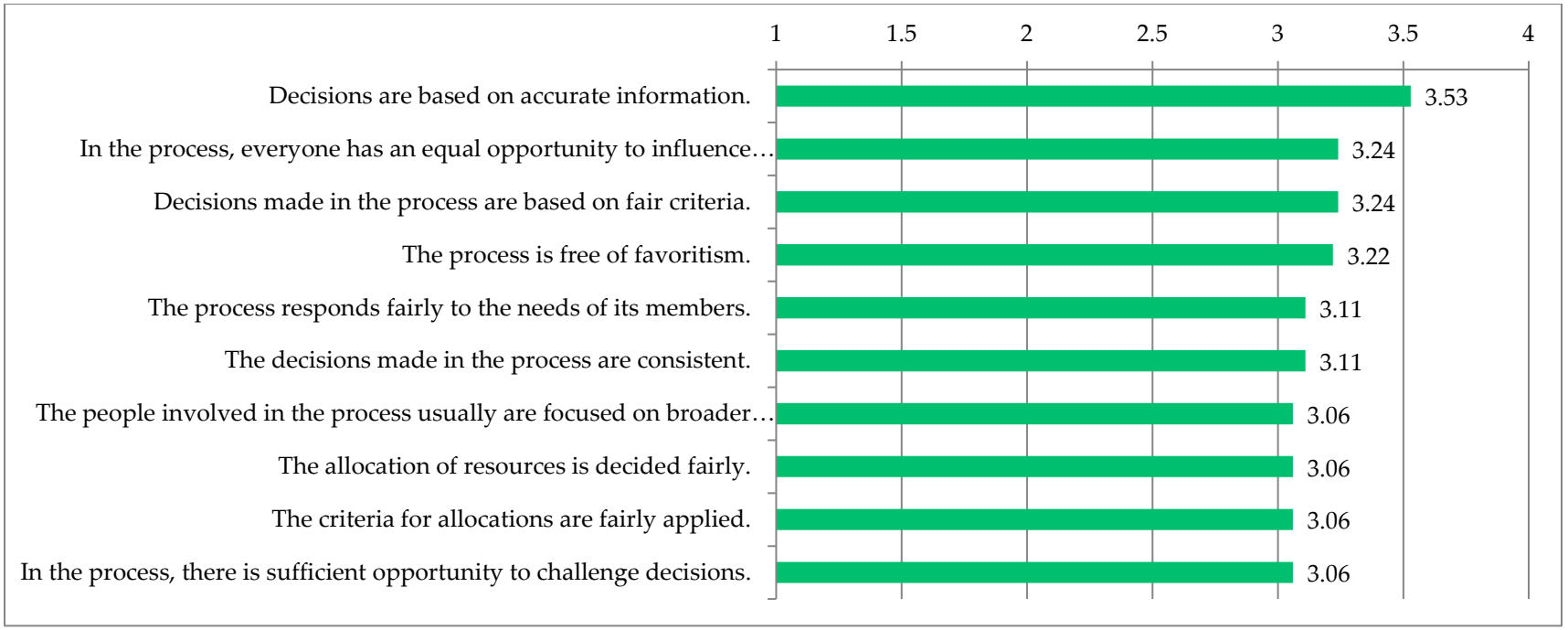
Membership value

The rating for membership value was high at 3.44 in 2025. However, the average rating declined from 3.60 in 2022.

Structural Integrity

Structural Integrity refers to how Board Directors perceive the fairness of the collaborative process. A process that has high structural integrity applies criteria for making decisions and allocating resources in a fair and consistent manner, treats all members equitably, and allows sufficient opportunity for members to challenge and revise decisions.

1 = False, 2 = More false than true, 3 = More true than false, 4 = True



	True	More True than False	More False than True	False	Don't know	Avg 2022	Avg 2025
Decisions are based on accurate information.	42%	37%	0%	0%	21%	3.58	3.53
In the process, everyone has an equal opportunity to influence decisions.	37%	37%	16%	0%	11%	3.32	3.24
Decisions made in the process are based on fair criteria.	32%	47%	11%	0%	11%	3.30	3.24
The process is free of favoritism.	32%	53%	11%	0%	5%	3.37	3.22
The process responds fairly to the needs of its members.	32%	47%	11%	5%	5%	3.37	3.11
The decisions made in the process are consistent.	26%	63%	5%	5%	0%	3.40	3.11
The people involved in the process usually are focused on broader goals (outcomes) of the region, rather than individual agendas.	21%	53%	16%	0%	11%	3.10	3.06
The allocation of resources is decided fairly.	32%	42%	16%	5%	5%	3.16	3.06
The criteria for allocations are fairly applied.	26%	47%	11%	5%	11%	3.47	3.06
In the process, there is sufficient opportunity to challenge decisions.	37%	32%	11%	11%	11%	3.25	3.06

