

AGENDA
PERFORMANCE AND ENGAGEMENT COMMITTEE
WEDNESDAY, AUGUST 21, 2019
RED ROCKS CONFERENCE ROOM
1001 17th Street, 7th Floor
→ 5:15 p.m. ←

1. Call to Order

CONSENT AGENDA

2. Move to Adopt the Consent Agenda
 - July 17, 2019 meeting summary
(Attachment A)

ACTION ITEM

3. Discussion of Executive Director evaluation
(Attachment B) Jerry Stigall, Director of Organizational Development

INFORMATIONAL ITEM

4. Discussion of Board Collaboration Assessment
(Attachment C) Jerry Stigall, Director of Organizational Development

ADMINISTRATIVE ITEMS

5. Report of the Chair
6. Report of the Executive Director
7. Other Matters by Members
8. **Next Meeting – September 18, 2019**
9. Adjourn

Persons in need of auxiliary aids or services, such as interpretation services or assisted listening devices, are asked to contact DRCOG at least 48 hours in advance of the meeting by calling (303) 480-6701.



SUMMARY
PERFORMANCE AND ENGAGEMENT COMMITTEE
Wednesday, July 17, 2019

Members Present:

Ashley Stolzmann, Chair	Louisville
David Beacom	Broomfield
George Teal	Castle Rock
Nicholas Williams	Denver
Jacob LaBure (Alternate)	Lakewood
John Diak	Parker
Herb Atchison	Westminster

Others present: Doug Rex, Executive Director, and DRCOG staff.

Chair Stolzmann called the meeting to order at 5:21 p.m. with a quorum present.

Move to adopt the consent agenda

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

Items on the consent agenda included:

- Summary of the May 15, 2019 Performance and Engagement Committee meeting.

Discussion of Board Workshop agenda

Doug Rex provided information on the current draft workshop agenda, noting no comments were received on the draft.

Director Atchison **moved** to approve the Board workshop agenda. The motion was **seconded** and **passed** unanimously.

Discussion of Board Collaboration Assessment

Jerry Stigall, Director of Organizational Development, provided information on the results of the Board Collaboration Assessment.

Report of the Chair

No report was provided.

Report of the Executive Director

Mr. Rex reported there are currently 25 Board Directors signed up for the Board workshop.

Other Matters by Members

Director Teal noted he hopes the lunch presentation for the Board workshop will be educational in nature.

Performance and Engagement Committee Meeting Summary
May 15, 2019
Page 2

Next Meeting – August 21, 2019

The meeting adjourned at 5:38 p.m.

ATTACH B

To: Chair and Members of the Performance & Engagement Committee

From: Douglas W. Rex, Executive Director
303-480-6747 or drex@drcog.org

Meeting Date	Agenda Category	Agenda Item #
August 21, 2019	Action Item	3

SUBJECT

This item is related to DRCOG's executive director 2018-2019 annual performance evaluation process.

PROPOSED ACTION/RECOMMENDATIONS

DRCOG staff recommends initiating the 2018/2019 the executive director performance evaluation process.

ACTION BY OTHERS

N/A

SUMMARY

In preparation of this year's executive director performance evaluation, staff is providing the following documents for review:

- 2018/2019 executive director performance objectives. These performance objectives are the basis for the executive director's scorecard report requested by the P&E committee last year.
- Evaluation survey to be completed by the Board of Directors. Staff is proposing two options for administering the executive director's annual performance evaluation so the results can be finalized during or near the end of the 2018-2019 performance period (October 2019): send the performance evaluation to Board Directors on August 26 closing on September 9, or send the evaluation on September 9, closing on September 23.
- Evaluation survey to be completed by direct reports of the executive director. Survey will be administered for a two week period.
- Proposed questions to be asked of selected peer partners. In 2017, Performance and Engagement Committee members decided to contact peers/associates for executive director feedback instead of using an electronic evaluation. The questions to guide the Peer group conversation are attached.
- Incorporate Executive Policies in the executive director's scorecard.

PREVIOUS DISCUSSIONS/ACTIONS

N/A

PROPOSED MOTION

N/A

ATTACHMENTS

- Executive Director Scorecard - annual performance objectives and measures
- DRCOG Executive Director evaluation questions 2017-2018 (Board Directors)
- DRCOG Executive Director evaluation questions 2017-2018 (Direct reports)
- DRCOG Executive Director evaluation questions 2017-2018 (Peer group)
- Executive Policies report

ADDITIONAL INFORMATION

If you have questions about the Executive Director Annual Evaluation, please contact Ashley Stolzmann, Chair of the Performance and Engagement Committee at ashleys@louisvilleco.gov; or Jerry Stigall at jstigall@drco.org or 303-480-6780.

DRCOG Executive Director 2018-2019 Performance Objectives

Improve Regional Collaboration of the DRCOG Board

Measures:

- o Members scale score
- o Community Involvement & Collaboration scale score
- o TIP Dual Model post-process rating

Source: Board Collaboration Assessment. The score for this measure comes from the Members section of the assessment.

Increase and Diversify Funding

Measures:

- o Change in Revenue
- o Financial Executive Policy Compliance score
- o Successful Audit

Source: Actuals from DRCOG Fin. Director

Enhance Strategic Partnerships

Measures:

- o Partner strategy meetings - This quarterly measure reports the number of partner strategy meetings attended by DRCOG's Executive Director, i.e. CDOT, RTD, NWFRMPO, PPACG.
- o Feedback Score from Partner Peers-Associates

Source: monthly/quarterly report maintained by Exec Dir.

