

Bob Fifer, Chair
John Diak, Vice Chair
Ashley Stolzmann, Secretary
Kevin Flynn, Treasurer
Herb Atchison, Immediate Past Chair
Douglas W. Rex, Executive Director

AGENDA
PERFORMANCE AND ENGAGEMENT COMMITTEE
WEDNESDAY, DECEMBER 18, 2019
RED ROCKS CONFERENCE ROOM
1001 17th Street, 7th Floor
5:30 p.m.

1. Call to Order

CONSENT AGENDA

2. Move to Adopt the Consent Agenda
 - November 6, 2019 meeting summary
(Attachment A)

ACTION ITEMS

3. Move to approve executive director 2019-2020 performance objectives
(Attachment B) Jerry Stigall, Director of Organizational Development

INFORMATIONAL ITEM

4. 2020 DRCOG Awards Celebration
(Attachment C) Steve Erickson, Director, Communications and Marketing

ADMINISTRATIVE ITEMS

5. Report of the Chair
6. Report of the Executive Director
7. Other Matters by Members
8. **Next Meeting – January 15, 2020**
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.



ATTACH A

SUMMARY
PERFORMANCE AND ENGAGEMENT COMMITTEE
Wednesday, November 6, 2019

Members Present:

Ashley Stolzmann, Chair	Louisville
Eva Henry	Adams County
Bob Fifer	Arvada
Aaron Brockett	Boulder
Nicholas Williams	Denver
Steve Conklin	Edgewater
George Lantz	Greenwood Village
Herb Atchison	Westminster

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

Chair Stolzmann called the meeting to order at 5:56 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 October 16, 2019 Performance and Engagement Committee meeting.

Executive Session

Members went into Executive Session at 5:58 p.m. Members returned to open session at 6:29 p.m.

Discussion of Executive Director contract modifications

Director Atchison **moved** to increase the Executive Director's compensation 3% to reach market target, and an additional 3% for merit increase. The motion was **seconded** and **passed** unanimously.

Discussion/Direction

Members discussed the Executive Director performance goals for the coming year. A question was asked whether members felt comfortable with the individual interview process this year for peer review. Members agreed the process should continue. Suggestions were made to change the verbiage on the TIP item, to reflect current status of the TIP; and consider a measure for completion of the work program, and some reference to the E-MPO work. Staff was directed to make minor revisions to the goals and distribute to the committee for review.

Performance and Engagement Committee Meeting Summary

November 6, 2019

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Report of the Chair

No report was provided

Report of the Executive Director

No report was provided.

Other Matters by Members

No other matters were discussed.

Next Meeting – December 4, 2019

The meeting adjourned at 6:37 p.m.

ATTACH B

To: Chair and Members of the Performance & Engagement Committee

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

Meeting Date	Agenda Category	Agenda Item #
December 18, 2019	Action	3

SUBJECT

This item is related to the DRCOG Executive Director 2019-2020 annual performance objectives.

PROPOSED ACTION/RECOMMENDATIONS

N/A

ACTION BY OTHERS

N/A

SUMMARY

DRCOG staff requests a review of the Executive Director's proposed 2019-2020 annual performance objectives. The performance objectives are the basis for the Executive Director's annual evaluation.

PREVIOUS DISCUSSIONS/ACTIONS

November 6, 2019 P&E Committee

PROPOSED MOTION

Move to approve the Executive Director Performance Objectives for the 2019-2020 performance period and feedback sources for peers/associates and direct reports.

ATTACHMENT

- DRCOG Executive Director's proposed 2019-2020 scorecard with annual performance objectives.
- Direct report evaluation items.
- Peer/Associate evaluation items.
- Graphic – 360 degree feedback process

ADDITIONAL INFORMATION

If you need additional information, please contact Douglas W. Rex, Executive Director, at 303-480-6701 or drex@drcoq.org; or Jerry Stigall at jstigall@drcoq.org or 303-480-6780.

<div>Scorecard Executive Director Scorecard</div> <div>Description This is the DRCOG Executive Director/ Office Scorecard top level view. It includes operational aspects of the Executive Office and performance objectives for DRCOG's Executive Director.</div> <div>Weight 100%</div>	<div>Perspective Board Directors & Communities</div> <div>Description This perspective is focused on Board directors and their communities as it relates to DRCOG's Executive Director's role in working with directors and their communities.</div> <div>Weight 25%</div>	<div>Objective Improve Regional Collaboration of the DRCOG Board</div> <div>Description</div> <div>Weight 100%</div>	<div>Measure Members scale score</div> <div>Description Source: Board Collaboration Assessment. The score for this measure comes from the Members section of the assessment.</div> <div>Measure Frequency Yearly</div> <div>Weight 33.33%</div> <div>Red 2.7</div> <div>Goal 3.2</div>
			<div>Measure Community Involvement & Collaboration scale score</div> <div>Description Source: Board Collaboration Assessment. The score for this measure comes from the Community Involvement & Collaboration section of the assessment.</div> <div>Measure Frequency Yearly</div> <div>Weight 33.33%</div> <div>Red 2.7</div> <div>Goal 3.2</div>

