

**AGENDA**  
**PERFORMANCE AND ENGAGEMENT COMMITTEE**  
**WEDNESDAY, August 4, 2021**  
**→ 5:30 p.m. ←**  
**VIDEO/WEB CONFERENCE**  
**Denver, CO**

1. Call to Order

**CONSENT AGENDA**

2. Move to Adopt the Consent Agenda
  - July 7, 2021 meeting summary  
(Attachment A)

**INFORMATIONAL BRIEFING**

3. Update on the 2021 Board Workshop  
(Attachment B) Douglas W. Rex, Executive Director
4. Discussion on the process for selecting DRCOG representatives to the Front Range Passenger Rail District Board of Directors  
(Attachment C) Jacob Riger, Manager, Transportation Planning and Operations
5. DRCOG's executive director 2020-2021 annual performance evaluation process  
(Attachment D) Randy Arnold, Director, Human Resources

**ADMINISTRATIVE ITEMS**

6. Report of the Chair
7. Report of the Executive Director
8. Other Matters by Members
9. **Next Meeting – September 1, 2021**
10. 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.



**ATTACH A**

SUMMARY  
PERFORMANCE AND ENGAGEMENT COMMITTEE  
Wednesday, July 7, 2021

Members Present:

Steve Conklin, Chair	Denver
Steve O'Dorisio	Adams County
Randy Weil	Cherry Hills Village
George Lantz	Greenwood Village
Joan Peck	Longmont
John Diak	Parker
Bud Starker	Wheat Ridge

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

Chair Conklin called the meeting to order at 4:00 p.m. with a quorum present.

Move to adopt the consent agenda

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

Items on the consent agenda included:

- Summary of the June 2, 2021 Performance and Engagement Committee meeting.

2021 DRCOG Board Director Collaboration Assessment

Doug Rex provided an overview of the assessment to the committee. This assessment has been utilized as a feedback mechanism allowing directors to voice their opinions about their experience at DRCOG regarding collaborative work and the achievement of desired results. Once complete, a report is provided to this committee for initial review and discussion prior to it being delivered to the Board. Members discussed the purpose/need of the assessment and possible revisions to improve the survey. There was an agreement amongst members that the current survey is too long, and if it were shortened with more direct/precise questions, they believe there would be more directors willing to make time to participation in the survey. Ultimately, the consensus was to keep the survey in its current configuration with some minor tweaks to ensure that, for example, directors would not have to complete the entire survey in one sitting. Staff will also provide a briefing on the purpose and need of the assessment at an upcoming Board meeting.

Update on the 2021 Board Workshop

Doug Rex provided an overview of the current draft agenda for the workshop to the committee. The 2021 Board Workshop is scheduled for August 27-28. The committee reviewed and discussed the draft workshop topics and the timeline for that Friday and Saturday with the intent of finalizing the outline. Things accomplished to date to prepare for the Board Workshop:

- Jayla and staff are currently working out the details of the Board/ACA joint meeting.

## Performance and Engagement Committee Meeting Summary

July 7, 2021

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- Melinda Stevens is working on finalizing the location and the catering for the social event.
- Brad Calvert is working to secure speakers from peer agencies on the Greenhouse Gas Mitigation topic.
- Hotel accommodations have been finalized and will be going out to board members soon.

### Report of the Chair

There was no report from the chair.

### Report of the Executive Director

There was no report from the executive director.

### Other Matters by Members

There were no matters from members.

### Next Meeting – August 4, 2021

The meeting adjourned at 4:33 p.m.

**ATTACH B**

To: Members of the Performance and Engagement Committee

From: Douglas W. Rex, Executive Director  
(303) 480-6701 or [drex@drcog.org](mailto:drex@drcog.org)

Meeting Date	Agenda Category	Agenda Item #
August 4, 2021	Informational Briefing	3

**SUBJECT**

2021 Board Workshop Update

**PROPOSED ACTION/RECOMMENDATIONS**

N/A

**ACTION BY OTHERS**

N/A

**SUMMARY**

At the August 4 meeting, staff will provide an update on the latest developments related to the August 27-28 Board Workshop.

**PREVIOUS DISCUSSIONS/ACTIONS**

N/A

**PROPOSED MOTION**

N/A

**ATTACHMENT**

Draft 2021 Board Workshop Agenda

**ADDITIONAL INFORMATION**

If you need additional information, please contact Douglas W. Rex, Executive Director, at [drex@drcog.org](mailto:drex@drcog.org) or (303) 480-6701.