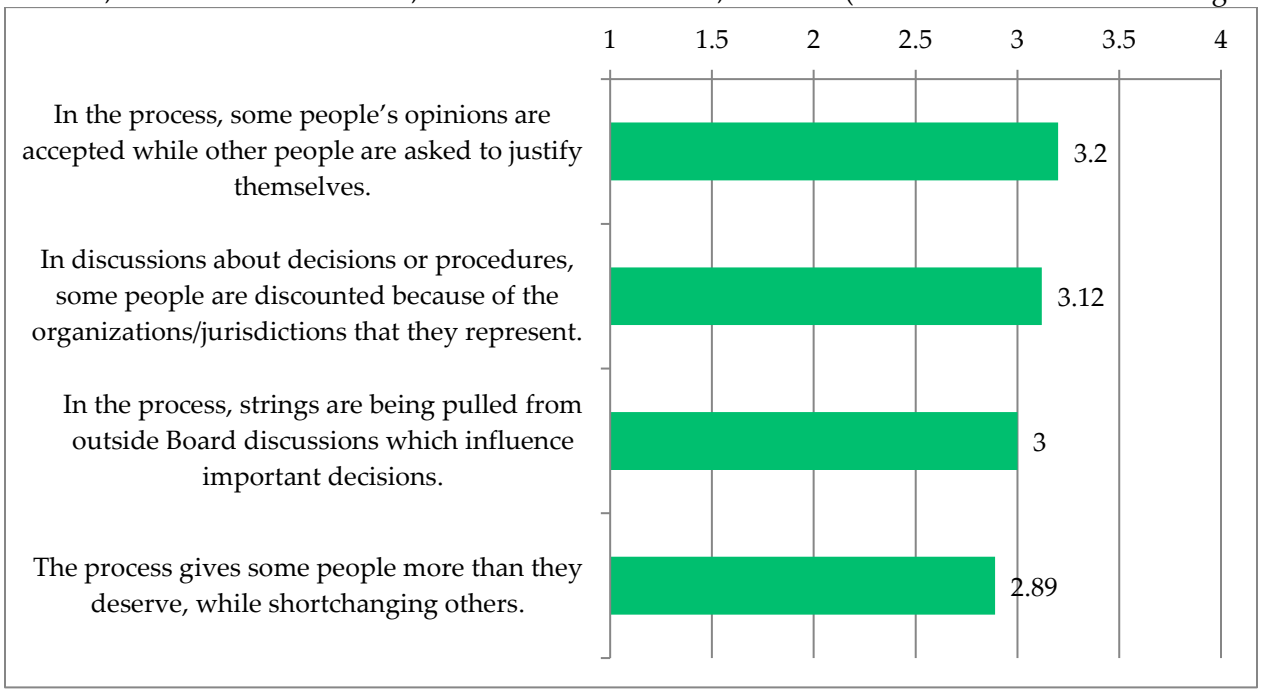
Comments:

- Fron time to time, there are members (or groups of members) who push for outcomes that are not in the best interest of the entire region and instead preference their individual political agendas or personal preferences of the areas they represent to the detriment of the greater region. Other members, in an effort be fair and/or inclusive, allow these members to unduly shape decisions and policy.
- I think the body did a good job responding to a formal process needed for how we appoint people to subcommittee this year through the screening committee.
- The sub-regional forums is an area that I am not as familiar with. From my understanding, cities are able to advocate their needs and then that is adjudicated and rolled up to the broader DRCOG BoD level for resource allocation decisions for the entire organization. It would be useful to have some kind of orientation/visibility for the entire BoD on the activities/decisions made at the sub-regional level
- I do not attend often. The reason is the same five or six members take up ninety percent of the conversation.
- Decisions made by the DRCOG Board are dependent on receiving accurate information/data and regionally focused.
- "Because I am so new to the Board, I do not have an understanding of the decision making process so feel that I cannot fairly respond to most of these questions.
- Having said that, I do have questions around how Clear Creek County, as a non-Denver Metro county, can be considered and have some weight with decision making processes."
- I think DRCOG does a fantastic job at creating an "equal playing field" for all jurisdictions involved. Honestly, the only reason im not saying "True" 100% of the time here is because there are social/political norms that may prohibit smaller/disadvantaged or less vocal jurisdictions from voicing an inequality that may arise rather than it being a systemic part of the process that DRCOG fosters.

Authenticity

Authenticity refers to the extent Board Directors perceive the collaborative process is free from undue outside influence. An authentic process is one where members are confident the group has the power to make independent judgments and evaluations of the issues and can make decisions on how to respond to those issues that will be respected by all members as well as those in positions of authority.

1 = True, 2 = More true than false, 3 = More false than true, 4 = False (Please note the reverse coding for these items)



	True	More True than False	More False than True	False	Don't know	Avg 2022	Avg 2025
In the process, some people's opinions are accepted while other people are asked to justify themselves.	0%	21%	21%	37%	21%	3.16	3.20
In discussions about decisions or procedures, some people are discounted because of the organizations/jurisdictions that they represent.	0%	26%	26%	37%	11%	2.94	3.12
In the process, strings are being pulled from outside Board discussions which influence important decisions.	0%	16%	32%	16%	37%	2.93	3.00
The process gives some people more than they deserve, while shortchanging others.	11%	16%	42%	26%	5%	2.89	2.89

Comments:

- If anything, poorly-justified opinions are given more credence than is merited in an effort to ensure all voices are heard. This is true on a small number of issues that arise. However, all members are expected to share their reasoning and justify their decisions, generally speaking. There are some decisions where unanimity leads to little or no discussion, which may leave overall justifications of the board opaque to the public.
- I have always seen DRCOG operate with integrity, honesty and respect.
- I think we can't discount the impact that individuals in the body have with things they do and say outside of DRCOG. While I don't believe there is a substantive impact on decision making, it certainly can't be expected to not be present when considering viewpoints of different individuals.
- I don’t perceive any unusual external (outside of DRCOG) influences into DRCOG-related decision making.
- These instances described above are exceptions and, I believe, rare. The Executive Committee does a good job of facilitating discussions and ensuring all voices are fairly heard.
- As noted in Question 2, because I am so new to the Board, I do not have an understanding of the how the Board works so commenting on Authenticity is difficult. It appears to me, based on meeting members and being in attendance at one Board meeting, professionalism and transparency are important to the Board and its members.
- Again, I feel like this is more an artifact of the natural state of the politics/$, but certainly DRCOG and staff push back on this natural inclination through very rigorous process to make sure it doesn't get blown out of proportion. The forum itself (big room, single powerpoint, everyone together) can make it hard for certain representative to find their voice (i know i felt that way to start) and to really know how/where a decision can be questioned or an outcome can be altered. it's actually a fascinating biproduct of the institution, and i wonder how that could be changed in the future to be a bit more permissive and accessible to new members.

Strong Leadership

Strong Leadership reflects the perception the Board has an effective organizing/coordinating body and, is led by committed and effective leaders. The role of the organizing/coordinating body is to provide a convening location, collaborative environment and relevant information for Board Director deliberation and decision-making.

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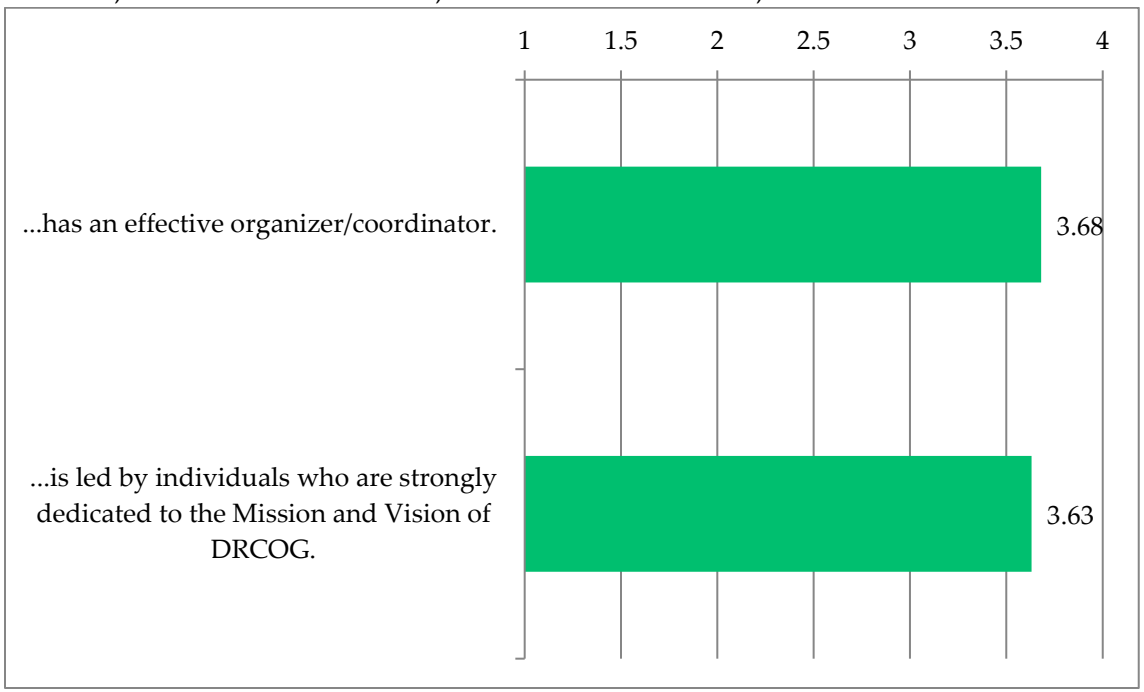


	True	More True than False	More False than True	False	Don't know	Avg 2022	Avg 2025
Our collaborative has an effective organizer/coordinator.	74%	21%	0%	0%	5%	3.84	3.68
Our collaborative is led by individuals who are strongly dedicated to the Mission and Vision of DRCOG.	68%	26%	5%	0%	0%	3.89	3.63

