

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, JULY 17, 2019**  
**RED ROCKS CONFERENCE ROOM**  
**1001 17<sup>th</sup> Street, 7th Floor**  
**→ 5:15 p.m. ←**

1. Call to Order

**CONSENT AGENDA**

2. Move to Adopt the Consent Agenda
  - May 15, 2019 meeting summary  
(Attachment A)

**ACTION ITEM**

3. Discussion of Board Workshop Agenda  
(Attachment B) Douglas W. Rex, Executive Director

**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 – August 7, 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, May 15, 2019

Members Present:

Ashley Stolzmann, Chair	Louisville
Eva Henry	Adams County
Aaron Brockett	Boulder
Kim Groom (Alternate)	Broomfield
George Teal	Castle Rock
Nicholas Williams	Denver
Steve Conklin	Edgewater
John Diak	Parker

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

Chair Stolzmann called the meeting to order at 5:17 p.m. with a quorum present.

Move to adopt the consent agenda

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

Items on the consent agenda included:

- Summary of the February 20, 2019 Performance and Engagement Committee meeting.

Discussion of Board Collaboration Assessment

Jerry Stigall, Director of Organizational Development, provided information on the Assessment tool. The group discussed the tool and dates for sending out to members. Members discussed having a “dry run” period built in to the next assessment.

Director Conklin **moved** to administer the Board Collaboration Assessment on June 7 through June 30, 2019. The motion was **seconded** and **passed** unanimously.

Discussion of Board Workshop agenda

Doug Rex provided information on the current draft workshop agenda. Staff suggests beginning the training sessions earlier on Friday, at 2 p.m., and expanding the time for each track to an hour and 15 minutes. Committee input was requested on topics for the Friday afternoon training sessions. Members were asked about having a speaker at lunch, or not. Members expressed a desire to have a speaker present on TABOR/Gallagher. Staff will prepare a final draft for members to review at the July meeting.

Report of the Chair

No report was provided.

Performance and Engagement Committee Meeting Summary

May 15, 2019

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Report of the Executive Director

No report was provided.

Other Matters by Members

No other matters were discussed.

Next Meeting

July 10, 2019.

The meeting adjourned at 6:01 p.m.

# ATTACH B

To: Chair and 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 #
July 17, 2019	Action	3

**SUBJECT**

Discussion of 2019 Board Workshop Agenda.

**PROPOSED ACTION/RECOMMENDATIONS**

Staff recommends approval of the 2019 Board Workshop Agenda

**ACTION BY OTHERS**

N/A

**SUMMARY**

The 2019 Board Workshop is scheduled for August 23-24. The attached agenda reflects the P&E Committee's discussion at its May meeting.

**PREVIOUS DISCUSSIONS/ACTIONS**

[February 2019 Performance and Engagement Committee meeting](#)  
[May 2019 Performance and Engagement Committee meeting](#)

**PROPOSED MOTION**

Move to approve 2019 Board Workshop Agenda.

**ATTACHMENT**

1. Draft 2019 Board Workshop Agenda

**ADDITIONAL INFORMATION**

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

## DRAFT AGENDA

Aug. 23-24, 2019  
Keystone Lodge and Spa  
22101 U.S. Highway 6  
Keystone, CO 80435

### Friday Afternoon Training Sessions (Participants can attend at least two sessions.)

**2 – 3:15 p.m.**

#### **Session 1**

*Track 1: Making your community transit-ready*

*Track 2: Smart cities: beyond mobility*

*Track 3: Ozone attainment: What are the challenges of getting back into compliance?*

**3:30 – 4:45 p.m.**

#### **Session 2**

*Track 1: Making your community transit-ready*

*Track 2: Smart cities: beyond mobility*

*Track 3: Ozone attainment: What are the challenges of getting back into compliance?*

### Friday Evening

**5:15 – 7 p.m.**

#### **Social hour**

***DRCOG Year in Review (5:30 – 5:45 p.m.)***

*Learn about notable accomplishments since the 2018 workshop, including the results of the most recent Board collaboration assessment.*

***Chair's Remarks (5:45 – 5:55 p.m.)***

**7 – 9 p.m.**

#### **Dinner**

### Saturday

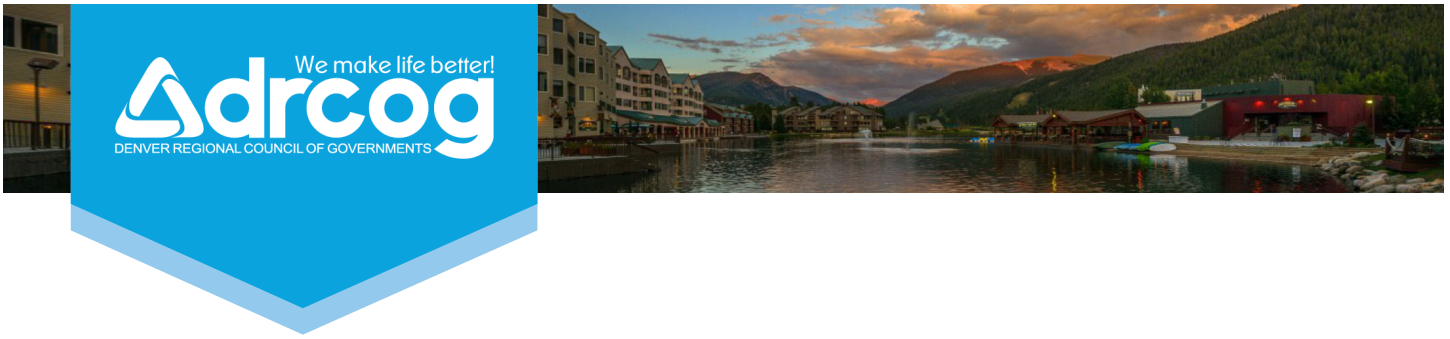
**7:30 a.m.**

#### **Breakfast**

**8:30 – 9 a.m.**

#### **Review and Discussion of 2020 Work Program**

*The Board will adopt the 2020 budget no later than November 2019. The purpose of this review and discussion is to suggest any changes, additions, etc. to the draft work program to be included in the planned budget.*



**9 – 11:15 a.m.      Positioning the Area Agency of Aging for New Opportunities**

*The state and federal governments are looking for ways to reduce health care costs while preserving good health outcomes. DRCOG staff will describe how the Area Agency on Aging is positioned to be a valuable partner in such initiatives. The Board will learn about changes to the Medicare Advantage program, proposed state-level programs, and ways the AAA can increase DRCOG's capacity to provide more resources for the region's older adults.*

**11:15 – 11:30 a.m. BREAK**

**11:30 a.m. – 1 p.m. Lunch: Understanding TABOR and Gallagher**

*Speakers: Ed Bowditch and Jennifer Cassell, Bowditch & Cassell Public Affairs*

**1:15 – 3:30 p.m.      Metro Vision Implementation: Mile High Compact 2.0?**

*In 2000, local governments from throughout the DRCOG region came together to sign landmark intergovernmental agreement (IGA) called the Mile High Compact. Through this IGA, local governments recognized the role of local comprehensive/master plans, and their connection to Metro Vision 2020 (adopted in 1997). While the Denver region has changed, so has the Metro Vision plan. The latest version of Metro Vision represents years of effort by directors and staff to arrive at a unanimous vote to adopt the plan in 2017. The entire structure of the plan was reworked to align with the strategic planning model being used throughout DRCOG.*

This session will:

- *provide a retrospective analysis of Metro Vision 2020 and the Mile High Compact; and*
- *provide an opportunity to look forward and strategically evaluate opportunities to align local and regional initiatives with the current Metro Vision plan for greater collective impact.*

**3:30 – 3:40 p.m.      Wrap-Up**

DRCOG's executive director will highlight key initiatives and decisions the Board will consider in the coming months.



