

AGENDA
PERFORMANCE AND ENGAGEMENT COMMITTEE
WEDNESDAY, JANUARY 3, 2018
MONARCH PASS CONFERENCE ROOM
1290 Broadway

→ 4:00 p.m.* ←

1. Call to Order

CONSENT AGENDA

2. Move to Adopt the Consent Agenda
 - November 15, 2017 minutes
(Attachment A)

ACTION ITEMS

3. Approval of mentorship program
(Attachment B) Steve Erickson, Director, Communications & Marketing
4. Approval of Executive Director performance evaluation tool and process
(Attachment C) Douglas W. Rex, Executive Director

ADMINISTRATIVE ITEMS

5. Report of the Chair
6. Report of the Executive Director
 - Discuss date for 2018 Board Workshop
7. Other Matters by Members
8. **Next Meeting – February 7, 2018**
9. Adjourn

***The start time for this meeting is 4 p.m. due to cancellation of the Board Work Session**

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 15, 2017

Members Present:

Bob Fifer, Chair	Arvada
Eva Henry	Adams County
David Beacom	Broomfield
George Teal	Castle Rock
Robin Kniech	Denver
Steve Conklin	Edgewater
Ron Rakowsky	Greenwood Village
Phil Cernanec	Littleton
Herb Atchison	Westminster

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

Chair Fifer called the meeting to order at 6:00 p.m. with a quorum present.

Move to adopt the consent agenda

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

Items on the consent agenda included:

- Minutes of the September 6, 2017 Performance and Engagement Committee meeting.

Move to select member to the Nominating Committee

Directors Rakowsky and Conklin expressed interest in serving on the Nominating Committee. With no nominations from the floor, nominations were closed. A ballot was taken with Director Rakowsky receiving a majority of the votes.

Director Atchison **moved** to select Director Rakowsky as the Performance and Engagement Committee representative to the Nominating Committee. The motion was **seconded** and **passed** unanimously.

Director Conklin's expression of interest will be forwarded to the Board of Directors.

Move to open the process to solicit nominations for the forty-third annual John V. Christensen Memorial Award

Doug Rex noted this is an annual call for nominations for the award. The award recipient is kept secret until the annual awards event, which will be held on Wednesday, April 25, 2018.

Director Henry **moved** to open nominations for the forty-third annual John V. Christensen Memorial Award. the motion was **seconded** and **passed** unanimously.

Report of the Chair

No report was provided.

Performance and Engagement Committee Meeting Summary

November 15, 2017

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Report of the Executive Director

No report was provided.

Other Matters by Members

No other matters were discussed.

Next Meeting

The next meeting is scheduled for December 6, 2017.

The meeting adjourned at 6:11 p.m.

ATTACH B

To: Chair and Members of the Performance & Engagement Committee

From: Douglas W. Rex, Executive Director
303-480-6701 or drex@drcoog.org

Meeting Date	Agenda Category	Agenda Item #
January 3, 2018	Action	3

SUBJECT

Review mentorship program.

PROPOSED ACTION/RECOMMENDATIONS

Approval of mentorship program.

ACTION BY OTHERS

N/A

SUMMARY

In June staff presented and received feedback from Performance and Engagement committee members on a mentoring plan as part of a new capacity-building process. The new process is an effort to make onboarding new directors more personal, compelling and immediately enriching.

Staff will present an overview of the amended plan, review specific elements and ask for additional feedback. In addition, staff would like to finalize a plan for implementation, planned for 1Q 2018

PREVIOUS DISCUSSIONS/ACTIONS

November 2016, July and September 2017 – Performance and Engagement Committee discussed plan and program elements, and recommended a scaled-back version of mentorship program.

PROPOSED MOTION

Approve mentorship program.

ATTACHMENT

DRCOG Board mentoring program

ADDITIONAL INFORMATION

Should you have any questions regarding this item, please contact Doug Rex, Executive Director at 303-480-6701 or drex@drcoog.org; or Steve Erickson, Director, Communications & Marketing, at 303-480-6716 or serickson@drcoog.org.

