

AGENDA
PERFORMANCE AND ENGAGEMENT COMMITTEE
WEDNESDAY, July 20, 2022
5:00 p.m. – 5:45 p.m.
VIDEO/WEB CONFERENCE - Denver, CO

1. Call to Order

CONSENT AGENDA

2. Move to Adopt the Consent Agenda
 - June 15, 2022 summary
(Attachment A)

INFORMATIONAL BRIEFINGS

3. Preparation of the 2022 DRCOG Board Director Collaboration Assessment
(Attachment B) Douglas W. Rex, Executive Director
4. DRCOG's executive director 2021-2022 annual performance evaluation process
(Attachment C) Douglas W. Rex, Executive Director

ADMINISTRATIVE ITEMS

5. Report of the Chair
6. Report of the Executive Director
7. Other Matters by Members
8. **Next Meeting – August 17, 2022**
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, June 15, 2022

Members Present:

Wynne Shaw, Chair	Lone Tree
George Teal	Douglas County
Nicole Speer	Boulder
William Lindstedt	Broomfield
Steve Conklin	Edgewater
Stephanie Walton	Lafayette
Jeslin Shahrezaei	Lakewood
Joan Peck	Longmont
John Diak	Parker
Bud Starker	Wheat Ridge

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

Chair Shaw called the meeting to order at 5:00 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:

- Summary of the April 6, 2022 Performance and Engagement Committee meeting.

Annual awards celebration debrief

Amber Leberman provided a debrief of the recent awards celebration to the directors. DRCOG held its awards celebration as an in-person event for the first time in three years, at Empower Field at Mile High on April 27. Attendance and sponsorship support both exceeded expectations, and staff has received a great deal of feedback – mostly positive – and as always are looking for ways to improve. Staff is proactively addressing some of the behind-the-scenes challenges associated with the unique circumstances of new staff on the planning team, new processes, changes to the hospitality industry and the uncertainty around planning an in-person event amid pandemic waves. Directors provided feedback to staff on items that could be improved upon for future celebrations. Additionally, they had positive comments on things they would like to see come back at awards events DRCOG has in the future.

Preparation of the 2022 DRCOG Board Director Collaboration Assessment

Due to the time constraints of this meeting, the committee did not get a chance to be briefed on this topic and agreed to bring it to their meeting in July for discussion. Executive Director Rex asked members to please review the attachments prior to the July meeting.

Performance and Engagement Committee Meeting Summary

June 15, 2022

Page 2

Report of the Chair

There was no report.

Report of the Executive Director

There was no report.

Other Matters by Members

There were no other matters.

Next Meeting – July 20, 2022

The meeting adjourned at 5:28 p.m.

ATTACH B

To: Chair and Members of the Performance & Engagement Committee

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

Meeting Date	Agenda Category	Agenda Item #
July 20, 2022	Informational Briefing	3

SUBJECT

Preparation of the 2022 DRCOG Board Director Collaboration Assessment

PROPOSED ACTION/RECOMMENDATIONS

N/A

ACTION BY OTHERS

N/A

SUMMARY

Since 2015, the DRCOG Board Collaboration Assessment has been utilized as a feedback mechanism allowing directors to voice their opinions about their experience at DRCOG as it relates to collaborative work and the achievement of desired results.

Staff would like to have a discussion with committee members about the purpose and need of the assessment and any possible revisions to the survey. For the committee's consideration, staff has created a redlined version of last year's survey removing several sections that may have lacked relevancy and/or were challenging to answer.

PREVIOUS DISCUSSIONS/ACTIONS

N/A

PROPOSED MOTION

N/A

ATTACHMENT

1. 2021 DRCOG Board Collaboration Assessment
2. 2021 DRCOG Board Collaboration Assessment (redlined)
3. 2021 DRCOG Board Collaboration Assessment Results

ADDITIONAL INFORMATION

If you have questions about the assessment, please contact Douglas W. Rex, Executive Director, at 303-480-6701 or drex@drcog.org.



DRCOG Board Collaboration Assessment - 2021

Introduction

The Board Collaboration Assessment is a continuous improvement tool to help the DRCOG Board refine their governance process using input exclusively from its own Board Directors. The assessment is administered yearly to provide Board Directors feedback and recommended actions for improving collaboration. Individual responses are not revealed and only aggregated results will be shared with all Board Directors.

Comments

A comments box is provided after each section of the assessment. To improve the assessment results, please take time to complete the "comment" section and provide specific examples and situations that impacted your evaluation. The comments are essential in evaluating the assessment results. We value your insights, experience and help in improving DRCOG.

The survey administrators, Randy Arnold and Jim Eshelman, are the only people who have access to responses from individual Board Directors. Verbatim comments will be provided to all Board Directors in the final report but the individual Board Director providing comments will not be noted in the report.

Instructions

The estimated time to complete the assessment is approximately 30 minutes. All questions require a response, and you will not be able to skip questions. The survey is divided into several sections or pages. After you complete each page, click on "Next" to continue with the next page. After clicking "Next" and completing a section, you may exit the survey by closing your browser and come back to it later by clicking on the link provided in your survey invitation email. When you click on the link, you will be taken to the place in the survey where you left off. When you are completely done, you must click 'Submit' at the bottom of the last page to ensure your responses are recorded. Please review the items in each section and rate them to the best of your knowledge. Many are broadly stated to include any and all examples you may have knowledge of from attending Board meetings and reading Board Director information provided by DRCOG. In some instances, you will not know the answer and can select "Don't Know". That information is also helpful.

Access to the assessment will begin on August 19 and remain available until midnight, September 3. Please allow 30 minutes to complete the assessment in one sitting.

For assistance, please contact either Randy Arnold at rarnold@drcog.org or

303.480.6709; or Jim Eshelman at jeshelman@drcog.org or 303.480.5645.

Note: The terms *collaborative*, *members*, and *group* used in this assessment refer to the Board as a whole in their role as a policy-setting and decision-making body. Reference to 'the process' in some survey items relates to Board Director deliberations and the decision making process in general.

The results of the assessment will be presented as an informational item at an upcoming Board Meeting. The Performance & Engagement Committee would appreciate full participation in this assessment.

Thank you for your participation!

Our Mission

The Denver Regional Council of Governments is a planning organization where local governments collaborate to establish guidelines, set policy and allocate funding in the areas of:

- Transportation and Personal Mobility
 - Growth and Development
- Aging and Disability Resources

Our Vision

Our region is a diverse network of vibrant, connected, lifelong communities with a broad spectrum of housing, transportation and employment, complemented by world-class natural and built environments.

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

- Less than 1 year**
- 1 - 2 years**
- More than 2 years but less than 4 years**
- 4 to 6 years**
- More than 6 years**

DRCOG Board Collaboration Assessment

* **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.

	True	More True than False	More False than True	False	Don't know
The people involved in the process usually are focused on broader goals (outcomes) of the	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

region, rather than individual agendas.

The process is free of favoritism.

In the process, everyone has an equal opportunity to influence decisions.

The process responds fairly to the needs of its members.

Decisions made in the process are based on fair criteria.

The allocation of resources is decided fairly.

The criteria for allocations are fairly applied.

In the process, there is sufficient opportunity to challenge decisions.

The decisions made in the process are consistent.

Decisions are based on accurate information.

Please provide comments for the Structural Integrity section in the space below.

DRCOG Board Collaboration Assessment - 2021

* **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.

	True	More True than False	More False than True	False	Don't know
The process gives some people more than they deserve, while shortchanging others.	<input type="radio"/>				
In the process, some people's opinions are accepted while other people are asked to justify themselves.	<input type="radio"/>				
In the process, strings are being pulled from outside Board discussions which influence important decisions.	<input type="radio"/>				
In discussions about decisions or procedures, some people are discounted because of the organizations/jurisdictions that they represent.	<input type="radio"/>				

Please provide comments for the Authenticity section in the space below.

* **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...

	True	More True than False	More False than True	False	Don't know
...has an effective organizer/coordinator.	<input type="radio"/>				
...is led by individuals who are strongly dedicated to the Mission and Vision of DRCOG.	<input type="radio"/>				

Please provide comments for the Strong Leadership section in the space below.

* **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...

	True	More True than False	More False than True	False	Don't know
...are effective liaisons between their home organizations and our group.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...trust each other sufficiently to honestly and accurately share information, perceptions, and feedback.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...are willing to let go of an idea for one that appears to have more merit.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...are willing to devote the effort necessary to achieve Metro Vision Outcomes.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please provide comments for the Members section in the space below.



DRCOG Board Collaboration Assessment - 2021

* **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.