**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 #
July 17, 2019	Informational	4

**SUBJECT**

DRCOG Board Director Collaboration Assessment 2019 and historical results

**PROPOSED ACTION/RECOMMENDATIONS**

N/A

**ACTION BY OTHERS**

N/A

**SUMMARY**

The DRCOG Board Collaboration Assessment is a feedback mechanism that allows Board Directors to voice their opinions about their experience at DRCOG as it relates to Board Director collaboration and the achievement of desired results. In May of 2015, the first collaboration assessment was completed by DRCOG's Board Directors. Numeric scores, comments and an analysis by the assessment developer, Dr. Carl E. Larson, are provided annually to Performance & Engagement committee members as well as all other Board Directors for review and discussion.

The most recent collaboration assessment was completed in June 2019. The attachment provides five years of historical data as requested by P&E members during the May meeting. In summary, the lowest scores in every item in the assessment occur in prior years indicating steady improvement. A total of 30 of 51 items in the assessment increased by .5 point or more and three items increased by 1 point or more. For most items, changes in scores can be attributed to normal variance over time. A more detailed summary is included on the first page of the historical results attachment.

**PREVIOUS DISCUSSIONS/ACTIONS**

N/A

**PROPOSED MOTION**

N/A

**ATTACHMENT**

Attachment: DRCOG Board Collaboration Assessment 2019 and historical results  
2019 Board Collaboration 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](mailto:ashleys@louisvilleco.gov). If you have questions about the assessment, please contact Jerry Stigall at [jstigall@drcog.org](mailto:jstigall@drcog.org) or 303-480-6780.

## A LONGITUDINAL VIEW OF YOUR DATA

### CARL LARSON

About 20 years ago, the U.S. Congress commissioned a study of the processes employed by MPOs. Some of you may remember the controversies surrounding “the new regionalism,” which followed in the wake of the federal Intermodal Surface Transportation Efficiency Act (ISTEA) of 1991. DRCOG was, in my opinion, deeply immersed in those controversies. I was a member of the three-person team (along with Professors Andrew Goetz and Paul Dempsey) selected to conduct the study.

What I would like you to realize and appreciate is the incredible difference between what we observed and concluded about the functioning of DRCOG back then and what your data suggests is the functioning of DRCOG now. The improvement is among the most impressive I have ever seen. More remarkable is that this improvement has occurred even as the Denver metropolitan area has seen increases in growth, stress, complexity, and competition for resources all within a broader cultural change toward divisiveness, incivility, increased contempt for “the other,” and I’m sure, many other difficulties that you are in unique positions to observe.

With apologies for the lengthy introduction, now let us consider your data.

#### Your Data

You have so much data over the last five years, I recommend that you focus on the three most important issues identified in our research on MPO success.

##### 1) EFFECTIVE LEADERSHIP.

MPOs require a special type of leadership. Building consensus among individuals with diverse interests, creating and managing a fair process for distributing valuable resources, integrating multiple priorities that reflect different and often conflicting realities, these demands make collaborative leadership the kind of leadership that almost all theorists agree is the most difficult to do well.

Your data indicates a steadily increasing positive evaluation of your leadership to an extraordinary high of 3.8 on a 4.0 scale. It is the highest rated dimension in all of your data. In contexts which rely heavily on “distributive justice” and “fair process effects” this rating of leadership is rare. This kind of leadership is the foundation for the other factors critical to MPO success.

## 2) MPO STAFF COMPETENCE AND CREDIBILITY.

The competence and credibility of DRCOG's staff is reflected in the overwhelmingly positive ratings of all aspects of the COG's functioning. These positive ratings also are reinforced by the open-ended comments about the staff. In an attempt to be helpful, I have looked obsessively for any evidence of potential problems in the overall functioning of this MPO. You might want to discuss three issues that may be important in sustaining this remarkably high evaluation of your overall functioning.

First, last year's data (2017-2018) showed major positive change in almost all the process evaluations. This year's data shows a leveling off and slight downward trend in process ratings (#4, #5, #7, #8, #9, #10). I think this shift is a result of a rating plateau that was reached last year. You can't reasonably expect all the process ratings to continue upward indefinitely. Still, you may want to discuss this pattern. Second, one item (#11, significant opportunities to challenge decisions) dropped by .35 this year. Though still reasonably high (3.32) it is the kind of process variable that warrants a discussion. You don't want to let this important process feature continue to drop at the same rate next year.

Third, some of the open-ended comments imply that you may want to discuss your process for orienting new members. Some confusion, uncertainty, and hesitancy always accompany new members joining a group or team. This has become a stock issue in most organizations. Your new members don't seem to be any worse off than most new members, but this might be another issue worth discussing.

All of these issues are very minor when compared to the usual problems with staff competence/credibility. The serious, even catastrophic problems occur when a staff invests more mental, physical, and emotional energy into the politics of the organization, rather than the technical or professional issues directly relevant to the organization's mission. A staff can become "seduced" by the COG's members to invest time and energy into helping members navigate the politics of the organization, especially when the rewards for such investment of time and energy are tangible and often considerable. Some more recent research documents the disastrous consequences when energies are drained away from the mission of the organization. DRCOG's staff clearly focuses most of its energies on the technical/professional demands of its mission, and the staff's ratings are unusually high.

## 3) AGGRESSIVE PUBLIC INVOLVEMENT PROGRAMS

My recent comments on your data from 2017 and 2018 suggested that strengths as a collaborative may be expanding into the community, perhaps even creating or impacting relationships outside the COG.

This year's data continues to suggest this conclusion, or rather, this hope. (Community Involvement and Collaboration remains high at 3.51, Member Value stays very high at 3.73). Your organization is certainly within the range of values where this spontaneous outward movement of collaboration occurs.

Successful MPOs frequently exhibit this quality. I was extremely impressed by the North Central Texas Council of Governments (NCTCOG) in the Dallas-Ft. Worth area with respect to this quality. That COG had citizen groups which formed to monitor its efforts and to advocate for the NCTCOG at the state legislature. Indeed, NCTCOG was asked by the state to provide assistance in a resource allocation process (Urban Streets). The state took this unusual action because the staff enjoyed such high credibility as planning professionals. I have not stayed abreast of the NCTCOG after Michael Morris was its leader, but I hope that organization has enjoyed some "legacy effects" of his remarkable leadership.

An aggressive public involvement strategy is a characteristic not only of successful MPOs, but of almost all successful public sector organizations we have studied. If a positive, action-oriented, optimistic energy is built within an organization, it often spreads spontaneously outward from that organization.


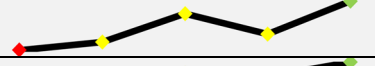



You may already have an aggressive public involvement strategy at work. At this point in time, given the harsh realities confronting our communities and the apparent readiness of DRCOG to deal effectively with those realities, perhaps additional support for these public involvement activities is worth considering.





	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. <b>Structural Integrity</b> 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			

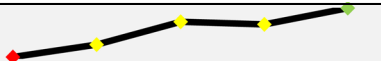




<b>DRCOG Board Collaboration Assessment - 2019</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2015-2019 trend (High score - green Low score - red)</b>
<b>II. Authenticity</b> refers to the extent Board Directors perceive the collaborative process is free from undue outside influence.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







DRCOG Board Collaboration Assessment - 2019	2015	2016	2017	2018	2019	2015-2019 trend (High score - green Low score - red)
<p><b>III. Strong Leadership</b> 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. <b>Our collaborative...</b></p>						
...has an effective organizer/coordinator.	3.00	3.55	3.68	3.69	3.87	
...is led by individuals who are strongly dedicated to the Mission and Vision of DRCOG.	3.30	3.56	3.64	3.60	3.73	
Scale/section average	3.15	3.56	3.66	3.65	3.80	
Responses	25	35	34	26	31	

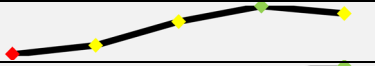





DRCOG Board Collaboration Assessment - 2019	2015	2016	2017	2018	2019	2015-2019 trend (High score - green Low score - red)
<b>IV. Members</b> refers to how Board Directors perceive other Director's capacity to collaborate: Are they willing to devote their efforts to furthering the goals of the collaborative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