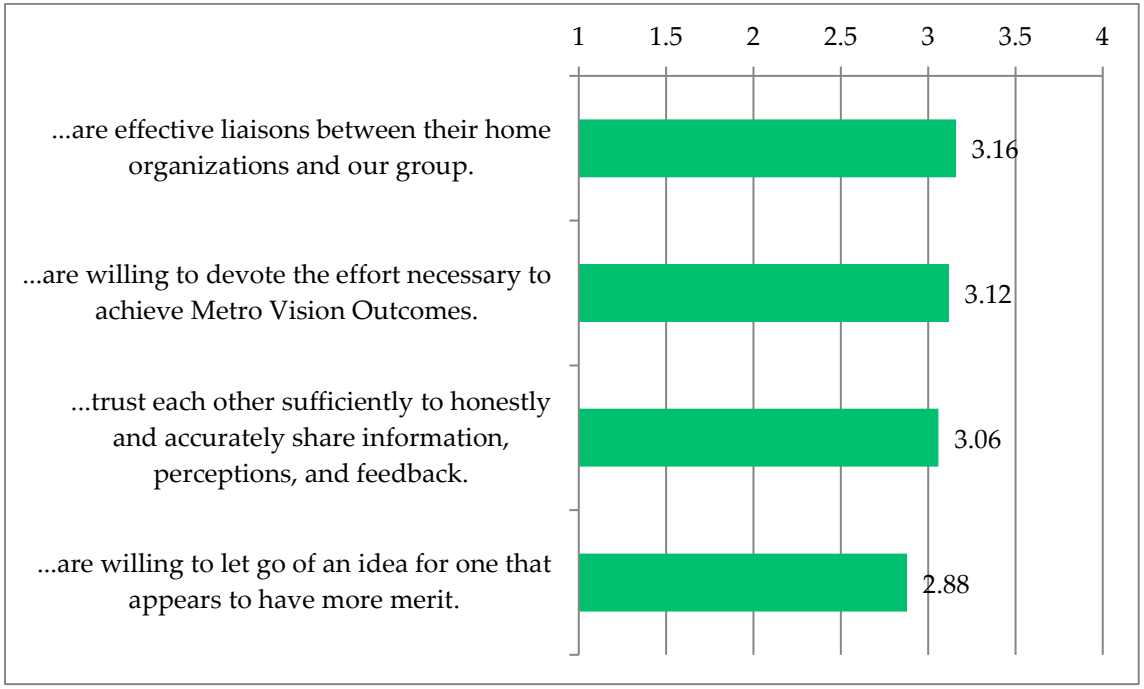
Comments:

- The leadership development process within DRCOG is effective and predictable. It gives leaders opportunities for development before they run for executive leadership, so by the time they run, they are well-prepared for their roles.
- On a rare occasion, ideas/thoughts from directors are forgotten.
- There is no doubt that the staff and exec cmt are committed to success.
- I have full confidence in the executive director and his staff in leading the DRCOG organization in an effective/efficient manner.
- Executive Director Rex and his staff are committed to our collaborative processes and providing a large, clean and organized location for our meetings. The venue is adequate and microphones, once you get used to them, are serving their purpose. I believe the Executive Committee is focused on the Mission and Vision of DRGOG and its regional focus.
- Although a new member, it is apparent that the leadership is strong as are the organizational and support staff.
- no question here. top notch leadership.

Members

Members refers to how Board Directors perceive other Director's capacity to collaborate: Are they willing to devote their efforts to furthering the goals of the collaborative rather than simply garner additional resources for their individual programs? Will they support the ideas that have the most merit even at the expense of their own interests? And, do they think there is sufficient trust among members to honestly share information and feedback?

1 = False, 2 = More false than true, 3 = More true than false, 4 = True



	True	More True than False	More False than True	False	Don't know	Avg 2022	Avg 2025
...are effective liaisons between their home organizations and our group.	26%	68%	0%	5%	0%	3.22	3.16
...are willing to devote the effort necessary to achieve Metro Vision Outcomes.	32%	42%	11%	5%	11%	3.16	3.12
...trust each other sufficiently to honestly and accurately share information, perceptions, and feedback.	16%	63%	11%	0%	11%	3.25	3.06
...are willing to let go of an idea for one that appears to have more merit.	21%	37%	21%	5%	16%	2.90	2.88

Comments:

- The previous comments are also reflected here. In almost all instances, directors are collaborative and mutually trusting. However, most times that we talk about air quality or housing density, and sometimes in relation to transit, conversation devolves and is less effective.
- DRCOG topics can be complicated and difficult to share with respective agencies.
- During my tenure, I have heard instances where muni/county reps are speaking from their local perspective which should be expected since they are representing their constituents' point of view. The debate that occurs to sway opinions is very civil and logic-based which reflects the culture of the BoD/DRCOG and I believe this is how a functional governing body should operate.
- The BOD is large and diverse geographically making it difficult to collaborate and develop professional relationships with everyone. DRCOG events serve an additional purpose of allowing directors to interact with other directors not directly adjacent or part of their home jurisdiction. The meal provided before the F&B P&E and BOD meetings also serves that purpose - if Directors are willing to reach out to others.
- "As with the Leadership and support staff for DRCOG, the members appear professional and well informed. Due to my short tenure, it is difficult to assess how and if members are willing to champion an idea for another member.
- The Metro Vision Outcomes are focused on Denver Metro which, while making sense, do not cover Clear Creek County."
- not sure if OTHER members are effective liasons, but i feel like ive done the best job i can to be that consistent conduit between our DRCOG work, and the discussion points in council and with our residents/stakeholders.