	True	More True than False	More False than True	False	Don't know
Our group has set ground rules and norms about how we will work together.	<input type="radio"/>				
We have a method for communicating the activities and decisions of the group to all members.	<input type="radio"/>				
There are clearly defined roles for group members.	<input type="radio"/>				

Please provide comments for the Structure section in the space below.

* **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...

	True	More True than False	More False than True	False	Don't know
has accomplished its specific objectives	<input type="radio"/>				
has achieved more than its original objectives.	<input type="radio"/>				
has led to new projects or efforts.	<input type="radio"/>				
has achieved extraordinary success.	<input type="radio"/>				

Please provide comments for the General Success section in the space below.

* **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...

	True	More True than False	More False than True	False	Don't know
has led to broader and more meaningful engagement of diverse partners.	<input type="radio"/>				
has resulted in the emergence of new leaders committed to collaboration.	<input type="radio"/>				
has helped improve the way our participating jurisdictions work together.	<input type="radio"/>				
has increased my knowledge of resources outside of my agency/organization.	<input type="radio"/>				
has increased my access to resources outside of my agency/organization for my community.	<input type="radio"/>				

Please provide comments for the Community Involvement & Collaboration section in the space below.

DRCOG Board Collaboration Assessment - 2021

* **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...

	True	More True than False	More False than True	False	Don't know
is committed to a "no wrong door" approach where any idea can be considered.	<input type="radio"/>				
has had an impact on the outcomes it is targeting.	<input type="radio"/>				
has resulted in improved outcomes for the population served.	<input type="radio"/>				

Please provide comments for the Outcomes section in the space below.

* **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...

	True	More True than False	More False than True	False	Don't know
has improved the quality of services for the population served.	<input type="radio"/>				
has resulted in more streamlined service provision across participating jurisdictions/organizations.	<input type="radio"/>				
has resulted in the creation of a system that is easier for the population served to navigate.	<input type="radio"/>				
has resulted in a system that makes it easier for population served to access needed services.	<input type="radio"/>				
has resulted in improved quality of services within my agency/organization due to our participation on the DRCOG Board.	<input type="radio"/>				

Please provide comments for the Quality of Services section in the space below.



DRCOG Board Collaboration Assessment - 2021

* **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...

	True	More True than False	More False than True	False	Don't know
has increased the availability of continuous and uninterrupted services for the population served by DRCOG, regardless of the funding source.	<input type="radio"/>				
has generally led to the creation of more comprehensive services plans for the population served.	<input type="radio"/>				

Please provide comments for the Fragmentation of Services section in the space below.

* **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...

	True	More True than False	More False than True	False	Don't know
has led to a reduction in the duplication of overlapping services across all participating jurisdictions/organizations when serving the region's population.	<input type="radio"/>				
has led to a reduction in the number of professionals providing overlapping services for the population served.	<input type="radio"/>				
has resulted in greater integration of services for the population served.	<input type="radio"/>				

Please provide comments for the Duplication of Services section in the space below.

* **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...

	True	More True than False	More False than True	False	Don't know
has reduced the costs of delivering services to the population served.	<input type="radio"/>				
has resulted in the sharing of costs between jurisdictions/organizations participating in the collaborative.	<input type="radio"/>				

Please provide comments for the Costs section in the space below.

* **13. Membership Value**

	True	More True than False	More False than True	False	Don't know
My community receives value from being a member of DRCOG.	<input type="radio"/>				

Please provide comments for the Membership Value section in the space below.

Please provide additional comments in the space below.

Thank you for completing the survey! After you click on "Submit", your responses will be recorded, and the survey window will close.



DRCOG Board Collaboration Assessment - 2021

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DRCOG Board Collaboration Assessment

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DRCOG Board Collaboration Assessment - 2021

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Members...

	True	More True than False	More False than True	False	Don't know
...are effective liaisons between their home organizations and our group.	<input type="radio"/>				
...trust each other sufficiently to honestly and accurately share information, perceptions, and feedback.	<input type="radio"/>				
...are willing to let go of an idea for one that appears to have more merit.	<input type="radio"/>				
...are willing to devote the effort necessary to achieve Metro Vision Outcomes.	<input type="radio"/>				

Please provide comments for the Members section in the space below.



DRCOG Board Collaboration Assessment - 2021

* **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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There are clearly defined roles for group members.	<input type="radio"/>				

Please provide comments for the Structure section in the space below.

* **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...

	True	More True than False	More False than True	False	Don't know
has accomplished its specific objectives	<input type="radio"/>				
has achieved more than its original objectives.	<input type="radio"/>				
has led to new projects or efforts.	<input type="radio"/>				
has achieved extraordinary success.	<input type="radio"/>				

Please provide comments for the General Success section in the space below.

* **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...

	True	More True than False	More False than True	False	Don't know
has led to broader and more meaningful engagement of diverse partners.	<input type="radio"/>				
has resulted in the emergence of new leaders committed to collaboration.	<input type="radio"/>				
has helped improve the way our participating jurisdictions work together.	<input type="radio"/>				
has increased my knowledge of resources outside of my agency/organization.	<input type="radio"/>				
has increased my access to resources outside of my agency/organization for my community.	<input type="radio"/>				

Please provide comments for the Community Involvement & Collaboration section in the space below.

DRCOG Board Collaboration Assessment - 2021

* **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...

	True	More True than False	More False than True	False	Don't know
is committed to a "no wrong door" approach where any idea can be considered.	<input type="radio"/>				
has had an impact on the outcomes it is targeting.	<input type="radio"/>				
has resulted in improved outcomes for the population served.	<input type="radio"/>				

Please provide comments for the Outcomes section in the space below.

~~* 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...~~

	True	More True than False	More False than True	False	Don't know
has improved the quality of services for the population served.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
has resulted in more streamlined service provision across participating jurisdictions/organizations.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
has resulted in the creation of a system that is easier for the population served to navigate.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
has resulted in a system that makes it easier for population served to access needed services.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
has resulted in improved quality of services within my agency/organization due to our participation on the DRCOG Board.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please provide comments for the Quality of Services section in the space below.

DRCOG Board Collaboration Assessment - 2021

~~* **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...

	True	More True than False	More False than True	False	Don't know
has increased the availability of continuous and uninterrupted services for the population served by DRCOG, regardless of the funding source.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
has generally led to the creation of more comprehensive services plans for the population served.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please provide comments for the Fragmentation of Services section in the space below.

* ~~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...**~~

	True	More True than False	More False than True	False	Don't know
has led to a reduction in the duplication of overlapping services across all participating jurisdictions/organizations when serving the region's population.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
has led to a reduction in the number of professionals providing overlapping services for the population served.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
has resulted in greater integration of services for the population served.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please provide comments for the Duplication of Services section in the space below.

~~* **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...**~~

	True	More True than False	More False than True	False	Don't know
has reduced the costs of delivering services to the population served.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
has resulted in the sharing of costs between jurisdictions/organizations participating in the collaborative.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

~~Please provide comments for the Costs section in the space below.~~

*** 13. Membership Value**

	True	More True than False	More False than True	False	Don't know
My community receives value from being a member of DRCOG.	<input type="radio"/>				

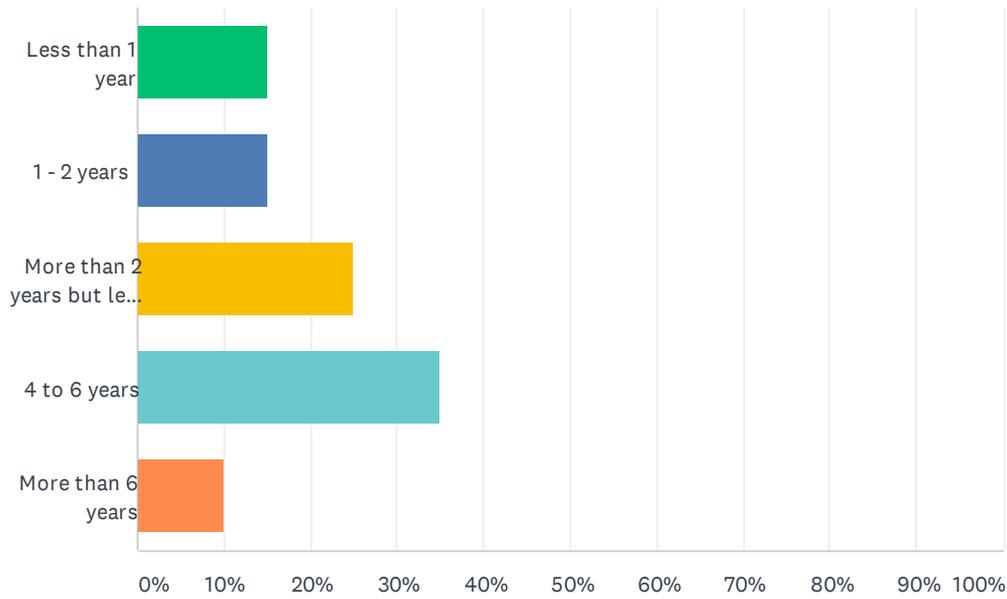
Please provide comments for the Membership Value section in the space below.