<b>DRCOG Board Collaboration Assessment - 2019</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2015-2019 trend (High score - green Low score - red)</b>
<b>V. Structure</b> 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.						
Our group has set ground rules and norms about how we will work together.	3.40	3.29	3.84	3.72	3.80	
We have a method for communicating the activities and decisions of the group to all members.	3.40	3.41	3.74	3.75	3.79	
There are clearly defined roles for group members.	3.20	3.09	3.58	3.40	3.50	
<b>Scale/section average</b>	3.33	3.26	3.72	3.62	3.70	
<b>Responses</b>	25	35	34	26	31	

DRCOG Board Collaboration Assessment - 2017	2015	2016	2017	2018	2019	2015-2019 trend (High score - green Low score - red)
<b>VI. General Success</b> 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. <b>Our Collaborative...</b>						
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	
<b>Scale/section average</b>	2.88	2.79	3.06	3.19	3.12	
<b>Responses</b>	25	35	34	26	31	

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



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

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

DRCOG Board Collaboration Assessment - 2019	2015	2016	2017	2018	2019	2015-2019 trend (High score - green Low score - red)
<b>X. Fragmentation of Services</b> 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. <b>Our Collaborative...</b>						
has increased the availability of continuous and uninterrupted services for the population served by DRCOG, regardless of the funding source.	2.80	2.77	3.20	3.22	3.36	
has generally led to the creation of more comprehensive services plans for the population served by participating jurisdictions/organizations.	2.90	2.71	3.24	3.35	3.54	
<b>Scale/section average</b>	2.85	2.74	3.22	3.29	3.45	
<b>Responses</b>	25	35	34	26	31	

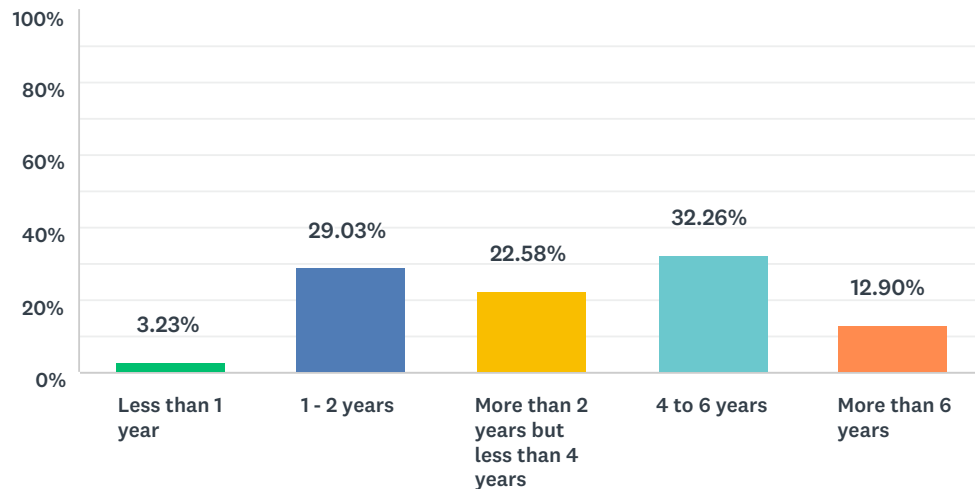
DRCOG Board Collaboration Assessment - 2019	2015	2016	2017	2018	2019	2015-2019 trend (High score - green Low score - red)
<b>XI. Duplication of Services</b> refers to two qualities of duplication: a reduction in the duplication of services; and a reduction in the number of professionals providing services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



DRCOG Board Collaboration Assessment - 2019	2015	2016	2017	2018	2019	2015-2019 trend (High score - green Low score - red)
<b>XII. Costs</b> 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. <b>Our Collaborative...</b>						
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	
<b>Scale/section average</b>	2.80	2.80	3.15	3.35	3.31	
<b>Responses</b>	25	35	34	26	31	
<b>XIII. Sub Regional Forums</b> 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. <b>The sub-regional forums:</b>						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	
<b>Scale/section average</b>					3.58	
<b>Responses</b>					31	
	2015	2016	2017	2018	2019	2016-2019 trend (High score - green Low score - red)
<b>XIV. Membership Value</b>						
My community receives value from being a member of DRCOG.	N/A	3.44	3.72	3.73	3.70	
<b>Responses</b>	25	35	34	26	31	

## Q1 Please indicate the length of time you have been a DRCOG Board Director.

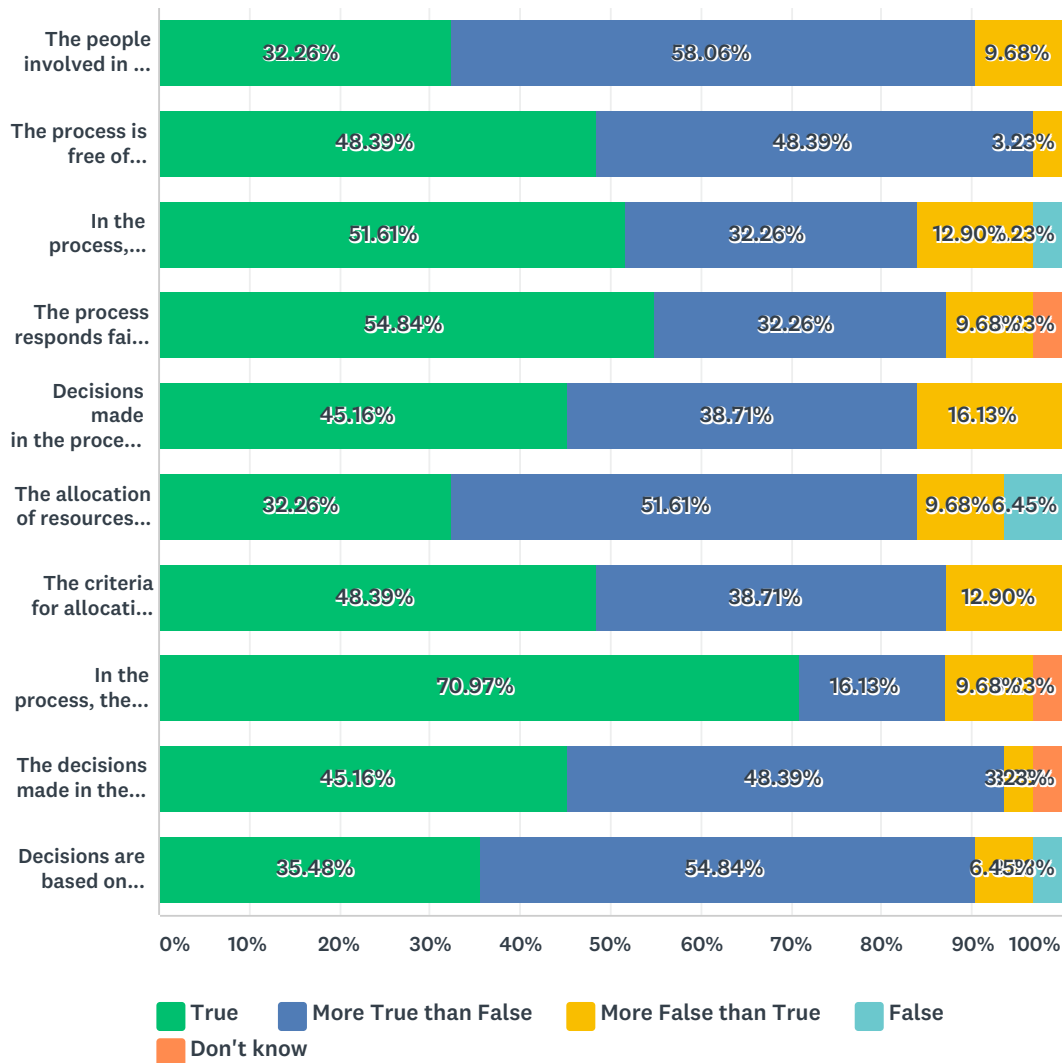
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ANSWER CHOICES	RESPONSES	
Less than 1 year	3.23%	1
1 - 2 years	29.03%	9
More than 2 years but less than 4 years	22.58%	7
4 to 6 years	32.26%	10
More than 6 years	12.90%	4
TOTAL		31