Improve Outreach to DRCOG Member Governments

Measures:

- o 1 on 1s with Board directors
- o DRCOG staff interactions with member jurisdictions
- o Value of services composite score – **recommend using Membership Value score only** from Collaboration Assessment

Source: monthly/quarterly report maintained by Exec Dir.

Maintain Employee Culture

Measures:

- o Executive Director section scale score
- o Leadership composite
- o Management composite
- o Satisfaction section scale score

Source: Employee Engagement & Satisfaction survey



DRCOG Executive Director Annual Performance Evaluation 2017-2018 - Board Directors

DRCOG Board Directors are invited to provide feedback in the annual performance evaluation for the Executive Director of the Denver Regional Council of Governments (DRCOG), Douglas W. Rex. Your candid and balanced feedback will provide the most value. Please take a few minutes to provide your input.

Overview of the Evaluation

There are a total of **eight required questions** in the evaluation which are scored on a five-point scale. The left side, middle and right side of the scale is labeled as; **Exceeds Expectations, Meets Expectations, Needs Improvement** respectively. Each main section contains an introductory paragraph and a select group of 'indicators' for each area evaluated.

Please review this information before completing the single question for each section. Items with an (*)asterisk require a response to submit your input. The evaluation should take approximately 15 minutes to complete depending on the extent of any comments you would like to make. The last section of the assessment contains open-ended questions and a general Comment box.

The Executive Director's self assessment can be accessed with the link sent in the original email inviting you to participate in this annual evaluation. Please keep this email until you submit your responses since each link is unique and cannot be resent individually. If you need assistance, please contact Jerry Stigall (jstigall@drcog.org) or 720.375.1742.

Please click *Submit Responses* at the end of the survey to record your input. The site closes on **May 31 at midnight.**

Thank you for your participation!

DRCOG Performance & Engagement Committee

Begin DRCOG Executive Director Performance Evaluation 2017-2018

I. Strategic Leadership - Vision, Mission, and Strategies - The Executive Director's role has both strategic and operational components. Working with the Board, the Executive Director must develop a shared vision for the future of the organization, build understanding around the current mission, and develop appropriate goals and strategies to advance that mission.

The Executive Director:

- Has worked with the board to develop a clear mission and vision for the organization;
- Understands his or her own leadership role;
- Working with the board, translates the organization's mission into realistic goals and objectives;
- With input from the board and staff, has created an effective process for long-range, strategic planning for the organization;
- Understands the organization changes that are needed in order to accomplish the organization's mission and realize its vision;
- Successfully implements Board goals and policies throughout the organization;
- Has made progress in furthering organizational goals established by the board during his or her last performance period.

*** 1. The Executive Director demonstrates proficiency in the Strategic Leadership of DRCOG.**

Exceeds Expectations	Meets Expectations	Needs Improvement	Not applicable/Don't Know
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

2. What are the major strengths of the Executive Director in this area? Please provide specific examples to explain your comments.

3. How can the Executive Director improve in this area? Please provide specific examples to explain your comments.

II. Operational Leadership - Accomplishment of Management Objectives - Working with the Board, the Executive Director establishes operational objectives that support the strategic plan. Examples of operational/management objectives are: Enhance strategic partnerships, Improve processes, Improve internal/external communication, etc.

The Executive Director is responsible for leading staff in the implementation of the strategic plan, any annual plans and for day-to-day management of DRCOG. The Executive Director works with staff to develop, maintain, and use the systems and resources that facilitate the effective operation of DRCOG.

The Executive Director:

- Selects and cultivates qualified senior staff;
- Models effective behaviors and skills;
- Builds morale among staff and volunteers;
- Is knowledgeable regarding the operations of a productive office environment;
- Ensures compliance with all legal and regulatory requirements;
- Responds appropriately to unanticipated or difficult situations;
- Maintains a climate that attracts, retains, and motivates a highly qualified, diverse staff;
- Adequately prepares Board members by developing agendas with adequate discussion time;
- Instills a strong service orientation culture.

Ensures that there are appropriate systems in place to facilitate the day-to-day operations of the organization in the areas of:

- Development and delivery of programs
- Policy development
- Administration and operations
- Resource development

*** 4. The Executive Director demonstrates proficiency in the Operational Leadership of DRCOG.**

Exceeds Expectations	Meets Expectations	Needs Improvement	Not applicable/Don't Know
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

5. What are the major strengths of the Executive Director in this area? Please provide specific examples to explain your comments.

6. How can the Executive Director improve in this area? Please provide specific examples to explain your comments.

III. Programmatic Leadership - Program Management - A nonprofit organization carries out its mission by offering specific programs and services. The Executive Director leads the staff in managing and administering these programs and services. This requires a thorough knowledge of the organization's mission as well as an understanding of technical, operational, and ethical issues.

The Executive Director:

- Demonstrates substantive knowledge regarding the organization's programs and services;
- Works with the board to develop appropriate policies to ensure the successful outcomes of programs;
- Ensures that staff manages these programs within time and budget constraints;
- Through effective oversight and staffing, sets high standards of quality for the organization's programs;
- Recommends new programs and the modification or discontinuance of current programs, as appropriate, to the board.

*** 7. The Executive Director demonstrates proficiency in the Programmatic Leadership of DRCOG.**

Exceeds Expectations	Meets Expectations	Needs Improvement	Not applicable/Don't Know
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

8. What are the major strengths of the Executive Director in this area? Please provide specific examples to explain your comments.