Please provide additional comments in the space below.

Thank you for completing the survey! After you click on "Submit", your responses will be recorded, and the survey window will close.

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

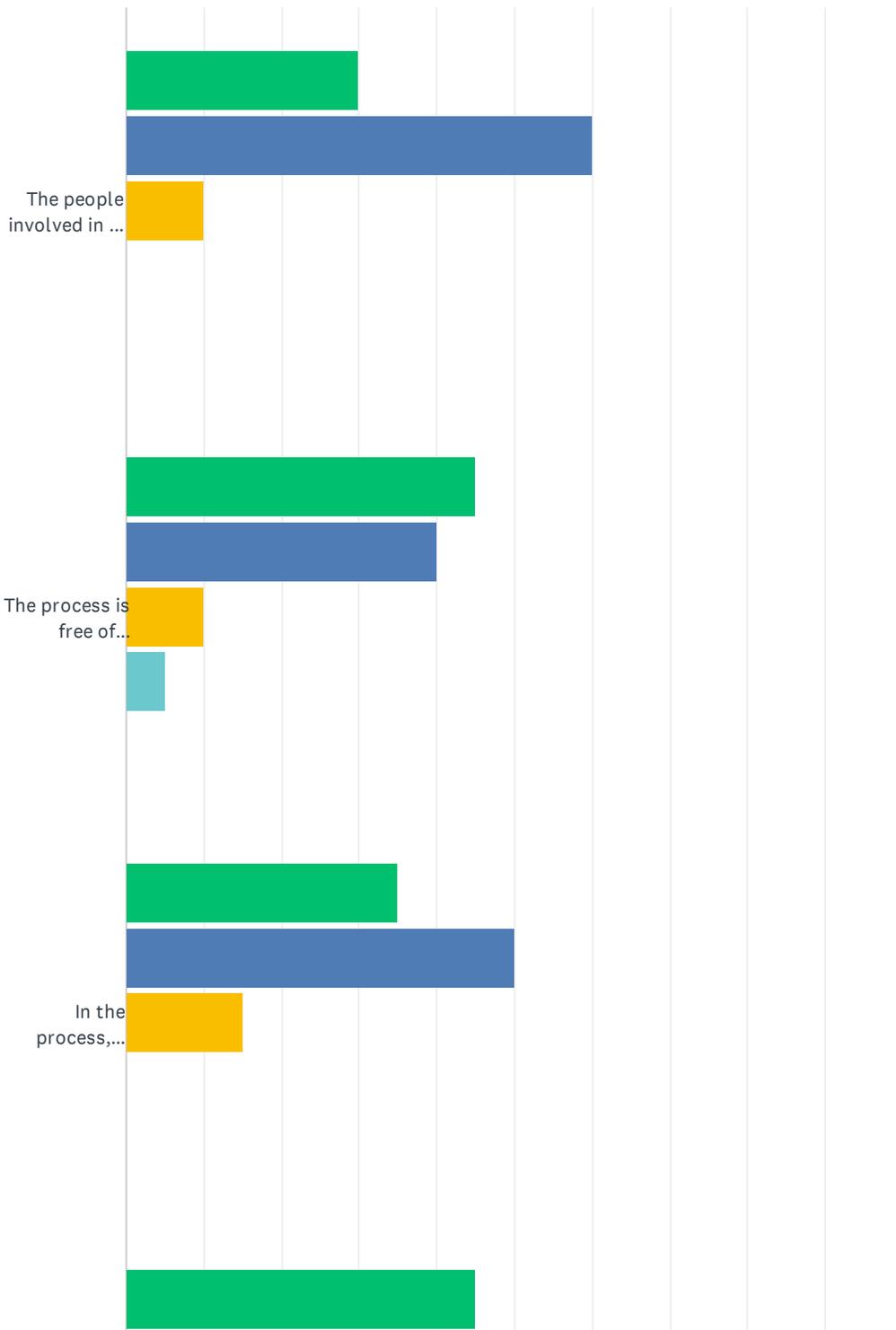
Answered: 20 Skipped: 0



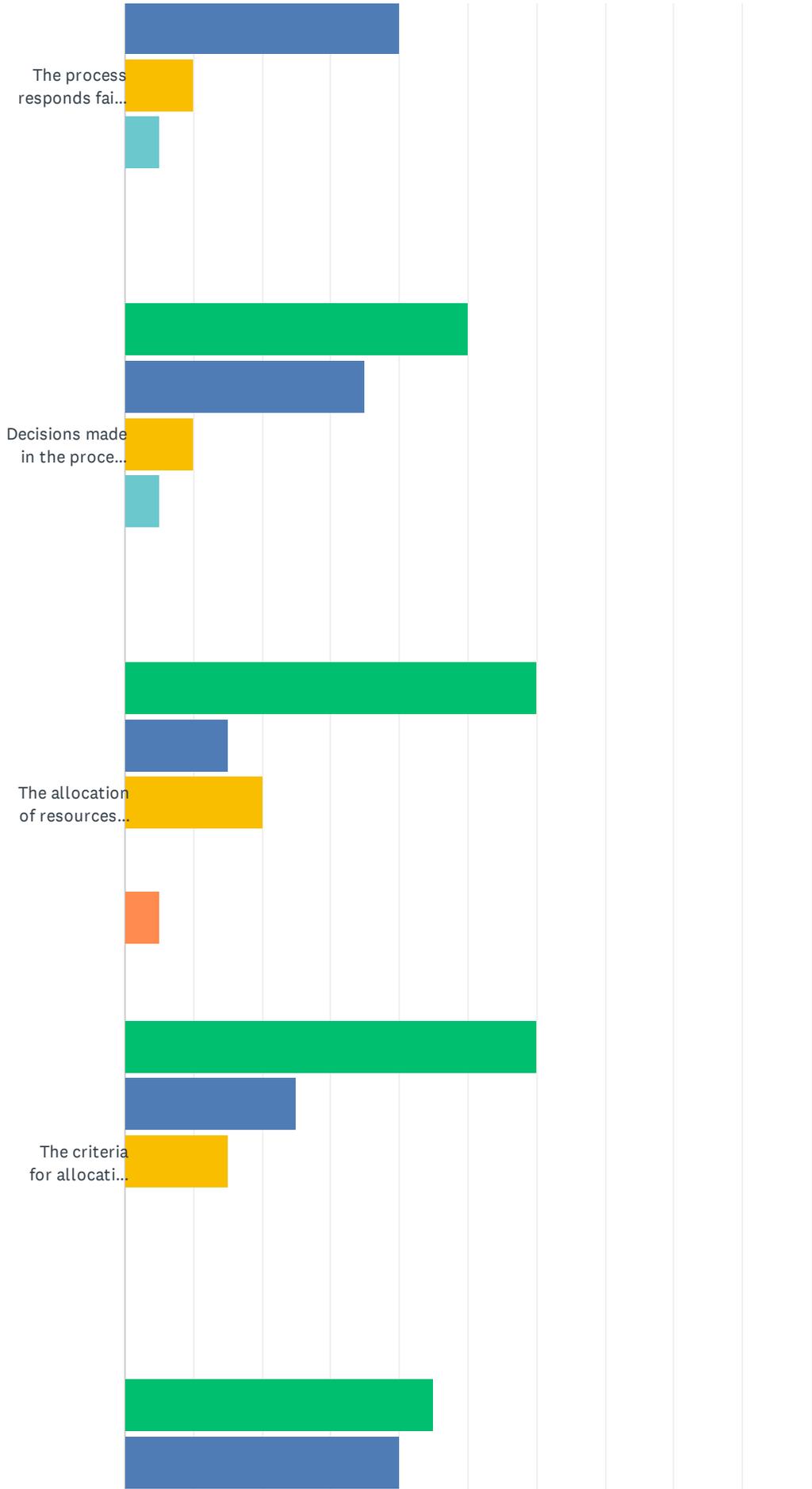
ANSWER CHOICES	RESPONSES	
Less than 1 year	15.00%	3
1 - 2 years	15.00%	3
More than 2 years but less than 4 years	25.00%	5
4 to 6 years	35.00%	7
More than 6 years	10.00%	2
TOTAL		20

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.