**Q2 1. 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.

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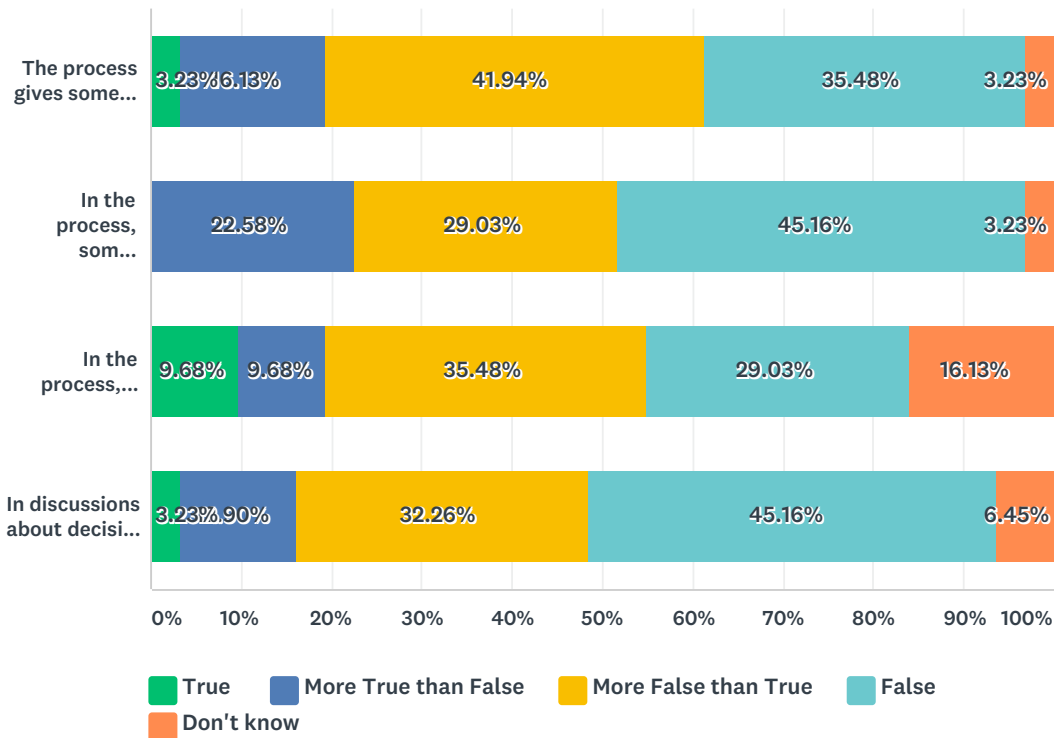
	TRUE	MORE TRUE THAN FALSE	MORE FALSE THAN TRUE	FALSE	DON'T KNOW	TOTAL	WEIGHTED AVERAGE
The people involved in the process usually are focused on broader goals (outcomes) of the region, rather than individual agendas.	32.26% 10	58.06% 18	9.68% 3	0.00% 0	0.00% 0	31	3.23
The process is free of favoritism.	48.39% 15	48.39% 15	3.23% 1	0.00% 0	0.00% 0	31	3.45
In the process, everyone has an equal opportunity to influence decisions.	51.61% 16	32.26% 10	12.90% 4	3.23% 1	0.00% 0	31	3.32

## DRCOG Board Collaboration Assessment - 2019

The process responds fairly to the needs of its members.	54.84% 17	32.26% 10	9.68% 3	0.00% 0	3.23% 1	31	3.47
Decisions made in the process are based on fair criteria.	45.16% 14	38.71% 12	16.13% 5	0.00% 0	0.00% 0	31	3.29
The allocation of resources is decided fairly.	32.26% 10	51.61% 16	9.68% 3	6.45% 2	0.00% 0	31	3.10
The criteria for allocations are fairly applied.	48.39% 15	38.71% 12	12.90% 4	0.00% 0	0.00% 0	31	3.35
In the process, there is sufficient opportunity to challenge decisions.	70.97% 22	16.13% 5	9.68% 3	0.00% 0	3.23% 1	31	3.63
The decisions made in the process are consistent.	45.16% 14	48.39% 15	3.23% 1	0.00% 0	3.23% 1	31	3.43
Decisions are based on accurate information.	35.48% 11	54.84% 17	6.45% 2	3.23% 1	0.00% 0	31	3.23

**Q3 2. 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.**

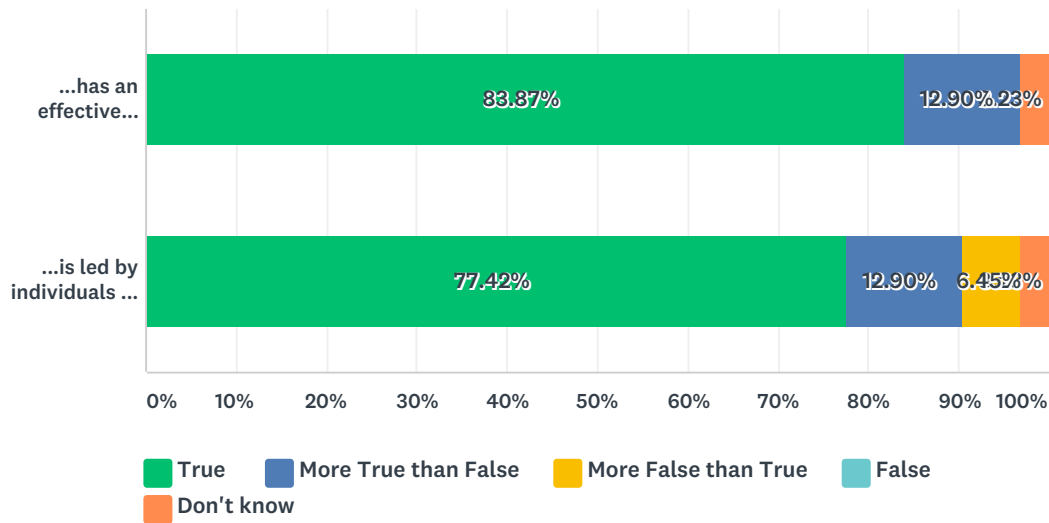
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	TRUE	MORE TRUE THAN FALSE	MORE FALSE THAN TRUE	FALSE	DON'T KNOW	TOTAL	WEIGHTED AVERAGE
The process gives some people more than they deserve, while shortchanging others.	3.23% 1	16.13% 5	41.94% 13	35.48% 11	3.23% 1	31	3.13
In the process, some people's opinions are accepted while other people are asked to justify themselves.	0.00% 0	22.58% 7	29.03% 9	45.16% 14	3.23% 1	31	3.23
In the process, strings are being pulled from outside Board discussions which influence important decisions.	9.68% 3	9.68% 3	35.48% 11	29.03% 9	16.13% 5	31	3.00
In discussions about decisions or procedures, some people are discounted because of the organizations/jurisdictions that they represent.	3.23% 1	12.90% 4	32.26% 10	45.16% 14	6.45% 2	31	3.28