9. How can the Executive Director improve in this area? Please provide specific examples to explain your comments.

IV. Reporting to the Board - The Executive Director/Board Partnership (Part 1) - The Executive Director and the Board must work together as partners as illustrated in the DRCOG Board Governance Principles. Each arm of leadership draws upon its own unique strengths and abilities. The Executive Director and the Board have joint responsibility for developing and maintaining a strong working relationship and a system for sharing information. The Board is responsible for creating a written job description for the Executive Director that is clear and agreed to by all parties. This section contains two parts: The Executive Director/Board Partnership and Communications with and Support of the Board.

The Executive Director:

- Is clear about the differences between their role and the role of the Board;
- Is treated as a respected professional by directors of the Board;
- Has been delegated the authority necessary to manage the organization effectively;
- Raises issues and questions and provides adequate information to inform board discussion;
- Provides appropriate, timely information to the Board on relevant organizational issues;
- Works effectively with the Board as a holistic governing body;
- Takes direction from full Board vs. individual directors;
- Creates a climate that welcomes the input and participation of all Board directors.

*** 10. The Executive Director and the Board have a positive and productive partnership.**

Exceeds Expectations	Meets Expectations	Needs Improvement	Not applicable/Don't Know
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

11. What are the major strengths of the Executive Director in this area? Please provide specific examples to explain your comments.

12. How can the Executive Director improve in this area? Please provide specific examples to explain your comments.

Reporting to the Board - Communications with and Support of the Board (Part 2)

To assess the Executive Director in the area of Communications with and Support of the Board, please review Executive Policy 8 below.

- The Board is informed and supported in its work;
- The Board is provided complete, clear information for the accomplishment of its job;
- The Board is informed in a timely manner about relevant events and issues regardless of reporting/monitoring schedule;
- Required reports to the Board are submitted in a timely, accurate, and understandable fashion;
- The Board is aware of actual or anticipated non-compliance with Board goals or Executive Policies;
- The Board is provided decision information it requests, information on relevant trends, or other points of view, issues and options for well-informed Board decisions;
- The Board is aware of incidental information it requires, including anticipated adverse media coverage, threatened or pending lawsuits, or material external and internal/organizational changes. Notification of planned non-personnel-related internal changes is provided in advance when feasible;
- In consultation with legal counsel, that the Finance and Budget Committee is appropriately apprised of pending or threatened litigation;
- The Board is informed when the Board is not in compliance with its own policies, particularly in the case of the Board behavior that is detrimental to the work relationship between the Board and the Executive Director. Information provided to the Board is not overly complex or lengthy.

*** 13. The Executive Director provides complete, understandable and timely information to support the Board in their analysis and decision-making.**

Exceeds Expectations	Meets Expectations	Needs Improvement	Not applicable/Don't Know
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

14. What are the major strengths of the Executive Director in this area? Please provide specific examples to explain your comments.

15. How can the Executive Director improve in this area? Please provide specific examples to explain your comments.

V. The Board/Staff Relationship - Because many organizational issues require a partnership of Board and staff, it is important that the Board, the Executive Director, and staff members assigned to assist the Board in carrying out its work have a good and strong working relationship.

To assess the Board/Staff working relationship, consider the following criteria.

- Has established appropriate systems for dialogue and communication between the Board and staff to ensure that the Board maintains a good knowledge of the organization;
- Senior staff have built effective working relationships with the Executive Committee and committee chairs who are responsible for specific aspects of organizational governance;
- Board has appropriate access to staff with technical expertise when needed.
- Staff is responsive to Board requests for information and feedback from official meetings.

*** 16. The DRCOG Board and Staff have a positive and productive working relationship.**

Exceeds Expectations		Meets Expectations		Needs Improvement		Not applicable/Don't Know
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

17. What are the major strengths of the Board/Staff working relationship? Please provide specific examples to explain your comments.

18. How can the Executive Director improve in this area? Please provide specific examples to explain your comments.

External Liaison and Public Image - The Executive Director and Board directors are key players in establishing and maintaining positive relationships with the many groups that support the work of DRCOG.

The Executive Director:

- Maintains a positive professional reputation in the local community;
- Is a good ambassador;
- Serves as a knowledgeable spokesperson for DRCOG;
- Represents the organization’s mission and vision;
- Is well regarded as having thorough knowledge and understanding by his or her professional peers in the organization’s area of focus.

Cultivates effective relationships with:

- Community and business leaders
- Key partners
- Constituents/Stakeholders
- Public officials
- Relevant professional organizations

*** 19. The Executive Director serves the role well as DRCOG ambassador and projects a favorable public image for the organization.**

Exceeds Expectations		Meets Expectations		Needs Improvement	Not applicable/Don't Know
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

20. What are the major strengths of the Executive Director in this area? Please provide specific examples to explain your comments.

21. How can the Executive Director improve in this area? Please provide specific examples to explain your comments.

VI. Personal Attributes – Are traits or characteristics of an individual that make up who they are and contribute to a person’s success.

To assess the Executive Director in the area of Personal Attributes, consider the following criteria.

The Executive Director demonstrates:

- **Self management, self-awareness, self-confidence** - Knowing one's strengths and limits and managing relationships to productive outcomes; Sureness about one's self-worth and capabilities.
- **Empathy and service orientation** - Sensing others feelings and perspective, and taking an active interest in their concerns; Anticipating, recognizing, and meeting customers needs.
- **Influence** - Demonstrates effective tactics for persuasion.
- **Transparency** - Openness; Provides full information required for collaboration, cooperation, and collective decision making.
- **Adaptability** - Flexibility in handling change; Smoothly handles multiple demands, shifting priorities.
- **Achievement drive/initiative** - Works to improve or meet a standard of excellence; Readiness to act on opportunities.