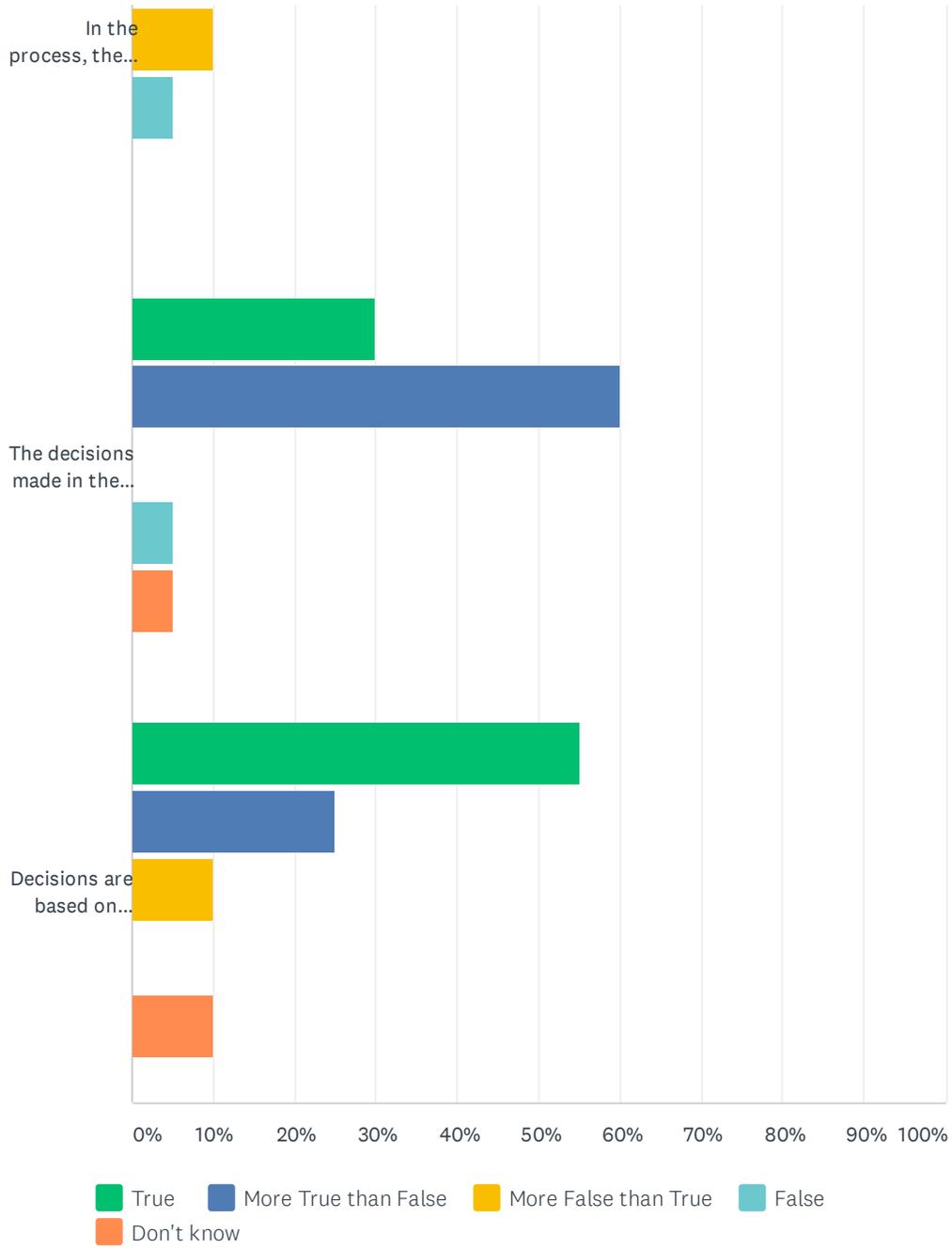
Answered: 20 Skipped: 0



DRCOG Board Collaboration Assessment - 2021



DRCOG Board Collaboration Assessment - 2021



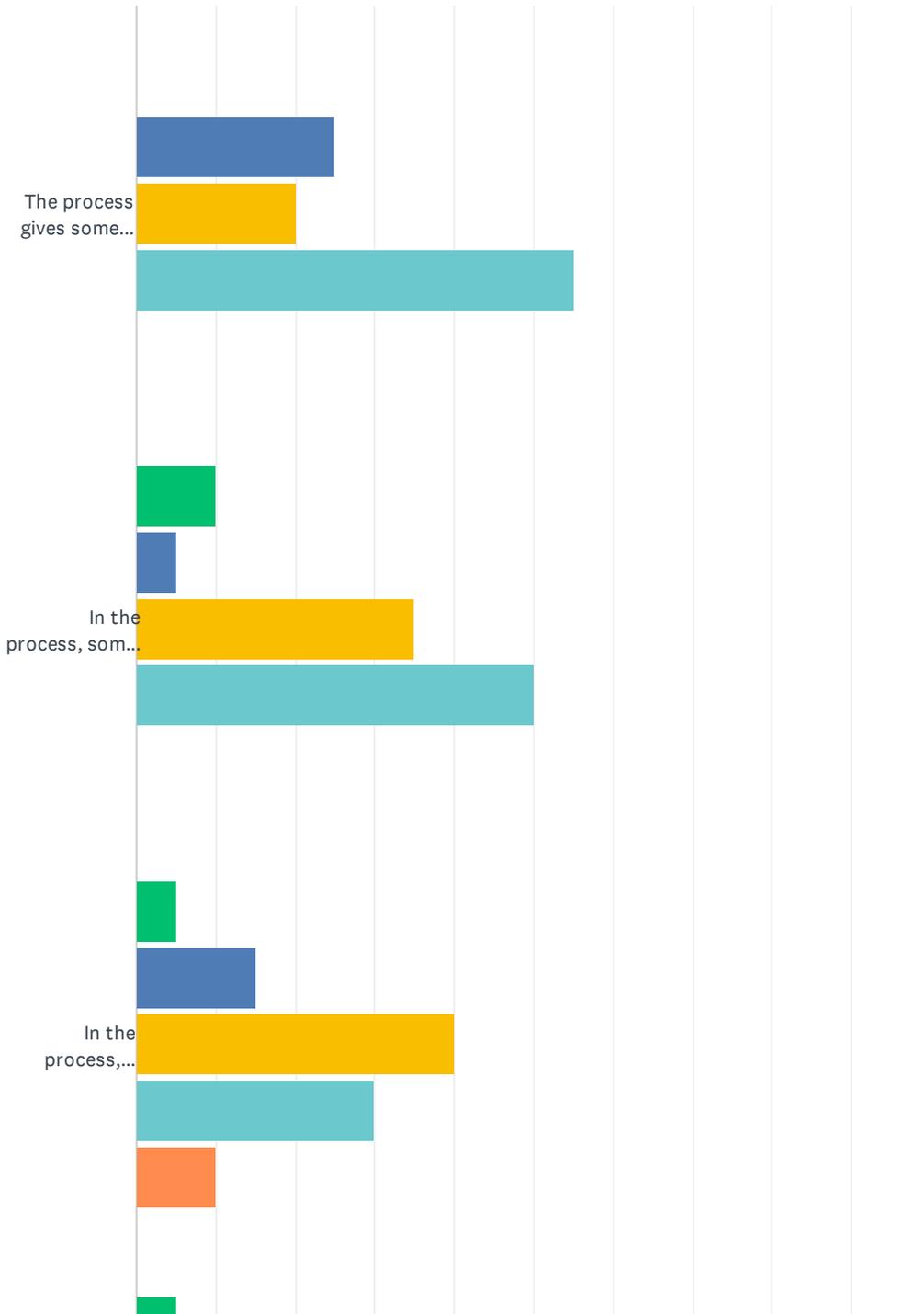
DRCOG Board Collaboration Assessment - 2021