**Q4 3. 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...

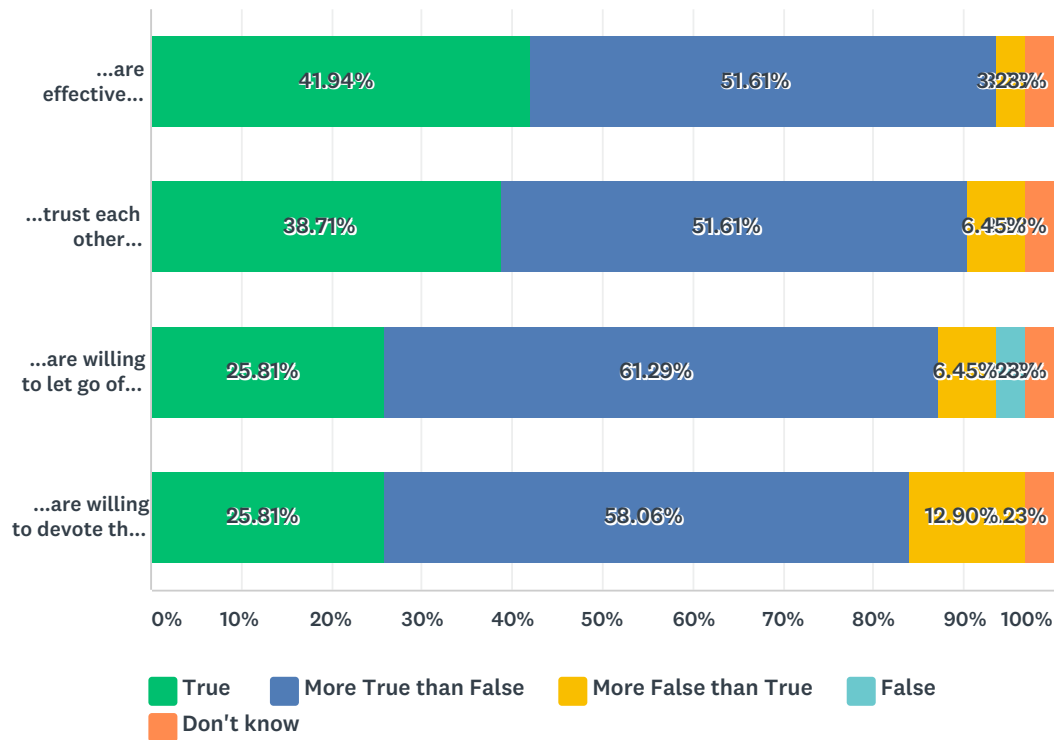
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	TRUE	MORE TRUE THAN FALSE	MORE FALSE THAN TRUE	FALSE	DON'T KNOW	TOTAL	WEIGHTED AVERAGE
...has an effective organizer/coordinator.	83.87% 26	12.90% 4	0.00% 0	0.00% 0	3.23% 1	31	3.87
...is led by individuals who are strongly dedicated to the Mission and Vision of DRCOG.	77.42% 24	12.90% 4	6.45% 2	0.00% 0	3.23% 1	31	3.73

**Q5 4. 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...**

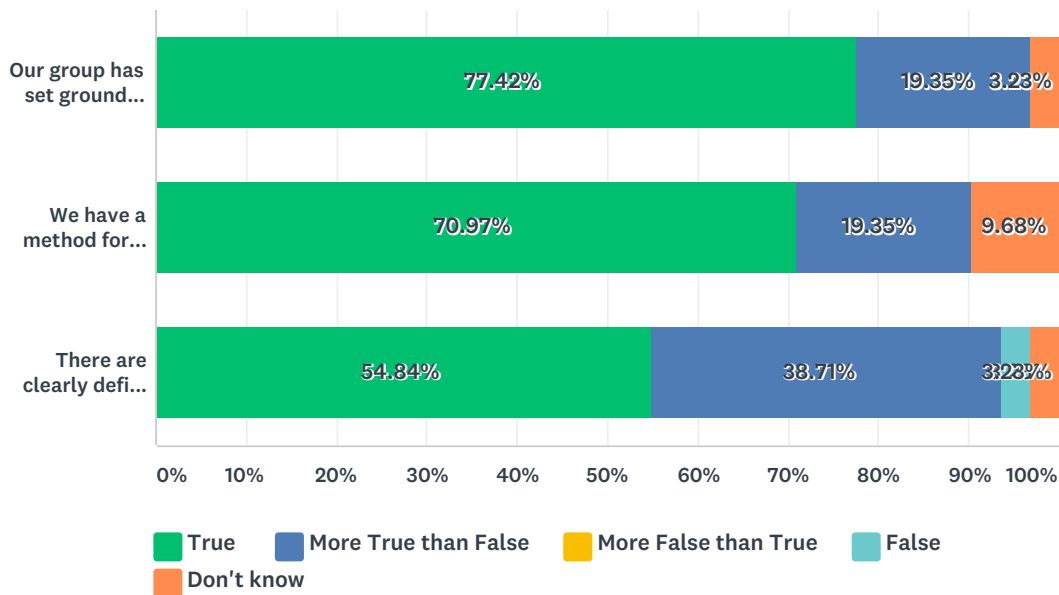
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	TRUE	MORE TRUE THAN FALSE	MORE FALSE THAN TRUE	FALSE	DON'T KNOW	TOTAL	WEIGHTED AVERAGE
...are effective liaisons between their home organizations and our group.	41.94% 13	51.61% 16	3.23% 1	0.00% 0	3.23% 1	31	3.40
...trust each other sufficiently to honestly and accurately share information, perceptions, and feedback.	38.71% 12	51.61% 16	6.45% 2	0.00% 0	3.23% 1	31	3.33
...are willing to let go of an idea for one that appears to have more merit.	25.81% 8	61.29% 19	6.45% 2	3.23% 1	3.23% 1	31	3.13
...are willing to devote the effort necessary to achieve Metro Vision Outcomes.	25.81% 8	58.06% 18	12.90% 4	0.00% 0	3.23% 1	31	3.13

**Q6 5. 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.**

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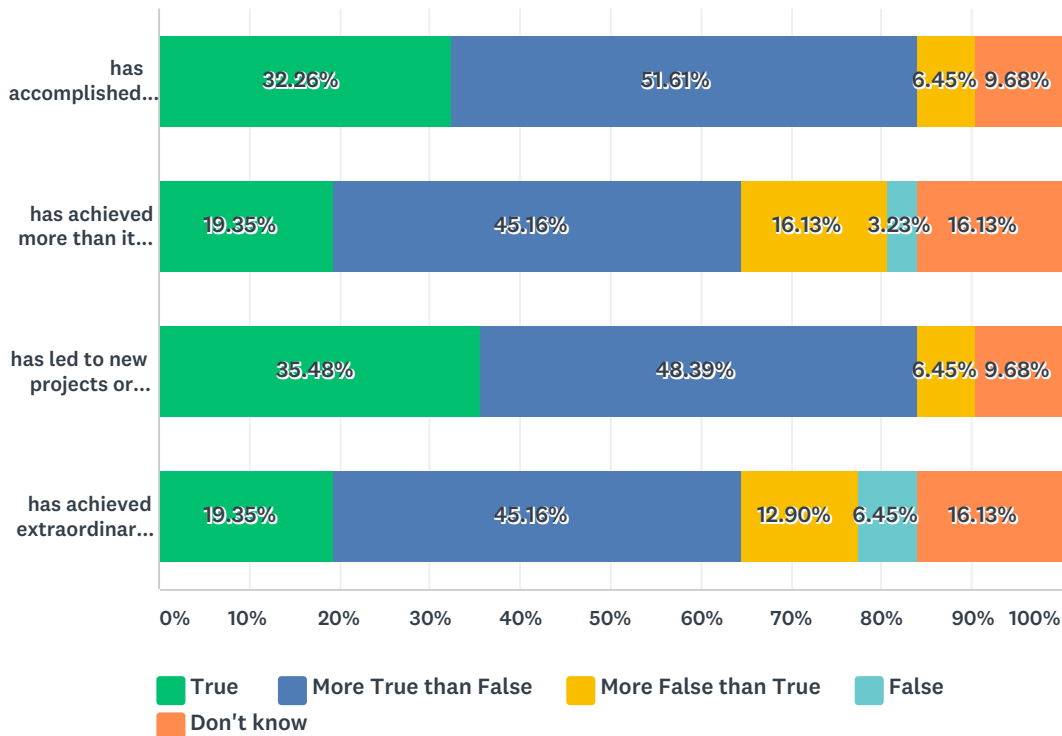