* 22. The Executive Director demonstrates personal attributes that contribute to success in the role.

Exceeds Expectations		Meets Expectations		Needs Improvement	Not applicable/Don't Know
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

23. What are the major strengths of the Executive Director in this area? Please provide specific examples to explain your comments.

24. How can the Executive Director improve in this area? Please provide specific examples to explain your comments.

VII. Open-Ended Questions - this section contains 4 questions for general responses. Please cite specific examples where possible to explain your comments.

25. What have been the most significant achievements of the Executive Director over the last year?

26. What external factors have influenced the Executive Director's performance?

27. What are areas in which the Board could provide better support to the Executive Director?

28. Additional comments:

Thank you for taking time to provide feedback for DRCOG's Executive Director.

Please click 'Submit Responses' below to ensure your feedback is recorded.

DRCOG Performance & Engagement Committee Chair



DRCOG Executive Director 2017-2018 Annual Evaluation - Direct Reports

The following is the 2017-2018 annual assessment for DRCOG's Executive Director. As a direct report, you have been invited to participate in providing feedback. All individual responses are confidential.

Please take a few minutes to provide your input. The site will remain open until 5:00 p.m. July 31, 2018.

Thank you,

DRCOG Performance & Engagement Committee

If you need assistance, please contact Jerry Stigall

Email: jstigall@drcog.org

Cell: 720.375.1742

1. The Executive Director:

	Exceeds Expectations	Meets Expectations	Needs Improvement	N/A- Don't Know
Supports the agency mission and represents DRCOG in a positive and effective manner with colleagues, members of the public and customers/clients.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Effectively communicates (both verbally and in writing) to ensure that direct reports, coworkers and other stakeholders are informed regarding agency issues, liabilities and programs.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Listens and gives consideration and feedback to the ideas of others.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Resolves disputes constructively.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Exceeds Expectations	Meets Expectations	Needs Improvement	N/A- Don't Know
Works as part of a team, helping build consensus, sharing information and contributing to the overall success of the agency.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Maintains a climate that attracts, retains, and motivates a highly qualified, diverse staff.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Instills a strong service orientation culture.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Takes prompt and effective action to address issues and reduce liabilities.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Responds appropriately to critical incidents, emergencies, unexpected situations and anomalies.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Is an effective coach, in giving praise and taking corrective action.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Is open to suggestions, guidance, and change.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Accepts responsibility for own actions and those of staff.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Conveys a comprehensive sense of “the big picture” and how my division’s work contributes to the success of that picture.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Makes consistent and clear decisions (so I know what to expect).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Is knowledgeable regarding the operations of a productive office environment.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Builds morale among staff and volunteers.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

2. Please provide comments as needed to support your ratings above.



DRCOG Executive Director 2015-2016 Annual Performance Evaluation - Peer/Associate group

You have been invited to participate in the annual performance evaluation for DRCOG's Executive Director. Please take a few minutes to provide your feedback based on your experience working with the Executive Director.

Numeric scores and verbatim comments will be shared in summary form only. Input from individual respondents is not tracked. **Please make sure to click 'Submit Responses'** at the end of the evaluation to ensure your input is recorded. The site will remain open until 5:00 p.m. Friday, June 10.

If you need assistance with the evaluation or have questions, please contact Jerry Stigall - email (jstigall@drcog.org) or phone (720.375.1742).

Thank you in advance for your participation.

DRCOG Board Chair

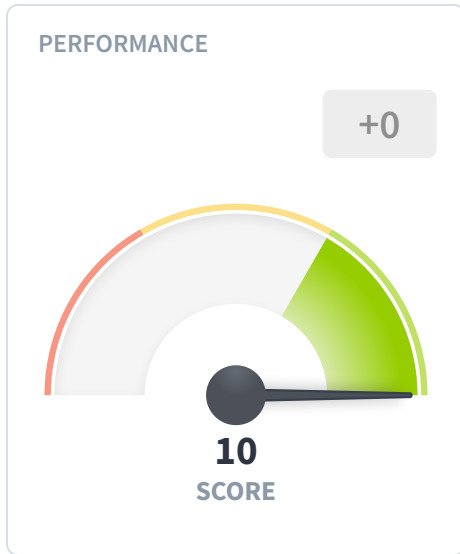
DRCOG's Executive Director...

	True	More True than False	More False than True	False	Don't Know/Not Applicable
Is well regarded as having thorough knowledge and understanding of the profession by peers and associates.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Represents the organization's mission and vision.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Conveys a positive image of DRCOG.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Is a valued strategic partner in working toward our common goals.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Is credible and honest in communications.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Resolves conflicts fairly.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Is open and objective in making judgments.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Demonstrates professionalism in performance of job.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Serves as a knowledgeable spokesperson for DRCOG.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Is open to suggestions, guidance, and change.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Accepts responsibility for own actions and those of staff.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ably represents organization's position.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please provide comments below as needed.

EXECUTIVE POLICIES SCORECARD

2019



ID

749

Description

This is the Executive Policies Scorecard and reports performance data on DRCOG staff's compliance with these policies.