Structure

Structure refers to the clarity members have about the scope of the Board's authority and the roles and responsibilities assigned to its Directors.

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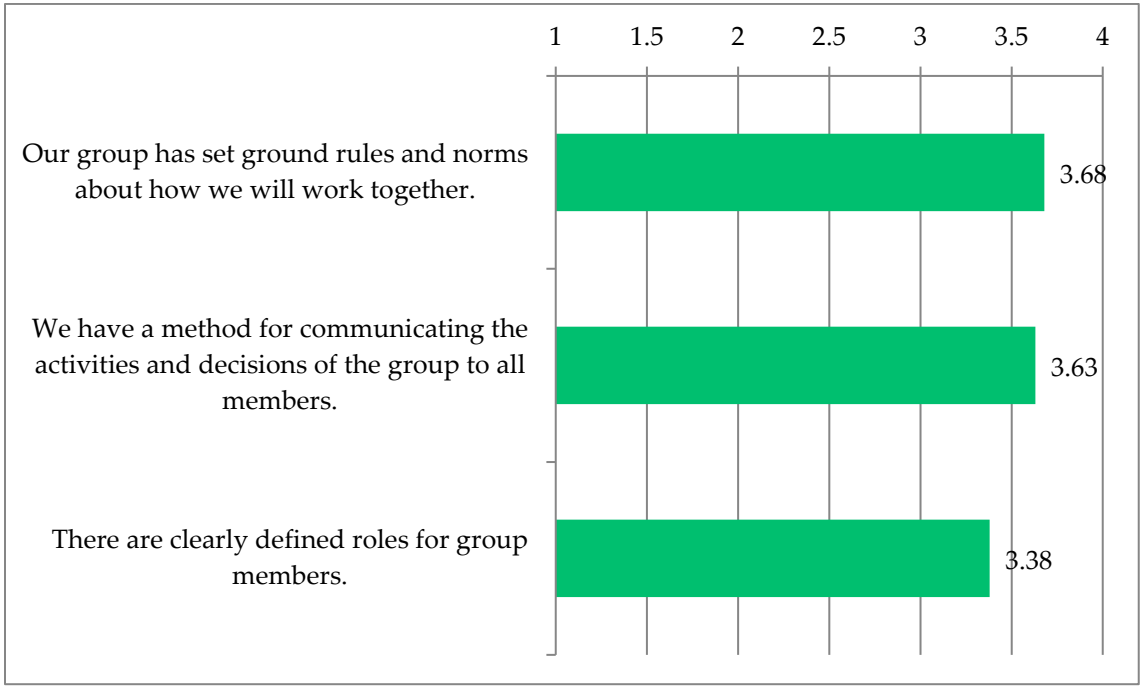


	True	More True than False	More False than True	False	Don't know	Avg 2022	Avg 2025
Our group has set ground rules and norms about how we will work together.	68%	32%	0%	0%	0%	3.74	3.68
We have a method for communicating the activities and decisions of the group to all members.	63%	37%	0%	0%	0%	3.68	3.63
There are clearly defined roles for group members.	47%	26%	5%	5%	16%	3.47	3.38

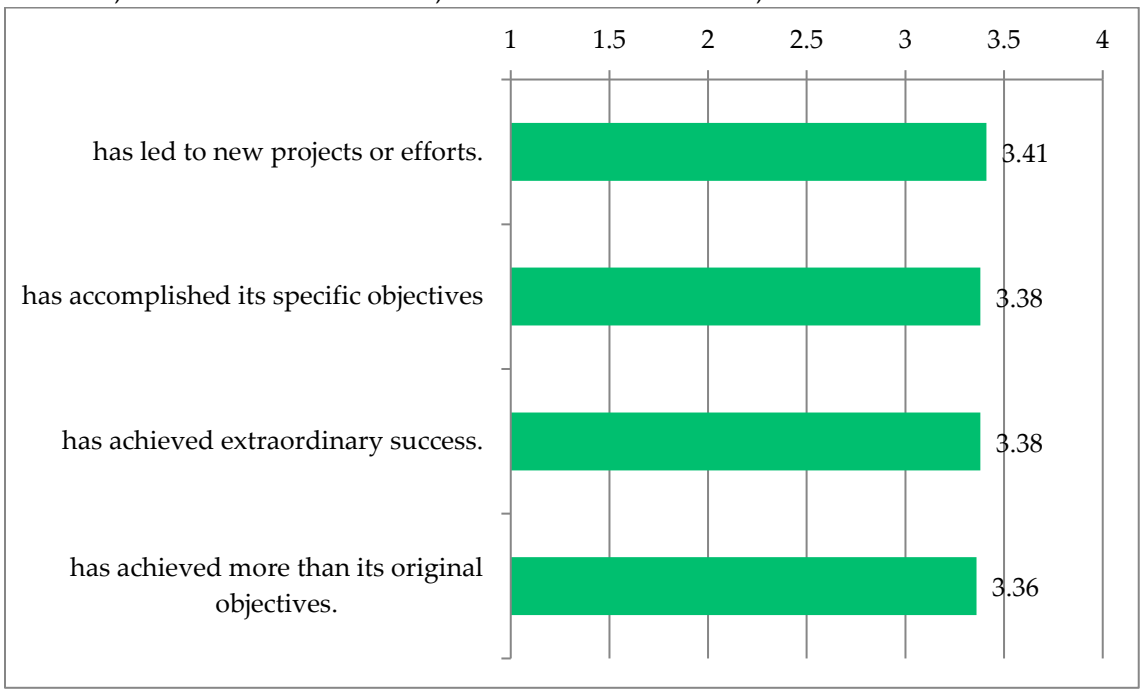
Comments:

- I think new members are always a little fuzzy the first 6-12 months on the body and given the constant turnover with members, we never truly have a full body informed on what the vote is because you may need to see a full rotation on topics to understand what they mean and how it is all related.
- N/C
- Serving on or even observing the F&B committee is a great way of understanding the finances and role of DRCOG in our communities. P&E committee is like graduate school for internal DRCOG processes. Many Directors may not have the time necessary to participate because of the requirements of their home jurisdiction and thus they may only attend the BOD meeting.
- "The Board has obvious ground rules and norms; I am not on a Committee so do not know how rules and norms apply in that arena; however, I assume the Committees reflect the Board's ethos.
- This same would apply for communication and role definitions."
- Absolutely clear; no comment!

General Success

General Success reflects the perceived level of success achieved by the collaborative and assesses the extent to which members accomplished the objectives set out for the most recent performance period. The term objectives in this section refers to for example; Reduce VMT, Improve Air Quality, Reduce GHG, etc. as opposed to 'outcomes' that describe an end state or destination point.

1 = False, 2 = More false than true, 3 = More true than false, 4 = True



	True	More True than False	More False than True	False	Don't know	Avg 2022	Avg 2025
has led to new projects or efforts.	47%	32%	11%	0%	11%	3.25	3.41
has achieved extraordinary success.	37%	42%	5%	0%	16%	2.88	3.38
has accomplished its specific objectives	33%	56%	0%	0%	11%	3.05	3.38
has achieved more than its original objectives.	32%	37%	5%	0%	26%	2.71	3.36

Comments:

- Thank you for the work on the Regional Housing Study. Our agency had completed a housing study which would have needed to be re-done due to recent passed legislation. This was very forward thinking for the Denver metro area.
- I am proud of the new areas we have ventured into and excited to see DRCOG being responsive to the changing needs of our community.
- Reduction of GHG and Ozone levels is extremely challenging since in some ways, it is a moving target given how baseline is defined. Non-binding targets are simply aspirational so the ability to definitely say that a specific target/objective is accomplished in a definitive way is hard to say.
- While state legislative sessions (regular and special) are closely monitored by directors and our lobbying team; and while Legislators are looking for DRCOG's input or positions on bills, we often find opposed bills will pass and supported bills are killed. Often the DRCOG position on bills is not as relevant to us directors as our home jurisdiction's position. Bills often generate long discussions before a position is taken. I don't know if that is an effective use of the BOD's time. Does it only widen the gaps between us? TIP, ATP, Metro Vision are all very successful.
- Due to newness to the Board, I do not know how various objectives have been achieved.
- Sometimes it's hard to see the greater successes as our actions are large/long-term in nature. I suspect by introducing housing into Metro Vision in a more formal way, and as a regular focal point of our Board, we've certainly shifted from at least the "original" intent or programming to be much more multi-faceted in nature. I will say that I hope that beyond the Decarb DRCOG program, we continue to be a regional player in the environmental services space (air quality, natural resources management, cross-jurisdictional collaboration on solid waste or other environmental service efforts) as this really is a natural fit for the organization, and it really does take a village to make that work happen.

Community Involvement & Collaboration

Community Involvement & Collaboration refers to the extent to which the collaborative has engaged a wider or more diverse set of partners or has stimulated greater commitment to collaboration among communities/jurisdictions.