	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.	30.00% 6	60.00% 12	10.00% 2	0.00% 0	0.00% 0	20	3.20
The process is free of favoritism.	45.00% 9	40.00% 8	10.00% 2	5.00% 1	0.00% 0	20	3.25
In the process, everyone has an equal opportunity to influence decisions.	35.00% 7	50.00% 10	15.00% 3	0.00% 0	0.00% 0	20	3.20
The process responds fairly to the needs of its members.	45.00% 9	40.00% 8	10.00% 2	5.00% 1	0.00% 0	20	3.25
Decisions made in the process are based on fair criteria.	50.00% 10	35.00% 7	10.00% 2	5.00% 1	0.00% 0	20	3.30
The allocation of resources is decided fairly.	60.00% 12	15.00% 3	20.00% 4	0.00% 0	5.00% 1	20	3.42
The criteria for allocations are fairly applied.	60.00% 12	25.00% 5	15.00% 3	0.00% 0	0.00% 0	20	3.45
In the process, there is sufficient opportunity to challenge decisions.	45.00% 9	40.00% 8	10.00% 2	5.00% 1	0.00% 0	20	3.25
The decisions made in the process are consistent.	30.00% 6	60.00% 12	0.00% 0	5.00% 1	5.00% 1	20	3.21
Decisions are based on accurate information.	55.00% 11	25.00% 5	10.00% 2	0.00% 0	10.00% 2	20	3.50

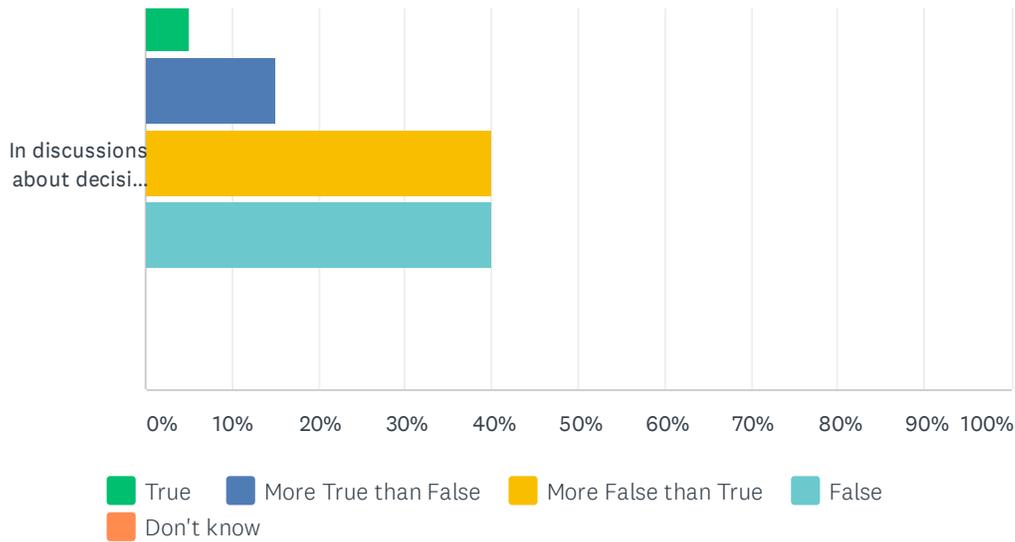
#	PLEASE PROVIDE COMMENTS FOR THE STRUCTURAL INTEGRITY SECTION IN THE SPACE BELOW.	DATE
1	We generally have a fair and open process at DRCOG	9/9/2021 6:08 PM
2	It's pretty clear that CDOT/DrCOG can influence the decisions and that larger municipalities continue to get favored status. It's really hard as a small community to have as many eyeballs on all these documents and come in as well organized to push back or challenge assumptions. Those that have been on DrCOG for a longer time seem to have a built in advantage when it comes to the discussion in terms of the conversation. That said, i can't recall seeing anything get voted down whatsoever.	9/3/2021 3:42 PM
3	Personal agendas for the region the Director serves seem to be prevalent rather than looking at the regions as a whole.	9/1/2021 5:45 PM

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.

Answered: 20 Skipped: 0



DRCOG Board Collaboration Assessment - 2021

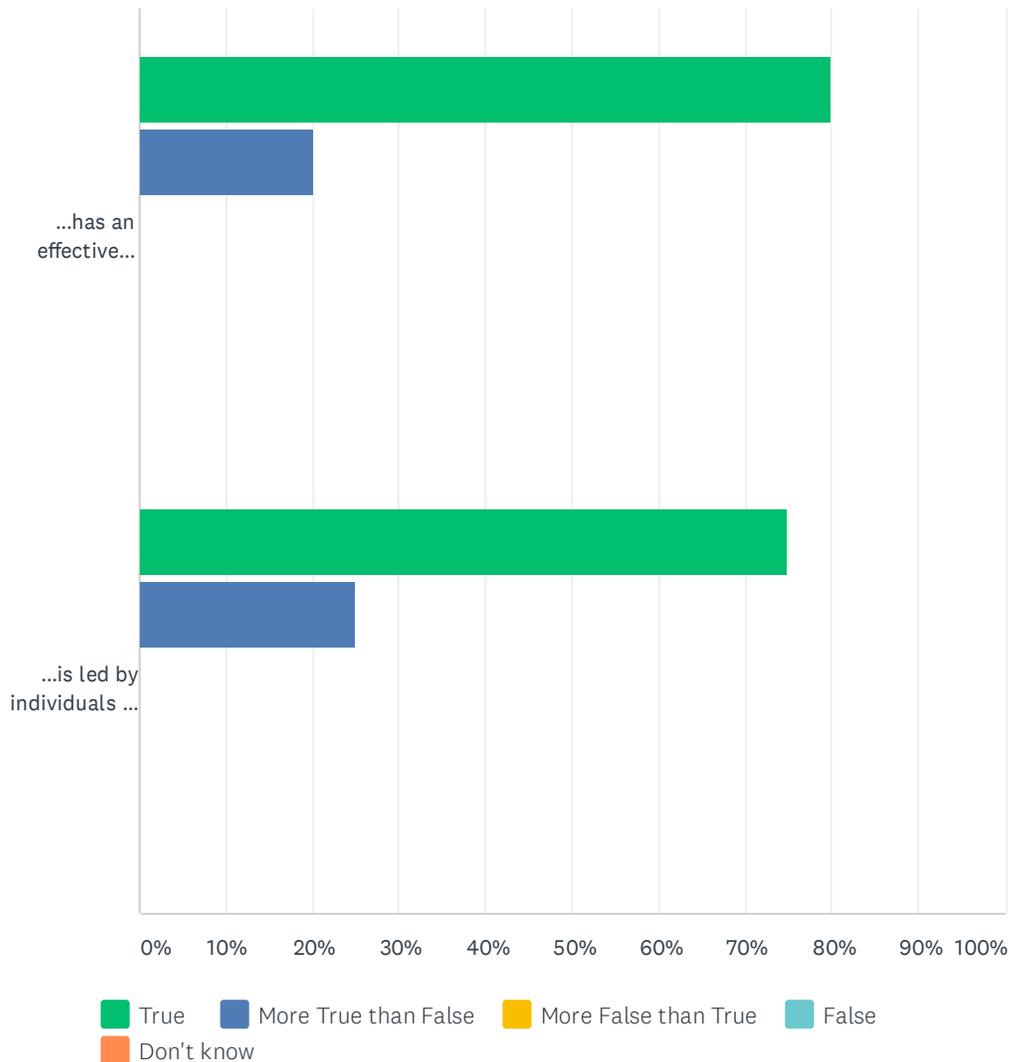


	TRUE	MORE TRUE THAN FALSE	MORE FALSE THAN TRUE	FALSE	DON'T KNOW	TOTAL	WEIGHTED AVERAGE
The process gives some people more than they deserve, while shortchanging others.	0.00% 0	25.00% 5	20.00% 4	55.00% 11	0.00% 0	20	3.30
In the process, some people's opinions are accepted while other people are asked to justify themselves.	10.00% 2	5.00% 1	35.00% 7	50.00% 10	0.00% 0	20	3.25
In the process, strings are being pulled from outside Board discussions which influence important decisions.	5.00% 1	15.00% 3	40.00% 8	30.00% 6	10.00% 2	20	3.06
In discussions about decisions or procedures, some people are discounted because of the organizations/jurisdictions that they represent.	5.00% 1	15.00% 3	40.00% 8	40.00% 8	0.00% 0	20	3.15

#	PLEASE PROVIDE COMMENTS FOR THE AUTHENTICITY SECTION IN THE SPACE BELOW.	DATE
1	DRCOG Directors must discuss with their home board or council and participate in discussions/vote as directed. That may be viewed as outside strings being pulled.	9/8/2021 8:18 AM

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...