The following Executive Policies are contained in this section:

1. GENERAL EXECUTIVE DIRECTOR CONSTRAINT
2. TREATMENT OF CITIZENS, TAXPAYERS, STAFF AND VOLUNTEERS
3. COMPENSATION, BENEFITS, EMPLOYMENT
4. FINANCIAL PLANNING AND BUDGET
5. FISCAL MANAGEMENT AND CONTROLS
6. PROTECTION OF ASSETS
7. IMMEDIATE SUCCESSION
8. COMMUNICATIONS WITH AND SUPPORT OF THE BOARD

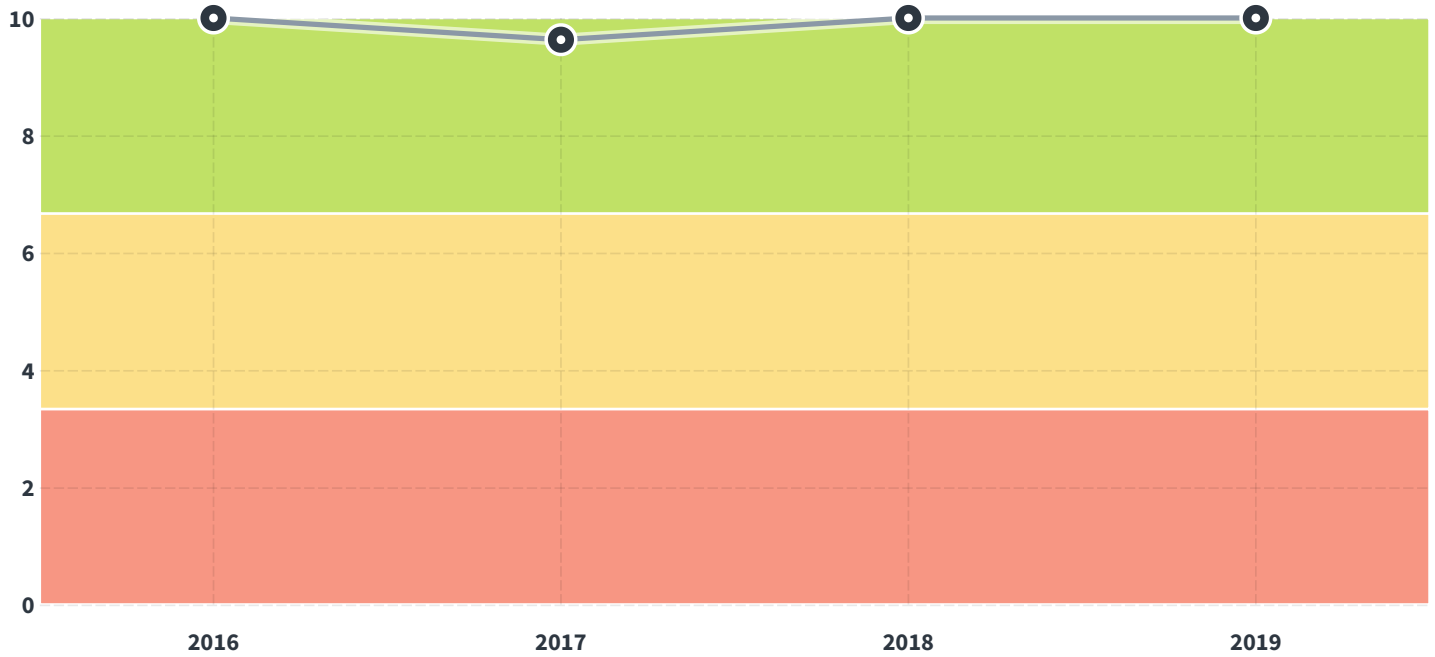
Details

Type	Weight
Scorecard	100%

Owners

Jerry Stigall

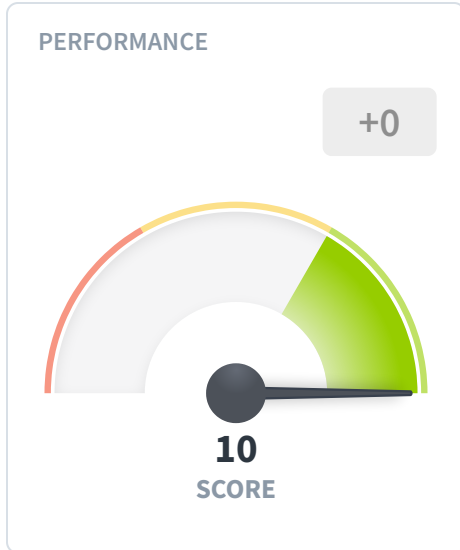
HISTORICAL PERFORMANCE



PERIOD	SCORE
2016	● 10
2017	● 9.63
2018	● 10
2019	● 10

ENSURE POLICY COMPLIANCE - EXECUTIVE POLICIES SCORECARD

2019



ID

751

Description

Executive Polices state the conditions that must be in place to successfully accomplish or further Board priorities.

Executive policies provide the necessary guidance for the Executive Director to effectively lead the organization toward progressing the goals and priorities of DRCOG. Executive Policies state conditions that must exist in order to achieve organizational strategic initiatives. Executive Polices prevent the goals from being achieved through means that create liabilities for the organization. For purposes of this document, the term “Board” refers to the entire DRCOG Board of Directors and their alternates acting as such.

Scoring for Executive Policies 1-6 is based on the following legend:

- 3 = Full compliance
- 2 = Partial Compliance
- 1 = Noncompliance

Note: Executive Policy 8 is included in the Executive Director's Annual Evaluation. The scoring for this policy is completed by Board Directors. The answer options are; Exceeds Expectations, Meets Expectations, Needs Improvement.