<p>Perspective</p> <p>Financial Stewardship</p> <p>Description</p> <p>Weight 25%</p>	<p>Objective</p> <p>Increase and Diversify Funding</p> <p>Description</p> <p>Weight 50%</p>	<p>Measure</p> <p>Change in Operating Budget</p> <p>Description This measure reports the percent change in DRCOG's operating budget year to year, beginning in 2017.</p> <p>Measure Frequency Yearly</p> <p>Weight 100%</p> <p>Red 1.5%</p> <p>Goal 3%</p>
	<p>Objective</p> <p>Comply with Executive Policies</p> <p>Description Executive Policies for this objective include; 3.0-6.0 (financial policies) and 7.0 (Immediate Succession)</p> <p>Weight 50%</p>	<p>Measure</p> <p>Financial Executive Policy Compliance score</p> <p>Description This measure reports the average scores for Financial Executive Policies, 3.0 - 6.0. The maximum score indicating compliance is 3. The minimum score indicating out of compliance is 1.</p> <p>Measure Frequency Yearly</p> <p>Weight 33.33%</p> <p>Worst 1</p> <p>Red 2</p> <p>Goal 2.75</p> <p>Best 3</p> <p>Measure</p> <p>Successful Audit</p> <p>Description This measure reports the result of annual independent audit as a Yes (successful) or No (unsuccessful). Relevant findings will be reported for all audits regardless of outcome.</p> <p>Measure Frequency Yearly</p>

		Weight 33.33%
		Measure 7.0 IMMEDIATE SUCCESSION Description 7.1 To protect the Board from sudden loss of Executive Director services, the Executive Director shall have at least one other member of the management team familiar with Board and DRCOG issues and processes. Measure Frequency Yearly Weight 33.33%
	Perspective Business Operations Description Weight 25%	Objective Enhance Strategic Partnerships Description Weight 50%
		Measure Partner strategy meetings Description This quarterly measure reports the number of partner strategy meetings attended by DRCOG's Executive Director, i.e. CDOT, RTD, NFrontRange. Measure Frequency Quarterly Weight 50% Red 3 Goal 5
		Measure Feedback Score from Partner Peers-Associates Description The score for this measure comes from phone interviews conducted by Performance & Engagement Board Directors using a 12 question format and the same 5-point scale used in the Board Director evaluation instrument. Measure Frequency Yearly Weight 50% Red 3.2 Goal 4.2

Objective

Improve
Outreach to
DRCOG
Member
Governments

Description**Weight**

50%

Measure

1 on 1s with Board directors

Description

This measure reports the number of monthly one on one meetings the Executive Director has with Board Directors.

Measure Frequency

Quarterly

Weight 50%

Red 2

Goal 3

Measure

DRCOG staff interactions with member jurisdictions

Description

This measure reports the number of interactions DRCOG staff has with member jurisdictions providing products and services supporting member staff responsibilities. To date, the collection method and criteria for this measure has not been finalized.

Measure Frequency

Quarterly

Weight 0%

No Threshold established

Measure

Value of services composite score

Description

This measure reports a combined score of several items from the DRCOG Member Satisfaction survey to be sent to member jurisdiction managers, staff, etc. To date, the survey is being finalized and the anticipated time for administering the survey is year end 2019.

Measure Frequency

Yearly

Weight 0%

Red 2.7

Goal 3.2

		<p>Measure</p> <p>Membership Value Score</p> <p>Description</p> <p>Source: DRCOG Board Collaboration Assessment and scored on a 4-point scale.</p> <p>Measure Frequency</p> <p>Yearly</p> <p>Weight 50%</p> <p>Red 2.7</p> <p>Goal 3.2</p>
<p>Perspective</p> <p>Skilled Workforce</p> <p>Description</p> <p>Weight</p> <p>25%</p>	<p>Objective</p> <p>Maintain Employee Culture</p> <p>Description</p> <p>Weight</p> <p>100%</p>	<p>Measure</p> <p>Executive Director section score</p> <p>Description</p> <p>Source: Employee Engagement & Satisfaction survey scored on a 4-point scale.</p> <p>Measure Frequency</p> <p>Yearly</p> <p>Weight 25%</p> <p>Red 2.7</p> <p>Goal 3.2</p>
		<p>Measure</p> <p>Leadership composite</p> <p>Description</p> <p>This score comes from the roll up of the Division Director scale in the employee engagement and satisfaction survey scored on a 4-point scale.</p> <p>Measure Frequency</p> <p>Yearly</p> <p>Weight 25%</p> <p>Red 2.7</p> <p>Goal 3.2</p>