Answered: 20 Skipped: 0

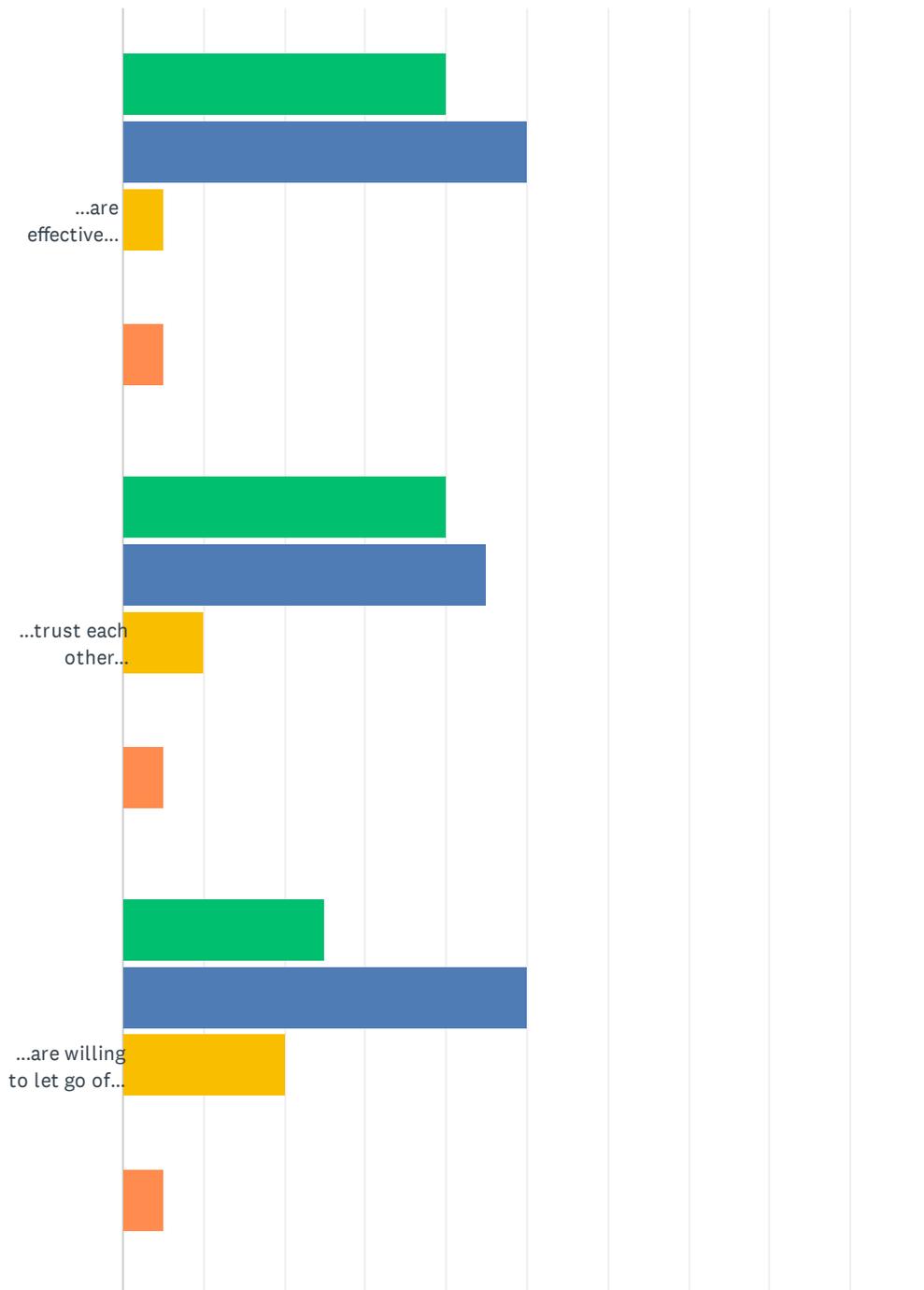


DRCOG Board Collaboration Assessment - 2021

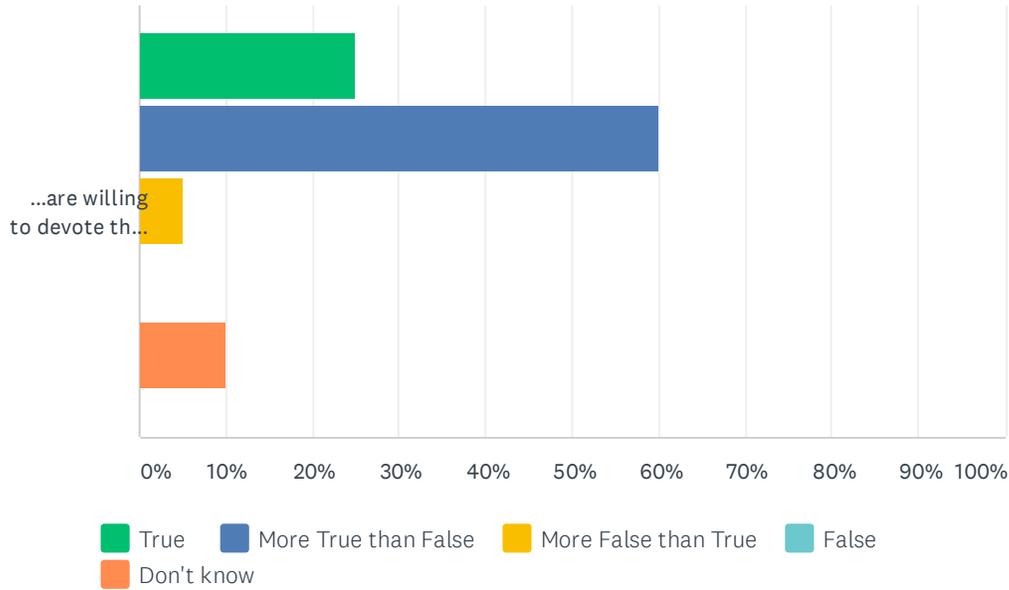
	TRUE	MORE TRUE THAN FALSE	MORE FALSE THAN TRUE	FALSE	DON'T KNOW	TOTAL	WEIGHTED AVERAGE
...has an effective organizer/coordinator.	80.00% 16	20.00% 4	0.00% 0	0.00% 0	0.00% 0	20	3.80
...is led by individuals who are strongly dedicated to the Mission and Vision of DRCOG.	75.00% 15	25.00% 5	0.00% 0	0.00% 0	0.00% 0	20	3.75

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...