Details

Type	Weight
Objective	100%

Owners

Jerry Stigall

DATA USED IN CALCULATIONS

	SCORE	WEIGHT
1.0 GENERAL EXECUTIVE DIRECTOR CONSTRAINT	10	12.5%
2.0 TREATMENT OF CITIZENS, TAXPAYERS, STAFF, INTERNS AND VOLUNTEERS	10	12.5%
3.0 COMPENSATION, BENEFITS, EMPLOYMENT	10	12.5%
4.0 FINANCIAL PLANNING AND BUDGET	10	12.5%
5.0 FISCAL MANAGEMENT AND CONTROLS	10	12.5%
6.0 PROTECTION OF ASSETS	10	12.5%
7.0 IMMEDIATE SUCCESSION	10	12.5%
8.0 COMMUNICATIONS WITH AND SUPPORT OF THE BOARD		0%
Successful Audit	10	12.5%

To: Chair and Members of the Performance & Engagement Committee

From: Doug Rex, Executive Director
303-480-6747 or drex@drcog.org

Meeting Date	Agenda Category	Agenda Item #
August 21, 2019	Informational Item	4

SUBJECT

DRCOG Board Director Collaboration Assessment Action Items

PROPOSED ACTION/RECOMMENDATIONS

N/A

ACTION BY OTHERS

N/A

SUMMARY

At the May 2019 P&E meeting, committee members requested an analysis of the collaboration assessment results to identify specific actions items that will continue to improve Board Director collaboration. The first two sections of the assessment, Structural Integrity and Authenticity, represent what must go right in collaboratives at the very beginning. The individual item scores and overall score for Structural Integrity are very positive. The lowest scored item (*The allocation of resources is decided fairly*) in Structural Integrity is 3.10 which is .6 of a point above the mid-point. This area of 'fairness' is possibly worth exploring with Board Directors considering most people give the perception of fairness considerable weight.

In Authenticity, one item stands out from the other four; *In the process, strings are being pulled from outside Board discussions which influence important decisions*. The score for this item has been lower (2.5 in 2015 and 3.00 in 2019) than most other items in this section from the beginning and warrants attention compared to other item scores. Additionally, many of the remaining sections illustrate a *result* that collaborations can generate, i.e. General Success, Community Involvement & Collaboration, Outcomes, Quality of Services, Fragmentation of Services, Duplication of Services, and Costs. To improve Board Directors understanding of these 'benefits' of collaboration, it would be helpful to provide data and anecdotal evidence of these *results* occurring. For instance, during our Community Spotlight presentations at Board meetings, having presenters highlight results in these other areas would broaden Board Director's understanding of actual results occurring and how beneficial collaboration can be.

PREVIOUS DISCUSSIONS/ACTIONS

N/A

PROPOSED MOTION











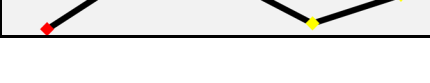

N/A

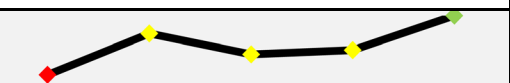
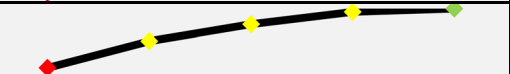


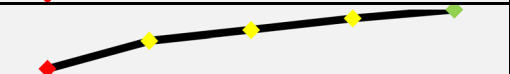

ATTACHMENT

DRCOG Board Collaboration Assessment historical results

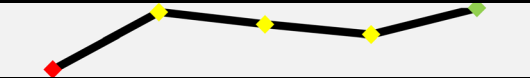

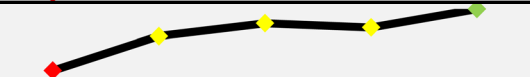

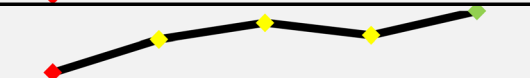
ADDITIONAL INFORMATION





If you have questions about the results, please contact Ashley Stolzmann, Chair of the Performance and Engagement Committee at ashleys@louisvilleco.gov. If you have questions about the assessment, please contact Jerry Stigall at jstigall@drcog.org or 303-480-6780.

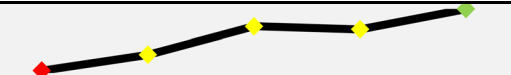




	A	B	C	D	E	F	G	H	I
1	DRCOG Board Collaboration Assessment - 2019	2015	2016	2017	2018	2019	2015-2019 trend (High score - green Low score - red)		
2	I. Structural Integrity refers to how Board Directors perceive the fairness of the collaborative process. A process that has high structural integrity applies 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.								
3									
4	The people involved in the process usually are focused on broader goals (outcomes) of the region, rather than individual agendas.	2.70	2.86	3.15	3.04	3.23			
5	The process is free of favoritism.	2.70	2.85	3.00	3.26	3.45			
6	In the process, everyone has an equal opportunity to influence decisions.	3.00	3.23	3.39	3.44	3.32			
7	The process responds fairly to the needs of its members.	2.70	3.20	3.18	3.42	3.47			
8	Decisions made in the process are based on fair criteria.	2.70	3.05	3.16	3.36	3.29			
9	The allocation of resources is decided fairly.	2.80	2.97	2.91	3.19	3.10			
10	The criteria for allocations are fairly applied.	3.00	3.27	3.06	3.29	3.35			
11	In the process, there is sufficient opportunity to challenge decisions.	2.80	3.29	3.50	3.40	3.63			
12	The decisions made in the process are consistent.	2.70	3.00	3.19	3.12	3.43			
13	Decisions are based on accurate information.	2.90	3.10	3.35	3.43	3.23			
14	Scale/section average	2.80	3.08	3.19	3.30	3.35			
15	Responses	25	35	34	26	31			