			<div>Measure</div> <div>Management Composite</div> <div>Source: Employee Engagement & Satisfaction survey - Supervisor scale roll up scored on a 4-point scale.</div> <div>Measure Frequency</div> <div>Yearly</div> <div>Weight 25%</div> <div>Red 2.7</div> <div>Goal 3.2</div>
			<div>Measure</div> <div>Employee satisfaction section score</div> <div>Description</div> <div>Source: Employee Engagement & Satisfaction survey scored on a 4-point scale.</div> <div>Measure Frequency</div> <div>Yearly</div> <div>Weight 25%</div> <div>Red 2.7</div> <div>Goal 3.2</div>



	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	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**feedback to the
ideas of others.**

Resolves disputes
constructively.

**Works as part of a
team, helping
build consensus,
sharing
information and
contributing to
the overall
success of the
agency.**

Maintains a climate
that attracts,
retains, and
motivates a highly
qualified, diverse
staff.

**Instills a strong
service
orientation
culture.**

Takes prompt and
effective action to
address issues and
reduce liabilities.

**Responds
appropriately to
critical incidents,
emergencies,
unexpected
situations and
anomalies.**

Is an effective
coach, in giving
praise and taking
corrective action.

**Is open to
suggestions,
guidance, and
change.**

Accepts
responsibility for
own actions and
those of staff.

**Conveys a
comprehensive
sense of "the big
picture" and how
my division's
work contributes**

**to the success of
that picture.**

Makes consistent
and clear decisions
(so I know what to
expect).

☐☐☐☐☐☐

**Is knowledgeable
regarding the
operations of a
productive office
environment.**

☐☐☐☐☐☐

Builds morale
among staff and
volunteers.

☐☐☐☐☐☐

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



DRCOG Executive Director Annual Performance Evaluation 2018-2019

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. Monday, September 23.

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.

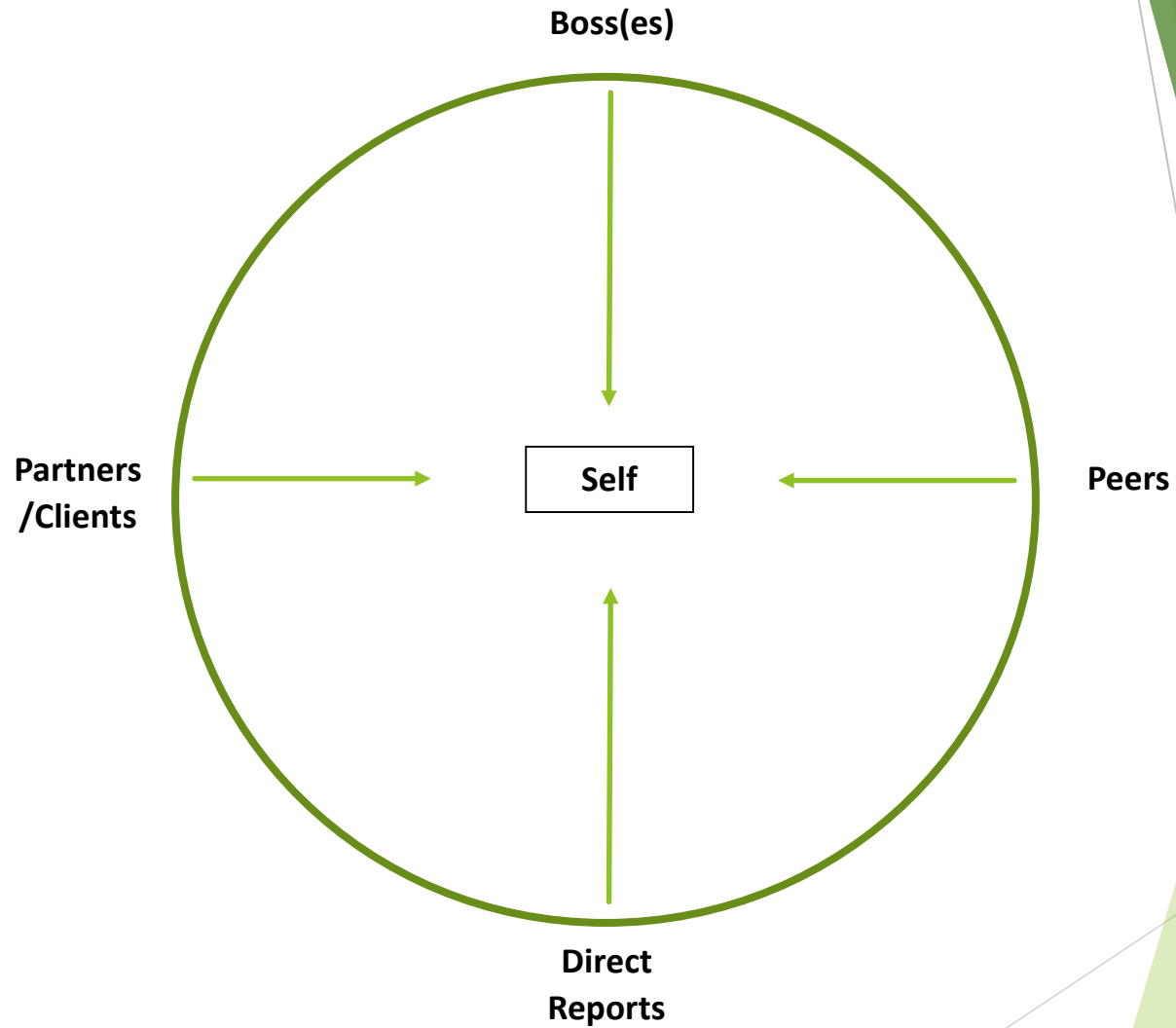
Ashley Stolzmann
Chair, Performance & Engagement Committee