Answered: 20 Skipped: 0



DRCOG Board Collaboration Assessment - 2021

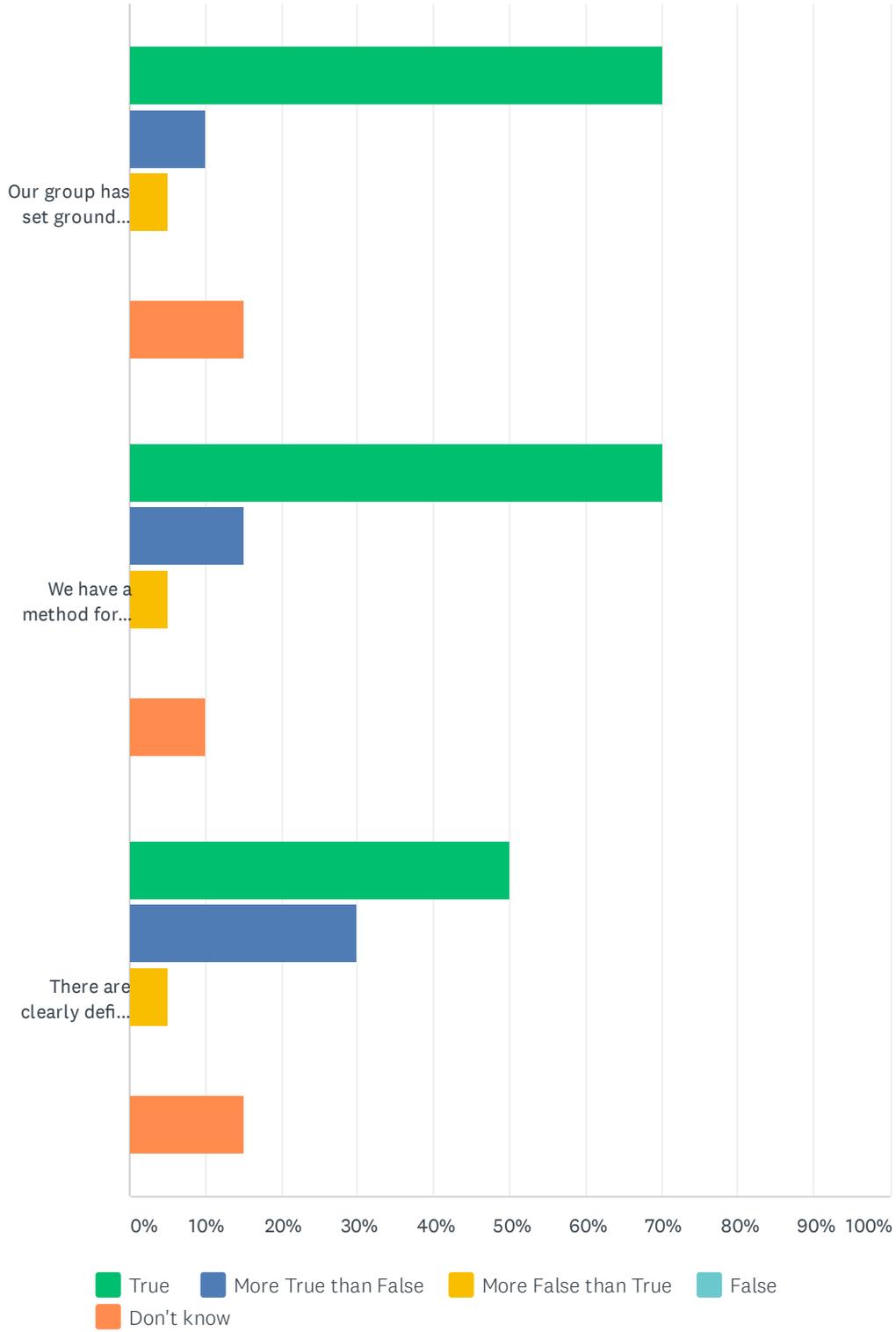


	TRUE	MORE TRUE THAN FALSE	MORE FALSE THAN TRUE	FALSE	DON'T KNOW	TOTAL	WEIGHTED AVERAGE
...are effective liaisons between their home organizations and our group.	40.00% 8	50.00% 10	5.00% 1	0.00% 0	5.00% 1	20	3.37
...trust each other sufficiently to honestly and accurately share information, perceptions, and feedback.	40.00% 8	45.00% 9	10.00% 2	0.00% 0	5.00% 1	20	3.32
...are willing to let go of an idea for one that appears to have more merit.	25.00% 5	50.00% 10	20.00% 4	0.00% 0	5.00% 1	20	3.05
...are willing to devote the effort necessary to achieve Metro Vision Outcomes.	25.00% 5	60.00% 12	5.00% 1	0.00% 0	10.00% 2	20	3.22

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.

Answered: 20 Skipped: 0

DRCOG Board Collaboration Assessment - 2021



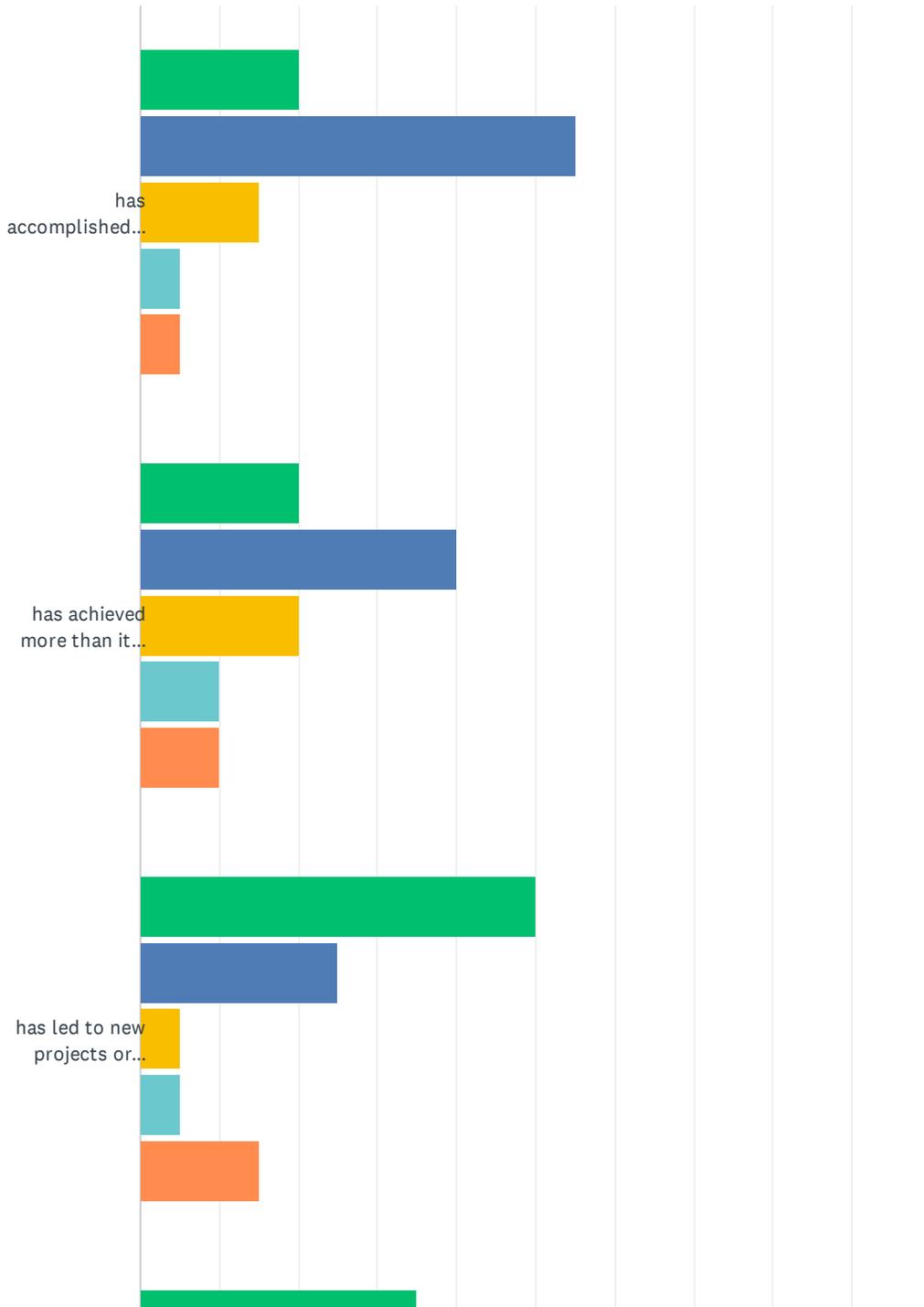
DRCOG Board Collaboration Assessment - 2021

	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.	70.00% 14	10.00% 2	5.00% 1	0.00% 0	15.00% 3	20	3.76
We have a method for communicating the activities and decisions of the group to all members.	70.00% 14	15.00% 3	5.00% 1	0.00% 0	10.00% 2	20	3.72
There are clearly defined roles for group members.	50.00% 10	30.00% 6	5.00% 1	0.00% 0	15.00% 3	20	3.53

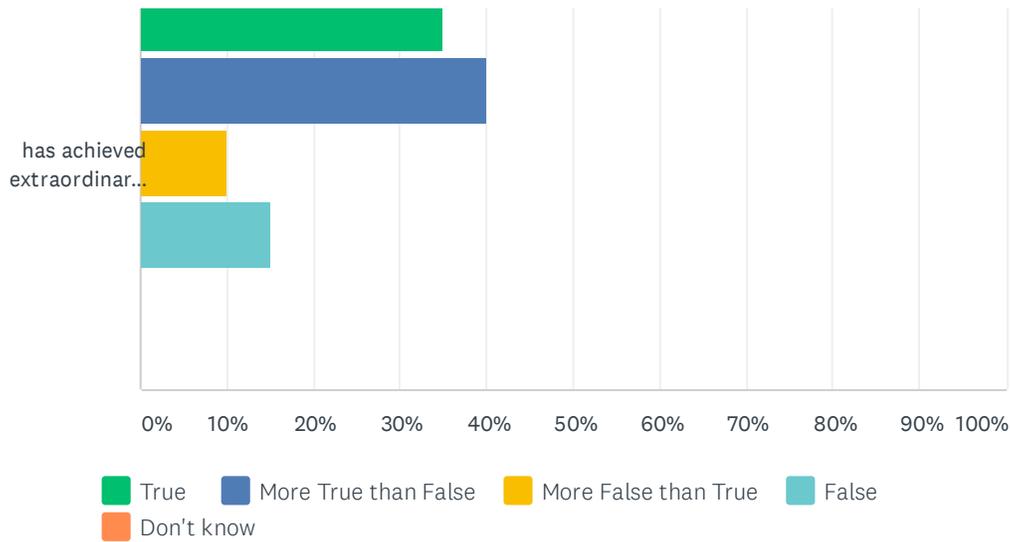
#	PLEASE PROVIDE COMMENTS FOR THE STRUCTURE SECTION IN THE SPACE BELOW.	DATE
1	I would appreciate a written short summary of executive committee meeting outcomes, as well as the verbal reports during the regular Board meeting. Nothing flashy or fancy just a brief summary, if members are unable to attend they miss out on those reports.	9/1/2021 11:56 AM

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...