GUIDE FOR DRCOG BOARD MENTORING ACTIVITIES

Time Commitment: Approximately 5 hours over six months

Tasks identified **are recommendations designed to help both parties** get the most out of their mentoring opportunity. **Mentor and mentee may outline a program and schedule that works best for them.**

In the first 60 days – one meeting, plus shadow at board meeting and debrief

Goal: Mentor and Mentee get to know each other, mentee acclimates to board meetings, overview of DRCOG, introduction to fellow directors and staff

First meeting - Introduction and overview (in-person, preferably before first board meeting, one hour)

- Meet face-to-face and get to know each other
- Mentor shares previous board experiences
- Discuss expectations
- Mentor
 - Reviews basic information about DRCOG - mission and vision, “Getting to Know DRCOG” piece
 - Explains board meeting preparation – reading agenda packet, asking staff for clarification

Talks about what to expect at the first board meeting – high level Robert’s Rules, norms

Board meeting, shadow and introductions, then debrief

Board meeting, personal introductions and debrief

- New director may shadow Mentor at first board meeting
- Introduce new director to fellow directors, key staff
- Debrief after first board meeting – what areas need clarification or explanation?
- Check-in on materials – welcome packet, board handbook, board web portal
- Encourage new director to sign up for board orientation and short courses (suggest mentor attend as well if possible)

In the next 60 days – two meetings

Goal: Gain understanding of DRCOG boards and committees, role of directors and staff, , program inventory, strategic initiatives, funding and budget, Robert’s Rules, norms and codes of conduct

Second meeting (in-person, one hour)

Board and committee contacts, roles and procedures

- Discuss board’s responsibility to oversee programs and planning; board’s role vs. staff’s role
- Outline committees of the board, identify key leadership positions and contacts
- Overview of meetings including board meetings, work sessions and committee meetings
- Review Robert’s Rules, norms and codes of conduct, and structure and governance

Third meeting (in-person, one hour)

Program inventory, strategic initiatives, funding and budget

- Overview of DRCOG programs, “Getting to Know Your Doctor, COG that is”, program inventory
- Strategic Initiatives - overview
- Budget and funding

In the final 60 days – 2 or 3 meetings

Goal: Taking steps to become more involved, committees, check-in on learning curve

Fourth meeting (in-person or by phone, half-hour)

Committees and other opportunities to serve on board

- Discuss interest in committees – invite mentee to attend a committee meeting
- Check-in on board orientation and short courses – answer questions
- Introduce other board activities – board workshop/retreat, awards celebration

Goal: Partnerships, current issues before the board, your jurisdiction and DRCOG

Fifth meeting (online or on phone, one hour)

Partnerships, key issues before the board, DRCOG and your jurisdiction,

- Discuss DRCOG's key regional partnerships in planning, allocating funding and delivering services
- Discuss current major issues before board in coming months – e.g. TIP process, regional growth initiative
- Discuss how to leverage DRCOG services and expertise to benefit your community as well as the region

Goal: Review and wrap-up

Sixth meeting (in-person or on phone, half-hour)

Review mentorship process, introduce survey, check for understanding

- Celebrate mentorship
- Discussion of the mentorship process, what went well, what could be improved
- Mentor lets mentee know they'll be receiving a survey
- Mentor checks for understanding in all key areas

ATTACH C

To: Chair and Members of the Performance & Engagement Committee

From: Douglas W. Rex, Executive Director
303-480-6701 or drex@drcoog.org

Meeting Date	Agenda Category	Agenda Item #
January 3, 2018	Action	4

SUBJECT

Discuss Executive Director evaluation.

PROPOSED ACTION/RECOMMENDATIONS

Approve date and evaluation tool to be used for the executive director's evaluation.

ACTION BY OTHERS

N/A

SUMMARY

Pursuant to the DRCOG Executive Director employment agreement executed on October 18, 2017, the Performance and Engagement Committee shall:

...meet with Employee and agree upon and adopt a process and schedule for the purpose of reviewing and evaluating the performance of Employee no less than annually; except that Employee's first evaluation shall be completed between six (6) and nine (9) months after the commencement of Employee's employment; and except, further, that nothing herein shall limit the authority of the Performance & Engagement Committee to evaluate the performance of Employee at any other times, in its sole discretion. Any salary or other compensation adjustments resulting from an evaluation shall take effect upon the date agreed upon in writing by Employee and the Performance & Engagement Committee.

The purpose of this agenda item is to establish the date/month for the evaluation and to adopt the evaluation tool to be used. For your reference, the evaluation tool developed by the P&E Committee in 2017 is attached for your consideration.

PREVIOUS DISCUSSIONS/ACTIONS

N/A

PROPOSED MOTION

Move to approve date and evaluation tool to be used for the executive director's evaluation.

ATTACHMENT

DRCOG Executive Director Annual Performance Evaluation tool

ADDITIONAL INFORMATION

Should you have any questions regarding this item, please contact Doug Rex, Executive Director at 303-480-6701 or drex@drcoog.org.



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 **XXXXXXXXXXXX** 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"/>	<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"/>	<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"/>	<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"/>	<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"/>

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

18. How can of the Board/Staff working relationship be improved? 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"/>

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.

*** 20. 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"/>

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

22. 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.

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

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

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

26. 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