DRCOG's Executive Director...

	Exceeds Expectations		Meets Expectations		Needs Improvement	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"/>	<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"/>
Conveys a positive image of DRCOG.	<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"/>
Is credible and honest in communications.	<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"/>
Is open and objective in making judgments.	<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"/>
Serves as a knowledgeable spokesperson for DRCOG.	<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"/>
Accepts responsibility for own actions and those of staff.	<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.

360 Degree Feedback Process



ATTACH C

To: Chair and Members of the Performance & Engagement Committee

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

Meeting Date	Agenda Category	Agenda Item #
December 18, 2019	Informational	4

SUBJECT

This item is related to the DRCOG 2020 Awards Celebration, and Performance and Engagement committee's role in awards review and selection

PROPOSED ACTION/RECOMMENDATIONS

N/A

ACTION BY OTHERS

N/A

SUMMARY

Annually DRCOG hosts an awards celebration to recognize the people, projects and plans that are making life better for our region's residents. The 2020 celebration will be held on April 22nd at Empower Field at Mile High starting at 6 P.M. DRCOG is currently accepting nominations for Metro Vision and Way to Go awards, as well as our most prestigious individual award, the John V. Christensen award, given to someone who's contributed significantly to the region over many years.

We'll provide an overview of this year's theme and program, P&E's role and timeline in selecting the John V. Christensen award winner, as well as reviewing and approving distinguished service award winners (nominated by staff).

PREVIOUS DISCUSSIONS/ACTIONS

N/A

PROPOSED MOTION

N/A

ATTACHMENT

Awards informational flyer

ADDITIONAL INFORMATION

If you have questions please contact please contact Douglas W. Rex, Executive Director, at 303-480-6701 or drex@drcoq.org; or Steve Erickson, Director of Communications and Marketing, at 303-480-6716, or serickson@drcoq.org.

2020

V I S I O N

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DRCOG AWARDS CELEBRATION

LET'S CELEBRATE OUR REGION'S VISION!

Every year, the Denver Regional Council of Governments recognizes regional success at our annual awards celebration.

Please help us identify the people, projects, programs and plans that have resulted in our region's recognition as one of the nation's most visionary. **What – or who – makes your community stand out?**

Nominate a project, program or plan for this year's Metro Vision awards, or a regional champion for the John V. Christensen Memorial Award.

Please submit your nominations at drcog.org/annualawards by Friday, Jan. 17, 2020.

METRO VISION AWARDS

Metro Vision, the region's plan for growth and development, represents the shared, aspirational future envisioned by our communities. We welcome nominations of plans, programs and projects in the areas of transportation and personal mobility, growth and development, community health and wellness, resiliency and promoting access to opportunity. The judging panel will prioritize those that contribute to the shared future envisioned by local governments, DRCOG and partners.

JOHN V. CHRISTENSEN MEMORIAL AWARD

The John V. Christensen Memorial Award has been presented since 1973 and is one of the region's most prestigious awards. It recognizes individuals who promote cooperation and collaboration for the benefit of the region. Last year we honored former Centennial mayor Cathy Noon for her commitment to civic and economic vitality for people of all ages.

SAVE THE DATE!

April 22, 2020 | 6 p.m. social hour | 7 p.m. awards program
Empower Field at Mile High
1701 Bryant St., Denver, CO 80204