The background of the top section is a photograph of the Denver city skyline, featuring several tall skyscrapers under a clear blue sky. A blue banner is overlaid on the bottom of the image, containing the text "2021 BOARD WORKSHOP".

# 2021 BOARD WORKSHOP

## DRAFT AGENDA

Aug. 27-28, 2021

Denver Regional Council of Governments offices

1001 17th St.

Denver, CO 80202

### Friday afternoon

#### **11:30 a.m. – 1 p.m. Joint DRCOG Board and Advisory Committee on Aging meeting**

*Come for lunch and learn how DRCOG's Area Agency on Aging is positioning itself to strategically diversify its funding to better serve older adults.*

### Mini sessions

(Participants can attend at least two sessions.)

#### **1:15 – 2:30 p.m. Session 1**

*Track 1: Transportation Improvement Program 101*

*Track 2: Area Agency on Aging services*

*Track 3: Greenhouse gas emissions: Greenhouse gas laws, rules and DRCOG*

#### **2:45 – 4 p.m. Session 2**

*Track 1: Transportation Improvement Program 101*

*Track 2: Area Agency on Aging services*

*Track 3: Greenhouse gas emissions: Greenhouse gas laws, rules and DRCOG*

### Friday evening

#### **4:30 – 7 p.m. Social time**

*Get to know your fellow Board members in a less-formal setting. Heavy hors d'oeuvres and cash bar will be available.*

***DRCOG Board Chair remarks (5 p.m.)***



## Saturday

7:30 a.m.

### Breakfast

8:30 – 10 a.m.

### Greenhouse gas mitigation: A peer review

*House Bill 19-1261 was signed into law on May 30, 2019. The law sets statewide goals to reduce greenhouse gas emissions from 2005 levels by at least 26% by 2025; at least 50% by 2030; and at least 90% by 2050.*

*On Jan. 14, 2021, Colorado released its Greenhouse Gas Pollution Reduction Roadmap, which establishes a pathway to meet the state's HB19-1261 climate targets. The roadmap shows Colorado's largest sources of greenhouse gas emissions are transportation, electricity generation, oil and gas development and fuel use in homes, business and industrial applications.*

*Representatives from peer regional councils will share the critical role their organizations play in mitigating greenhouse gasses and reveal strategies for reducing emissions.*

10:15 – noon

### Five-year strategic plan for DRCOG

*Building on its Balanced Scorecard approach to strategic planning, DRCOG staff would like to have a conversation with the Board about initiating the development of a five-year strategic plan to ensure the agency has the necessary structure and related systems in place to fulfill its mission. During this session, staff will begin a discussion with the Board about tactical direction and possible new areas of investigation for the agency to maximize value for its members.*

Noon – 1 p.m.

### Lunch (speaker to be announced)

1 – 3:30 p.m.

### From Regional Transportation Plan to Transportation Improvement Program

*At its April 2020 meeting, the DRCOG Board approved the 2050 Metro Vision Regional Transportation Plan. Now that the long-range transportation vision has been established, the next step for the Board is to identify the projects that will implement that vision through the Transportation Improvement Program. In this session, the Board will get an update on the Transportation Improvement Program policy document and will be asked to finalize focus areas so that overarching project and program scoring criteria can be developed ahead of the call for projects in 2022.*



**ATTACH C**

To: Chair and Members of the Performance & Engagement Committee

From: Douglas W. Rex, Executive Director  
303-480-6701 or [drex@drcog.org](mailto:drex@drcog.org)

Meeting Date	Agenda Category	Agenda Item #
August 4, 2021	Informational	4

**SUBJECT**

Nomination and appointment process for DRCOG's representatives to the Front Range Passenger Rail District Board

**PROPOSED ACTION/RECOMMENDATIONS**

N/A

**ACTION BY OTHERS**

N/A

**SUMMARY**

DRCOG has been a member of the Southwest Chief & Front Range Passenger Rail Commission ([Rail Commission](#)) since its inception in 2017. Senate Bill 21-238 ([SB-238](#)) will replace the Rail Commission with a Front Range Passenger Rail District in 2022. The new District has been created for the purpose of "planning, designing, developing, financing, constructing, operating, and maintaining a passenger rail system..." along Colorado's Front Range.