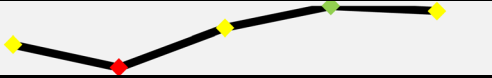

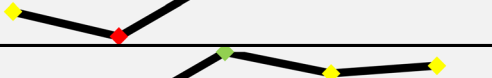
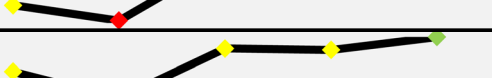
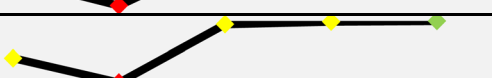
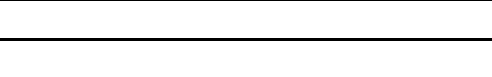
DRCOG Board Collaboration Assessment - 2019	2015	2016	2017	2018	2019	2015-2019 trend (High score - green Low score - red)
II. Authenticity refers to the extent Board Directors perceive the collaborative process is free from undue outside influence. An authentic process is one where members are confident 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.						
The process gives some people more than they deserve, while shortchanging others.	2.70	3.00	2.85	2.88	3.13	
In the process, some people's opinions are accepted while other people are asked to justify themselves.	2.70	2.94	3.09	3.20	3.23	
In the process, strings are being pulled from outside Board discussions which influence important decisions.	2.50	2.81	3.00	3.09	3.00	
In discussions about decisions or procedures, some people are discounted because of the organizations/jurisdictions that they represent.	2.70	2.81	3.00	3.17	3.28	
Scale/section average	2.65	2.89	2.99	3.09	3.16	
Overall Quality Process Score = Structural Integrity & Authenticity	2.72	2.98	3.09	3.20	3.25	
Responses	25	35	34	26	31	





DRCOG Board Collaboration Assessment - 2019	2015	2016	2017	2018	2019	2015-2019 trend (High score - green Low score - red)
<p>III. 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. Note: The first item below regarding Organizer/coordinator refers to DRCOG's role as the convener/convening location. The second item refers to Board Director leadership. Our collaborative...</p>						
<p>...has an effective organizer/coordinator.</p>	3.00	3.55	3.68	3.69	3.87	
<p>...is led by individuals who are strongly dedicated to the Mission and Vision of DRCOG.</p>	3.30	3.56	3.64	3.60	3.73	
<p>Scale/section average</p>	3.15	3.56	3.66	3.65	3.80	
<p>Responses</p>	25	35	34	26	31	

DRCOG Board Collaboration Assessment - 2019	2015	2016	2017	2018	2019	2015-2019 trend (High score - green Low score - red)
IV. 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? Members...						
...are effective liaisons between their home organizations and our group.	3.10	3.38	3.32	3.27	3.40	
...trust each other sufficiently to honestly and accurately share information, perceptions, and feedback.	2.90	2.97	3.22	3.04	3.33	
...are willing to let go of an idea for one that appears to have more merit.	2.70	2.94	3.03	3.00	3.13	
...are willing to devote the effort necessary to achieve Metro Vision Outcomes.	2.90	3.06	3.15	3.13	3.13	
Scale/section average	2.90	3.09	3.18	3.11	3.25	
Responses	25	35	34	26	31	

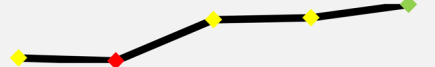


DRCOG Board Collaboration Assessment - 2019	2015	2016	2017	2018	2019	2015-2019 trend (High score - green Low score - red)
<p>V. Structure refers to the clarity members have about the scope of the Board's authority and the roles and responsibilities assigned to its Directors. Note: This section also pertains to Board Committees. Please use the space below to provide comments on committees as they relate to (Board) Structure.</p>						
<p>Our group has set ground rules and norms about how we will work together.</p>	3.40	3.29	3.84	3.72	3.80	
<p>We have a method for communicating the activities and decisions of the group to all members.</p>	3.40	3.41	3.74	3.75	3.79	
<p>There are clearly defined roles for group members.</p>	3.20	3.09	3.58	3.40	3.50	
<p>Scale/section average</p>	3.33	3.26	3.72	3.62	3.70	
<p>Responses</p>	25	35	34	26	31	





DRCOG Board Collaboration Assessment - 2017	2015	2016	2017	2018	2019	2015-2019 trend (High score - green Low score - red)
VI. 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. Our Collaborative...						
has accomplished its specific objectives	2.90	3.00	3.18	3.16	3.29	
has achieved more than its original objectives.	2.80	2.65	2.77	3.13	2.96	
has led to new projects or efforts.	3.10	2.91	3.41	3.38	3.32	
has achieved extraordinary success.	2.70	2.59	2.86	3.08	2.92	
Scale/section average	2.88	2.79	3.06	3.19	3.12	
Responses	25	35	34	26	31	