	TRUE	MORE TRUE THAN FALSE	MORE FALSE THAN TRUE	FALSE	DON'T KNOW	TOTAL	WEIGHTED AVERAGE
Our group has set ground rules and norms about how we will work together.	77.42% 24	19.35% 6	0.00% 0	0.00% 0	3.23% 1	31	3.80
We have a method for communicating the activities and decisions of the group to all members.	70.97% 22	19.35% 6	0.00% 0	0.00% 0	9.68% 3	31	3.79
There are clearly defined roles for group members.	54.84% 17	38.71% 12	0.00% 0	3.23% 1	3.23% 1	31	3.50



**Q7 6. 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...

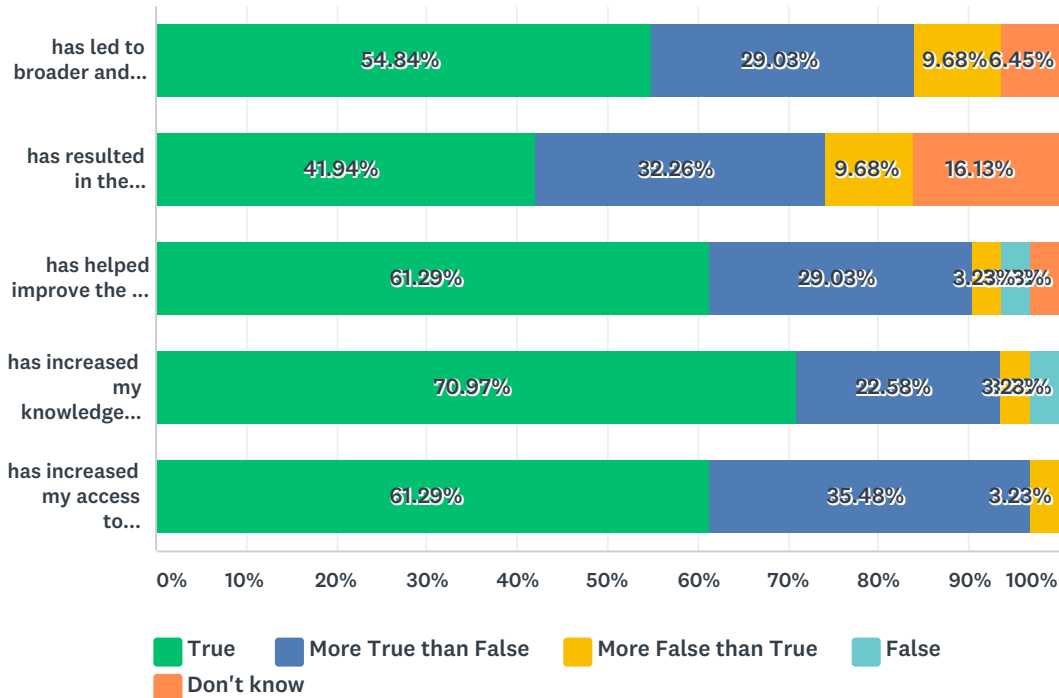
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	TRUE	MORE TRUE THAN FALSE	MORE FALSE THAN TRUE	FALSE	DON'T KNOW	TOTAL	WEIGHTED AVERAGE
has accomplished its specific objectives	32.26% 10	51.61% 16	6.45% 2	0.00% 0	9.68% 3	31	3.29
has achieved more than its original objectives.	19.35% 6	45.16% 14	16.13% 5	3.23% 1	16.13% 5	31	2.96
has led to new projects or efforts.	35.48% 11	48.39% 15	6.45% 2	0.00% 0	9.68% 3	31	3.32
has achieved extraordinary success.	19.35% 6	45.16% 14	12.90% 4	6.45% 2	16.13% 5	31	2.92

**Q8 7. 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...**

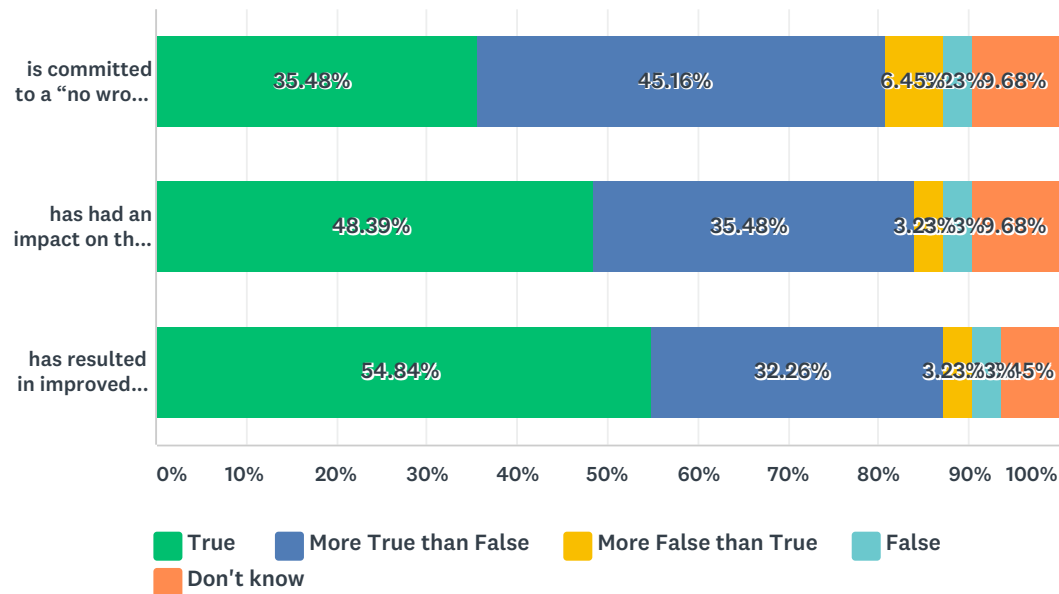
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	TRUE	MORE TRUE THAN FALSE	MORE FALSE THAN TRUE	FALSE	DON'T KNOW	TOTAL	WEIGHTED AVERAGE
has led to broader and more meaningful engagement of diverse partners.	54.84% 17	29.03% 9	9.68% 3	0.00% 0	6.45% 2	31	3.48
has resulted in the emergence of new leaders committed to collaboration.	41.94% 13	32.26% 10	9.68% 3	0.00% 0	16.13% 5	31	3.38
has helped improve the way our participating jurisdictions work together.	61.29% 19	29.03% 9	3.23% 1	3.23% 1	3.23% 1	31	3.53
has increased my knowledge of resources outside of my agency/organization.	70.97% 22	22.58% 7	3.23% 1	3.23% 1	0.00% 0	31	3.61
has increased my access to resources outside of my agency/organization for my community.	61.29% 19	35.48% 11	3.23% 1	0.00% 0	0.00% 0	31	3.58