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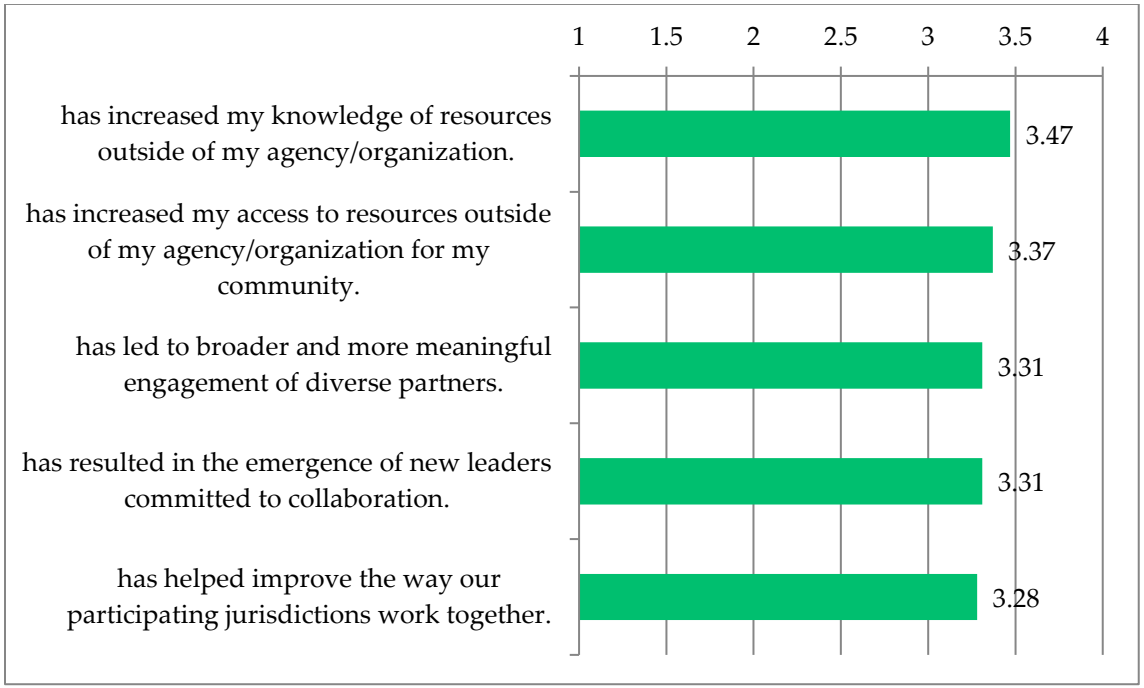


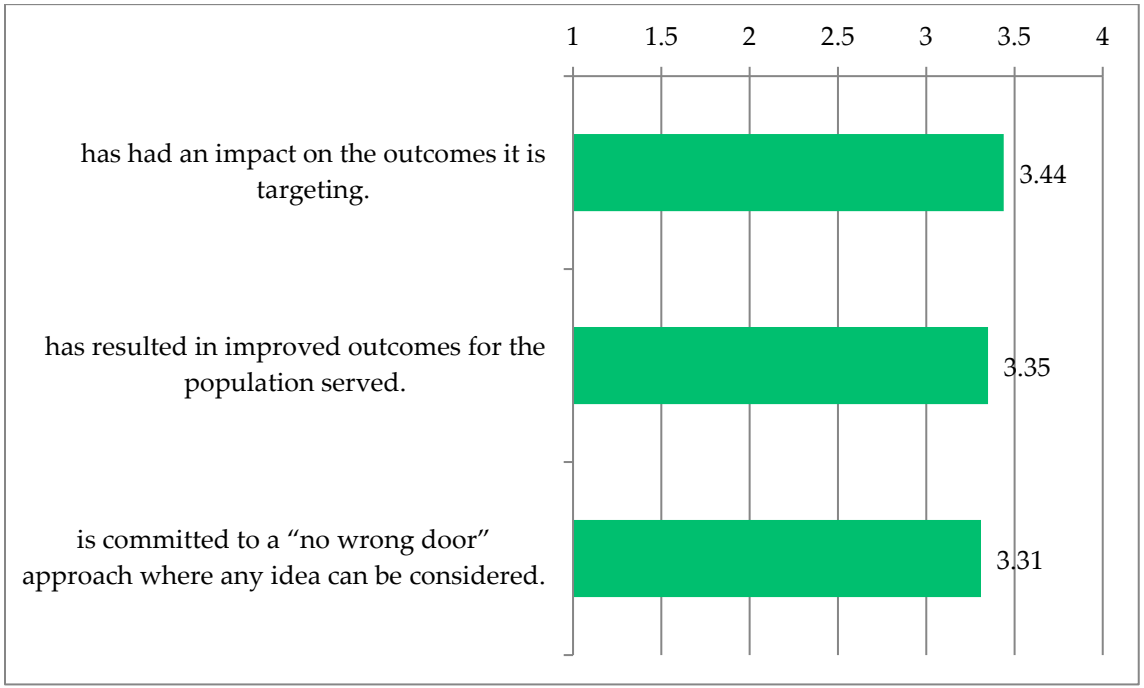
	True	More True than False	More False than True	False	Don't know	Avg 2022	Avg 2025
has increased my knowledge of resources outside of my agency/organization.	68%	21%	0%	11%	0%	3.37	3.47
has increased my access to resources outside of my agency/organization for my community.	58%	32%	0%	11%	0%	3.40	3.37
has led to broader and more meaningful engagement of diverse partners.	42%	32%	5%	5%	16%	3.26	3.31
has resulted in the emergence of new leaders committed to collaboration.	42%	32%	5%	5%	16%	3.13	3.31
has helped improve the way our participating jurisdictions work together.	42%	42%	5%	5%	5%	3.26	3.28

Comments:

- I always say "I don't know what I don't know" so any resources (knowledge and access) are unknown in this small town.
- Given my 3+ years in municipal government, I'm learning that soliciting community input is like pushing a rope. The challenge with getting voters' attention and then their commitment to make time to join listening sessions is hard! It may be useful to explore opportunities to reach the community via SMS/MMS channels since a majority of residents are now on smart devices. . .
- The sub-region TIP process is very successful and provides an opportunity for directors to work together and sometimes defer their own priorities for another directors proposals. We come together from many different jurisdictions and political backgrounds to work for the betterment of the region. We learn about other jurisdictions processes and priorities and share about our own.
- This question does touch on the role that Clear Creek County has on the Board. Certainly Clear Creek County is a diverse partner in that it is not part of the Denver Metro area. Clear Creek County is absolutely affected by the Denver Metro area in that the I70 corridor for mountain access runs right through the center of this small county and the county is impacted by Denver Metro visitors in an out-size way.