The new District, whose boundary stretches from Wyoming to New Mexico along the I-25 corridor will have a 24-member board of directors (17 voting members) comprised of:

- 6 directors appointed by the Governor and confirmed by the state Senate, including one director who is a resident of a city or county with an unfinished FasTracks rail service project.
- 10 directors appointed by metropolitan and rural transportation planning organizations, including DRCOG, and confirmed by the Senate
- 1 director appointed by the executive director of CDOT
- 3 non-voting directors appointed (one each) by BNSF, Union Pacific, and Amtrak
- 1 non-voting director appointed by RTD
- 1 non-voting director appointed by the I-70 Mountain Corridor Coalition
- 2 non-voting directors appointed (one each) by the Governors of Wyoming and New Mexico

DRCOG will appoint four directors and appointments are due by March 1, 2022. The new District will convene its first meeting no later than May 15, 2022. SB-238 specifies the following requirements and guidelines for DRCOG's appointment of district directors:

- Appointees must be a current or former member of the DRCOG Board of Directors representing a member local government of the DRCOG MPO area

(which excludes Gilpin County, Clear Creek County, and any municipality east of Kiowa Creek in Adams and Arapahoe counties).

- When making the appointment, only members of the DRCOG Board who represent a member local government that is wholly or partly included within the District boundary may vote on the appointment (which also excludes Gilpin County, Clear Creek County, and any municipality east of Kiowa Creek in Adams and Arapahoe counties).
- Terms are four years, except that two of the initial appointments will be for two years.
- Finally, as noted, appointments are due by March 1, 2022 and subject to Senate confirmation.

This leads to the following questions that DRCOG staff would like to discuss with the Performance & Engagement Committee:

- Should the current Nominating Committee start the appointment process, or should the next iteration of the Nominating Committee (starting November 2021) start the appointment process?
- Should DRCOG's District director representatives be limited to current DRCOG Board members, or should former DRCOG board members also be considered?
- Finally, should there be any variation in the nomination process for the two 4-year terms vs. the two 2-year terms?

DRCOG staff will discuss the new Front Range Passenger Rail District and seek guidance on these questions from the Performance & Engagement Committee at its August meeting.

PREVIOUS DISCUSSIONS/ACTIONS
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N/A

PROPOSED MOTION
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N/A

ATTACHMENT
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N/A

ADDITIONAL INFORMATION
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If you have questions about the assessment, please contact Douglas W. Rex, Executive Director, at 303-480-6701 or [drex@drcog.org](mailto:drex@drcog.org) or Jacob Riger, Manager, Long Range Transportation Planning, at 303-480-6751 or [jriger@drcog.org](mailto:jriger@drcog.org).

**ATTACH D**

To: Chair and Members of the Performance & Engagement Committee

From: Douglas W. Rex, Executive Director  
303-480-6701 or [drex@drcog.org](mailto:drex@drcog.org)

Meeting Date	Agenda Category	Agenda Item #
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#### SUBJECT

This item is related to DRCOG's executive director 2020-2021 annual performance evaluation process.

#### PROPOSED ACTION/RECOMMENDATIONS

N/A

#### ACTION BY OTHERS

N/A

#### SUMMARY

Per the employment contract, the executive director's employment evaluation is to occur at least annually in October. In preparation of this year's executive director performance evaluation at the October P&E meeting, staff is providing the following documents for review:

- **2020-2021 executive director performance objectives (Attachment 1).** These performance objectives are the basis for the executive director's scorecard report:
  - Improve Regional Collaboration of the DRCOG Board
  - Increase and Diversify Funding
  - Enhance Strategic Partnerships
  - Improve Outreach to DRCOG Member Governments
  - Maintain Employee Culture
- **Evaluation survey to be completed by the Board of Directors (Attachment 2).** Staff is proposing to send the performance evaluation to Board Directors on September 7 and closing it on September 21. This will allow the results to be finalized for the October P&E Committee meeting and the end of the 2020-2021 performance.
- **Evaluation survey for direct reports of the executive director (Attachments 3).**
- **Evaluation survey for peer partners (Attachment 4).** The survey has been sent in the past to the directors of other MPOs along the front range, CDOT, RTD and E-470.