**Q9 8. 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...**

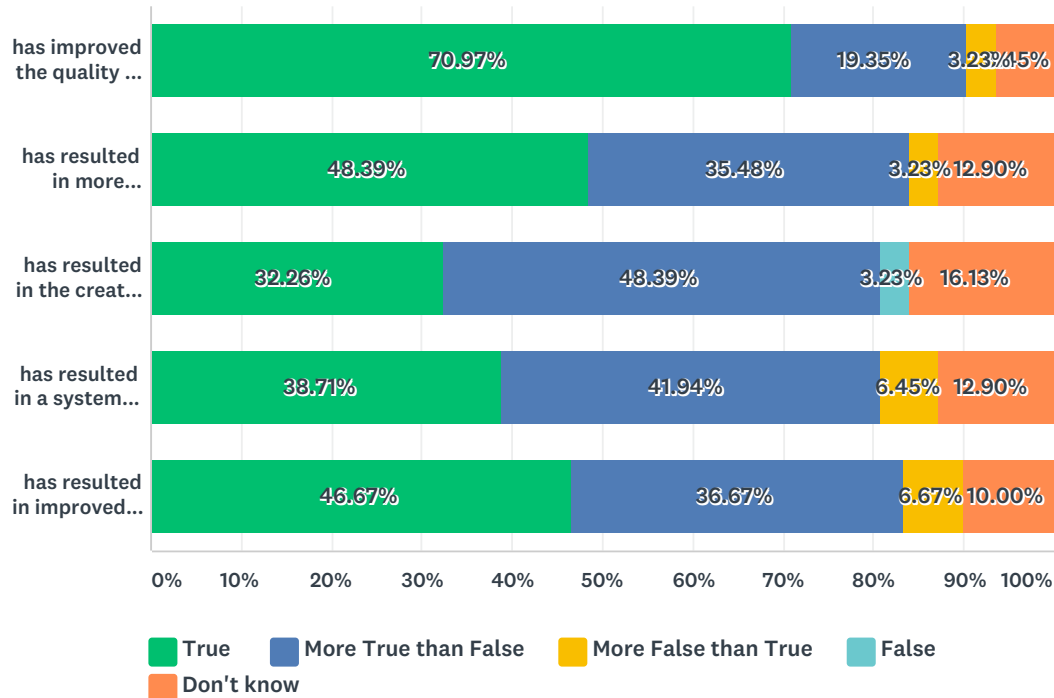
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	TRUE	MORE TRUE THAN FALSE	MORE FALSE THAN TRUE	FALSE	DON'T KNOW	TOTAL	WEIGHTED AVERAGE
is committed to a "no wrong door" approach where any idea can be considered.	35.48% 11	45.16% 14	6.45% 2	3.23% 1	9.68% 3	31	3.25
has had an impact on the outcomes it is targeting.	48.39% 15	35.48% 11	3.23% 1	3.23% 1	9.68% 3	31	3.43
has resulted in improved outcomes for the population served.	54.84% 17	32.26% 10	3.23% 1	3.23% 1	6.45% 2	31	3.48

**Q10 9. 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...

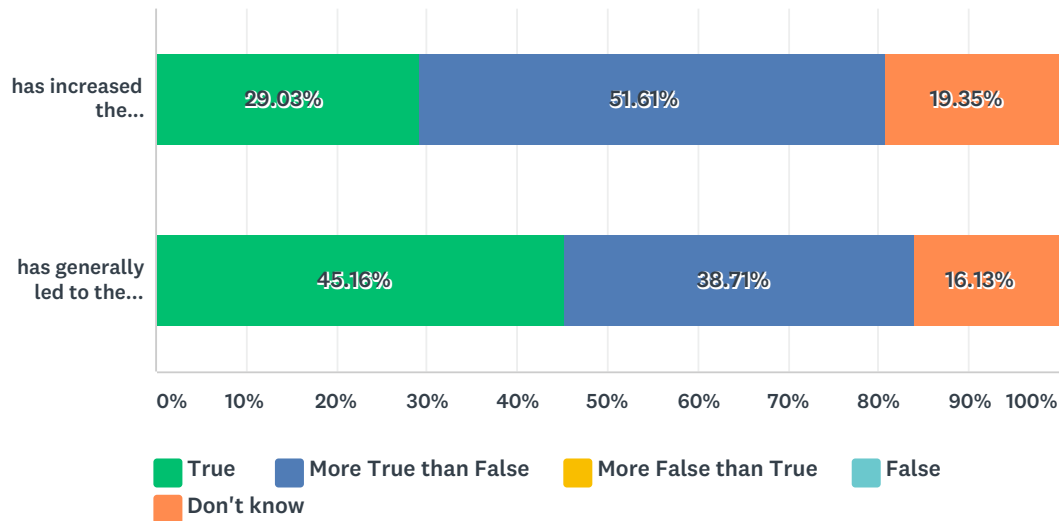
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	TRUE	MORE TRUE THAN FALSE	MORE FALSE THAN TRUE	FALSE	DON'T KNOW	TOTAL	WEIGHTED AVERAGE
has improved the quality of services for the population served.	70.97% 22	19.35% 6	3.23% 1	0.00% 0	6.45% 2	31	3.72
has resulted in more streamlined service provision across participating jurisdictions/organizations.	48.39% 15	35.48% 11	3.23% 1	0.00% 0	12.90% 4	31	3.52
has resulted in the creation of a system that is easier for the population served to navigate.	32.26% 10	48.39% 15	0.00% 0	3.23% 1	16.13% 5	31	3.31
has resulted in a system that makes it easier for population served to access needed services.	38.71% 12	41.94% 13	6.45% 2	0.00% 0	12.90% 4	31	3.37
has resulted in improved quality of services within my agency/organization due to our participation on the DRCOG Board.	46.67% 14	36.67% 11	6.67% 2	0.00% 0	10.00% 3	30	3.44

**Q11 10. 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. Our Collaborative...

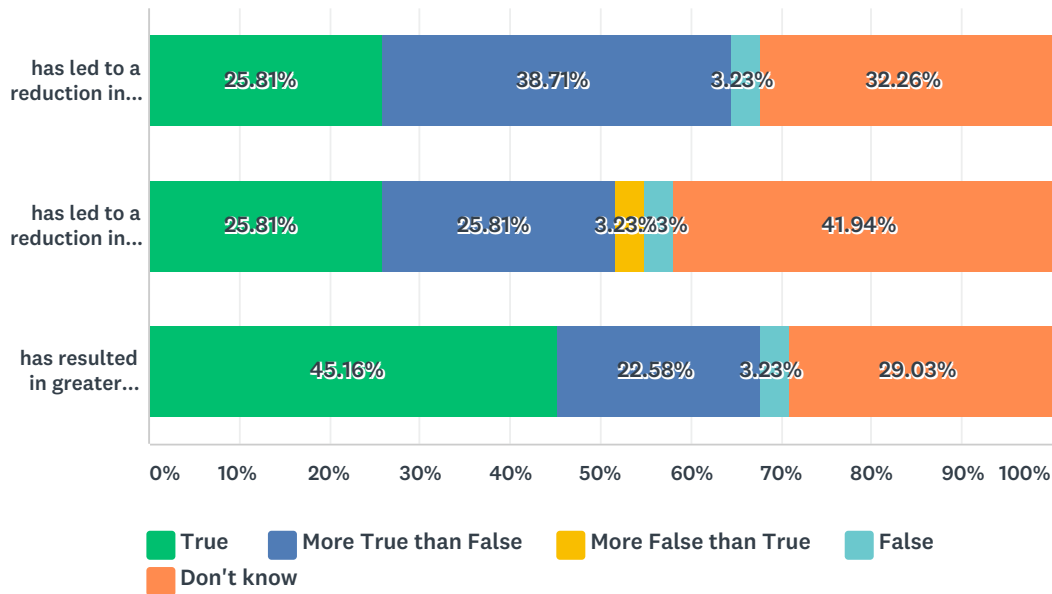
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	TRUE	MORE TRUE THAN FALSE	MORE FALSE THAN TRUE	FALSE	DON'T KNOW	TOTAL	WEIGHTED AVERAGE
has increased the availability of continuous and uninterrupted services for the population served by DRCOG, regardless of the funding source.	29.03% 9	51.61% 16	0.00% 0	0.00% 0	19.35% 6	31	3.36
has generally led to the creation of more comprehensive services plans for the population served.	45.16% 14	38.71% 12	0.00% 0	0.00% 0	16.13% 5	31	3.54