Outcomes

Outcomes refer to the extent to which members believe the collaborative has had an impact on the outcomes it is targeting. For example an outcome is; The built environment accommodates the needs of residents of all ages, incomes, and abilities; Development patterns are easy to navigate, enhance multimodal connectivity, and maximize the ability for all people to access opportunities. (Metro Vision)



	True	More True than False	More False than True	False	Don't know	Avg 2022	Avg 2025
has had an impact on the outcomes it is targeting.	42%	37%	5%	0%	16%	3.22	3.44
has resulted in improved outcomes for the population served.	42%	37%	11%	0%	11%	3.38	3.35
is committed to a "no wrong door" approach where any idea can be considered.	32%	47%	5%	0%	16%	3.11	3.31

Comments:

- I look forward to ongoing efforts to continue impacting air quality. I know we have dedicated efforts to those goals, but we have more work to do.
- If I were to rate the effort in realizing the Metro Vision, I would give it a "B/B-" grade. In regards to expanding use of public transit (as well as looking through my personal lens of living in Asia), I firmly believe the biggest challenge is based on 3 things: a) population density near public transit nodes that make use of mass transit a no-brainer; b) focusing on the 1st/last mile connection to these nodes; and c) a reliable and reasonable timetable of service that makes public transit convenient and predictable for riders.
- Legislative issues were previously discussed. Other outcomes which resulted in benefits for the populations include the many grants received in support of the AAA, the decarbonization efforts, Bike to Work, etc.
- It does appear that, as for the Denver Metro area, DRCOG is impacting the direction of how people travel.
- honestly, i think we can push this collaborative even harder. there's a ton of talent and capacity, and i think we can move even more work forward if we're willing to sacrifice by having more "split decisions". Generally we're almost entirely uniform in our voting, and i suspect that if we were to challenge the norm of "all of us being aligned all the time", there are some real opportunities that could come from that.

Membership Value

	True	More True than False	More False than True	False	Don't know	Avg 2022	Avg 2025
My community receives value from being a member of DRCOG.	63%	16%	11%	5%	5%	3.60	3.44

Comments:

- I only say "more false than true" as my community hasn't been actively involved in the past and it's been difficult to figure out what resources (funding, grant assistance, AAA services) we can afford, qualify for, etc.
- My community has the highway, light rail and many state highway arterial roads. Regional solutions are necessary for finding success as we move towards responsiveness.
- My city is closely involved with DRCOG on several fronts: Planning/Development and Environmental stewardship. It is not as plugged in on the Economic Development front (e.g. it did not participate in the CEDS activity). Not sure why this is the case as there may be unknown factors (e.g. personalities, motivation, in-intended exclusion, etc.)
- Membership value is seen as a large benefit to my community. The GIS and mapping services is just one program we get a lot of value from. Our planners are often helped by the DRCOG staff when trying to ascertain what other jurisdictions do. The Manager Forum is also greatly appreciated.
- I just can't justify driving an hour to a 3 hour meeting that should take less than two hours. The same five or six members in the audience that take up all the oxygen.
- "As noted in previous responses, I am not clear on how Clear Creek County is directly benefitting from being a member of DRCOG. It is important that Clear Creek County have a seat on the Board because of the impacts travel from the Denver Metro area have on this county.
- What I haven't heard or seen are plans for the I70 corridor and travel impacts to Clear Creek County."
- I suspect we'd even be willing to pay MORE for said value.

Additional Comments

- I appreciate all of DRCOG's work and everything they do for residents and agencies. The forums have been very productive and have allowed for many projects in our respective communities.
- Being a new member in DRCOG I am impressed with the resources and knowledge that are offered. I feel that I have learned a lot about my neighboring communities and what the region feels are the biggest struggles for the future. I have felt welcomed by everyone on the board and look forward to being involved in the projects DRCOG is a part of.
- No additional comments. Overall, I believe DRCOG serves a critical role in bringing together the Denver MSRA stakeholders to shape decision making that serves in the best interest of the region.
- Overall, I feel that DRCOG plays a very important role in the Denver Metro area. It is a well known entity that has a great reputation for cooperation and collaboration. The sharing of the regional housing study and goals is just one good example of how DRCOG can be a resource and effort multiplier for our jurisdictions. The MPO boundary should be expanded to match the DRCOG boundary.
- I believe in DRCOG but get frustrated.
- Clear Creek County is interested in and wanting to participate with DRCOG as a member that is as important as the Denver Metro area.
- The organization is performing well. As the membership continues to change and we get farther and farther removed from a previous Board's efforts to review/reorganize DRCOG, there needs to be consistent messaging to the Members so we understand who we are and how we operate so the positive collaborative environment is not lost.
- Nothin more! I've learned so much from this institution, and truly respect the members/staff across the spectrum.