DRCOG Board Collaboration Assessment - 2019	2015	2016	2017	2018	2019	2015-2019 trend (High score - green Low score - red)
VII. 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. Our Collaborative...						
has led to broader and more meaningful engagement of diverse partners.	2.90	2.50	3.19	3.57	3.48	
has resulted in the emergence of new leaders committed to collaboration.	2.80	2.50	3.47	3.61	3.38	
has helped improve the way our participating jurisdictions work together.	3.00	2.60	3.59	3.39	3.53	
has increased my knowledge of resources outside of my agency/organization.	3.40	3.30	3.70	3.56	3.61	
has increased my access to resources outside of my agency/organization for my community.	3.10	2.73	3.42	3.40	3.58	
Scale/section average	3.04	2.73	3.47	3.51	3.52	
Responses	25	35	34	26	31	

DRCOG Board Collaboration Assessment - 2019	2015	2016	2017	2018	2019	2015-2019 trend (High score - green Low score - red)
<p>VIII. 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) Our Collaborative...</p>						
<p>is committed to a “no wrong door” approach where any idea can be considered.</p>	2.70	2.82	3.14	3.35	3.25	
<p>has had an impact on the outcomes it is targeting.</p>	2.90	3.04	3.30	3.35	3.43	
<p>has resulted in improved outcomes for the population served.</p>	2.90	2.86	3.29	3.32	3.48	
<p>Scale/section average</p>	2.83	2.91	3.24	3.34	3.39	
<p>Responses</p>	25	35	34	26	31	

DRCOG Board Collaboration Assessment - 2019	2015	2016	2017	2018	2019	2015-2019 trend (High score - green Low score - red)
IX. Quality of Services assesses members' perceptions about the level of improvement in the quality of services for the population served, in areas such as access to needed services, navigating the system of services, time to obtain services, etc. Our Collaborative...						
has improved the quality of services for the population served.	2.90	3.08	3.47	3.42	3.72	
has resulted in more streamlined service provision across participating jurisdictions/organizations.	2.80	2.90	3.25	3.24	3.52	
has resulted in the creation of a system that is easier for the population served to navigate.	2.80	2.77	3.03	3.21	3.31	
has resulted in a system that makes it easier for population served to access needed services.	2.80	2.68	3.20	3.33	3.37	
has resulted in improved quality of services within my agency/organization due to our participation on the DRCOG Board.	2.60	2.96	3.21	3.05	3.44	
Scale/section average	2.78	2.88	3.23	3.25	3.47	
Responses	25	35	34	26	31	

DRCOG Board Collaboration Assessment - 2019	2015	2016	2017	2018	2019	2015-2019 trend (High score - green Low score - red)
<p>X. Fragmentation of Services refers to the extent to which members of the collaborative perceive a reduction in the fragmentation of services for the population served. This reduced fragmentation may result from increased availability of continuous and uninterrupted services, greater integration of services, more comprehensive service plans, or other improvements.</p> <p>Our Collaborative...</p>						
<p>has increased the availability of continuous and uninterrupted services for the population served by DRCOG, regardless of the funding source.</p>	2.80	2.77	3.20	3.22	3.36	
<p>has generally led to the creation of more comprehensive services plans for the population served by participating jurisdictions/organizations.</p>	2.90	2.71	3.24	3.35	3.54	
<p>Scale/section average</p>	2.85	2.74	3.22	3.29	3.45	
<p>Responses</p>	25	35	34	26	31	

DRCOG Board Collaboration Assessment - 2019	2015	2016	2017	2018	2019	2015-2019 trend (High score - green Low score - red)
<p>XI. Duplication of Services refers to two qualities of duplication: a reduction in the duplication of services; and a reduction in the number of professionals providing services for the population served by DRCOG. Our Collaborative...</p>						
<p>has led to a reduction in the duplication of overlapping services across all participating jurisdictions/organizations when serving the region's population.</p>	2.80	2.53	2.79	3.11	3.29	
<p>has led to a reduction in the number of professionals providing overlapping services for the population served.</p>	2.40	2.27	2.79	3.08	3.28	
<p>has resulted in greater integration of services for the population served.</p>	2.70	2.95	3.00	3.36	3.55	
<p>Scale/section average</p>	2.63	2.58	2.86	3.18	3.37	
<p>Responses</p>	25	35	34	26	31	

DRCOG Board Collaboration Assessment - 2019	2015	2016	2017	2018	2019	2015-2019 trend (High score - green Low score - red)
XII. Costs refers to the extent to which members view the collaborative as reducing costs, either by reducing the costs of delivering services to the population served or by promoting a sharing of costs between jurisdictions/organizations participating in the collaborative. Our Collaborative...						
has reduced the costs of delivering services to the population served.	2.80	2.65	3.08	3.24	3.17	
has resulted in the sharing of costs between jurisdictions/organizations participating in the collaborative.	2.80	2.95	3.22	3.45	3.44	
Scale/section average	2.80	2.80	3.15	3.35	3.31	
Responses	25	35	34	26	31	
XIII. Sub Regional Forums refers to the jurisdictional forums that began in 2018 for communities to come together to strategize on the best way to use transportation and other funds for their communities' collective good. The sub-regional forums:						2019 was the first year for the Sub-Regional Forum section.
...increased collaboration between jurisdiction organizations/partners.					3.58	
...improved perceptions of equity among jurisdiction organizations/partners.					3.63	
...improved funding leverage for jurisdiction organizations/partners.					3.57	
...was a positive change to our TIP allocation process.					3.55	
Scale/section average					3.58	
Responses					31	
	2015	2016	2017	2018	2019	2016-2019 trend (High score - green Low score - red)
XIV. Membership Value						
My community receives value from being a member of DRCOG.	N/A	3.44	3.72	3.73	3.70	
Responses	25	35	34	26	31	