**Q12 11. 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...**

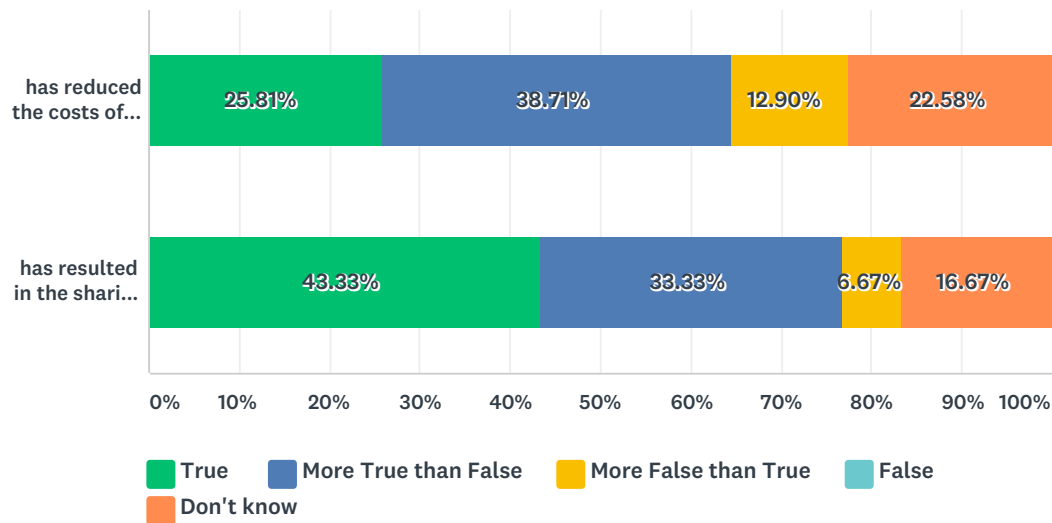
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	TRUE	MORE TRUE THAN FALSE	MORE FALSE THAN TRUE	FALSE	DON'T KNOW	TOTAL	WEIGHTED AVERAGE
has led to a reduction in the duplication of overlapping services across all participating jurisdictions/organizations when serving the region's population.	25.81% 8	38.71% 12	0.00% 0	3.23% 1	32.26% 10	31	3.29
has led to a reduction in the number of professionals providing overlapping services for the population served.	25.81% 8	25.81% 8	3.23% 1	3.23% 1	41.94% 13	31	3.28
has resulted in greater integration of services for the population served.	45.16% 14	22.58% 7	0.00% 0	3.23% 1	29.03% 9	31	3.55

**Q13 12. 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...**

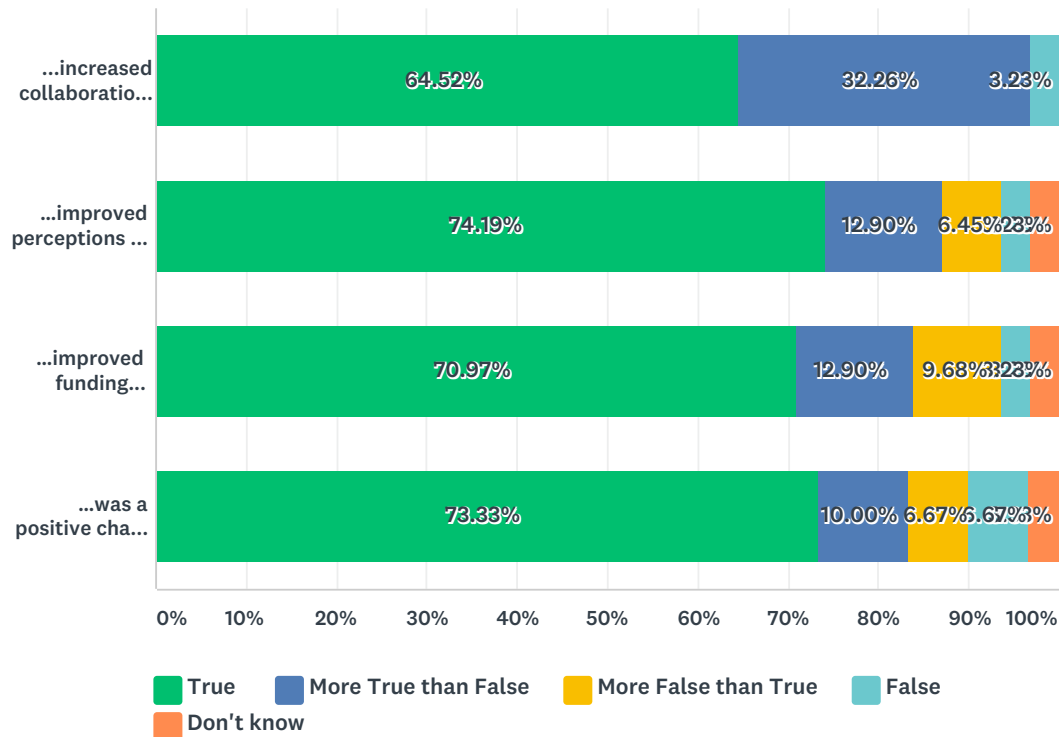
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	TRUE	MORE TRUE THAN FALSE	MORE FALSE THAN TRUE	FALSE	DON'T KNOW	TOTAL	WEIGHTED AVERAGE
has reduced the costs of delivering services to the population served.	25.81% 8	38.71% 12	12.90% 4	0.00% 0	22.58% 7	31	3.17
has resulted in the sharing of costs between jurisdictions/organizations participating in the collaborative.	43.33% 13	33.33% 10	6.67% 2	0.00% 0	16.67% 5	30	3.44

Q14 13. 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:

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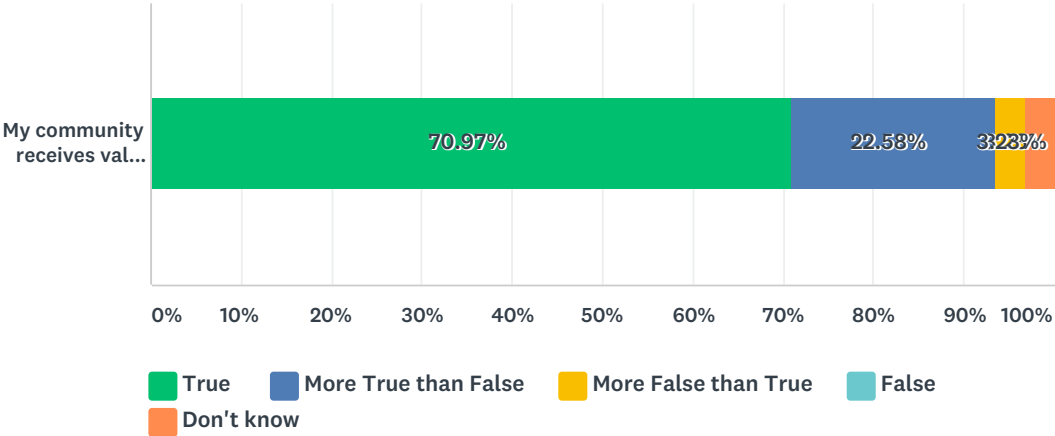


	TRUE	MORE TRUE THAN FALSE	MORE FALSE THAN TRUE	FALSE	DON'T KNOW	TOTAL	WEIGHTED AVERAGE
...increased collaboration between jurisdiction organizations/partners.	64.52% 20	32.26% 10	0.00% 0	3.23% 1	0.00% 0	31	3.58
...improved perceptions of equity among jurisdiction organizations/partners.	74.19% 23	12.90% 4	6.45% 2	3.23% 1	3.23% 1	31	3.63
...improved funding leverage for jurisdiction organizations/partners.	70.97% 22	12.90% 4	9.68% 3	3.23% 1	3.23% 1	31	3.57
...was a positive change to our TIP allocation process.	73.33% 22	10.00% 3	6.67% 2	6.67% 2	3.33% 1	30	3.55



Q15 14. Membership Value

Answered: 31    Skipped: 0



	TRUE	MORE TRUE THAN FALSE	MORE FALSE THAN TRUE	FALSE	DON'T KNOW	TOTAL	WEIGHTED AVERAGE
My community receives value from being a member of DRCOG.	70.97% 22	22.58% 7	3.23% 1	0.00% 0	3.23% 1	31	3.70

Q16 Please provide additional comments in the section below.

Answered: 4   Skipped: 27