#### PREVIOUS DISCUSSIONS/ACTIONS

N/A

PROPOSED MOTION
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N/A

ATTACHMENTS
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1. 2020-2021 executive director performance objectives
2. DRCOG Executive Director evaluation questions (Board Directors)
3. DRCOG Executive Director evaluation questions (Direct reports)
4. DRCOG Executive Director evaluation questions (Peer group)

ADDITIONAL INFORMATION
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If you have questions about the Executive Director Annual Evaluation, please contact Randy Arnold, Director, Human Resources, at 303-480-6709 or [rarnold@drcog.org](mailto:rarnold@drcog.org).

## **DRCOG Executive Director 2020-2021 Performance Objectives**

### **Improve Regional Collaboration of the DRCOG Board**

#### **Measures:**

- o Members scale score
- o Community Involvement & Collaboration scale score

**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 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 2020-2021 - 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. All individual responses are confidential. Only the Chair of the Performance & Engagement Committee and DRCOG's Director of Organizational Development have access to individual responses in case follow-up is needed for clarification. Please take a few minutes to provide your input.

### Overview

There are a total of **eight rating questions** in the evaluation scored on a five-point scale **followed by comment boxes** for strengths and development areas. The left side, middle and right side of the scale are 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 answering the single question for each section. Estimated time to complete the survey is up to 15 minutes, depending on the extent of comments made.

### Accessing the evaluation

The Executive Director's evaluation can only be accessed through the email inviting you to participate. Please allow approximately 15 minutes in order to complete the assessment in one sitting.

If you need assistance, please contact Randy Arnold, [rarnold@drcog.org](mailto:rarnold@drcog.org).

Remember to **click *Submit Responses*** at the end of the survey to record your input.

**The site closes at 5:00 p.m. Tuesday, September 21**

Thank you for your participation!

**Steve Conklin**

[SConklin@edgewaterco.com](mailto:SConklin@edgewaterco.com)

**DRCOG Performance & Engagement Committee Chair**



**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.

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

Exceeds Expectations	Exceeds/Meets	Meets Expectations	Meets/Needs	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"/>

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

**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

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

Exceeds Expectations	Exceeds/Meets	Meets Expectations	Meets/Needs	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"/>

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

**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.

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

Exceeds Expectations	Exceeds/Meets	Meets Expectations	Meets/Needs	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"/>

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

**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.

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

Exceeds Expectations	Exceeds/Meets	Meets Expectations	Meets/Needs	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"/>

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

**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.

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

Exceeds Expectations	Exceeds/Meets	Meets Expectations	Meets/Needs	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"/>

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

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.

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

Exceeds Expectations	Exceeds/Meets	Meets Expectations	Meets/Needs	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"/>

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

**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

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

Exceeds Expectations	Exceeds/Meets	Meets Expectations	Meets/Needs Improvement	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"/>

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

**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.

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

Exceeds Expectations	Exceeds/Meets	Meets Expectations	Meets/Needs	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"/>

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

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.



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

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

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

**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.

Steve Conklin

DRCOG Performance & Engagement Committee Chair



	Exceeds Expectations	Meets Expectations	Needs Improvement	N/A- Don't Know
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"/>
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"/>

[illegible]

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



## DRCOG Executive Director Annual Performance Evaluation 2020-2021 Peer/Associate group

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

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. Tuesday, September 21.

If you need assistance with the evaluation or have questions, please contact Randy Arnold (rarnold@drcog.org).

Thank you in advance for your participation.

Steve Conklin

SConklin@edgewaterco.com

Chair, Performance & Engagement Committee

## DRCOG's Executive Director...

	Exceeds Expectations		Meets Expectations		Needs Improvement	Don't Know/Not Applicable
<b>Is well regarded as having thorough knowledge and understanding of the profession by peers and associates.</b>	<input type="radio"/>	<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"/>	<input type="radio"/>
<b>Conveys a positive image of DRCOG.</b>	<input type="radio"/>	<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"/>	<input type="radio"/>
<b>Is credible and honest in communications.</b>	<input type="radio"/>	<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"/>	<input type="radio"/>
<b>Is open and objective in making judgments.</b>	<input type="radio"/>	<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"/>	<input type="radio"/>
<b>Serves as a knowledgeable spokesperson for DRCOG.</b>	<input type="radio"/>	<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"/>	<input type="radio"/>
<b>Accepts responsibility for own actions and those of staff.</b>	<input type="radio"/>	<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"/>	<input type="radio"/>

Please provide comments below as needed.