Answered: 20 Skipped: 0



DRCOG Board Collaboration Assessment - 2021

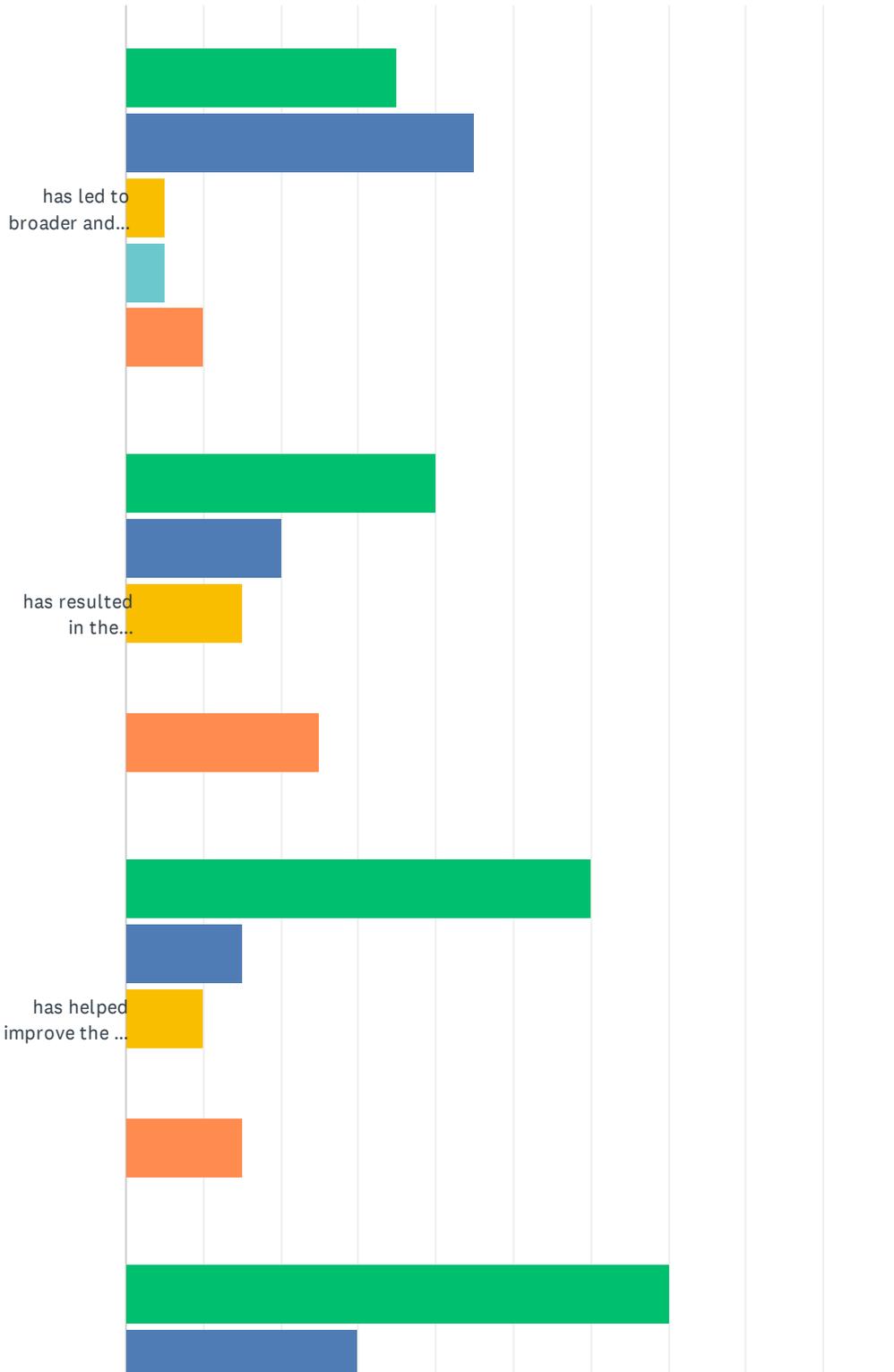


	TRUE	MORE TRUE THAN FALSE	MORE FALSE THAN TRUE	FALSE	DON'T KNOW	TOTAL	WEIGHTED AVERAGE
has accomplished its specific objectives	20.00% 4	55.00% 11	15.00% 3	5.00% 1	5.00% 1	20	2.95
has achieved more than its original objectives.	20.00% 4	40.00% 8	20.00% 4	10.00% 2	10.00% 2	20	2.78
has led to new projects or efforts.	50.00% 10	25.00% 5	5.00% 1	5.00% 1	15.00% 3	20	3.41
has achieved extraordinary success.	35.00% 7	40.00% 8	10.00% 2	15.00% 3	0.00% 0	20	2.95

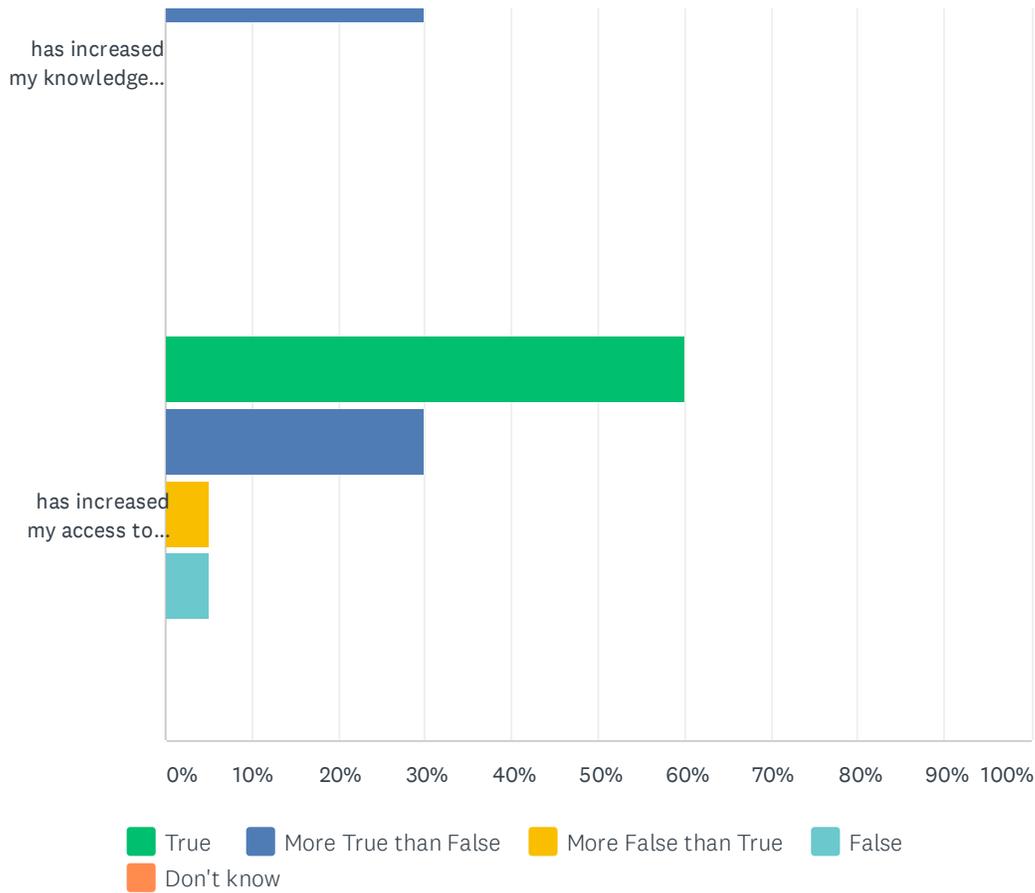
#	PLEASE PROVIDE COMMENTS FOR THE GENERAL SUCCESS SECTION IN THE SPACE BELOW.	DATE
1	We are only making incremental progress on our objectives.	9/9/2021 6:39 PM
2	DRCOG has achieved great success in multiple areas, unfortunately air quality may haunt the Denver Metro area for a very long time due to the nature of location, climate change and population growth.	9/1/2021 11:56 AM

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...

Answered: 20 Skipped: 0



DRCOG Board Collaboration Assessment - 2021



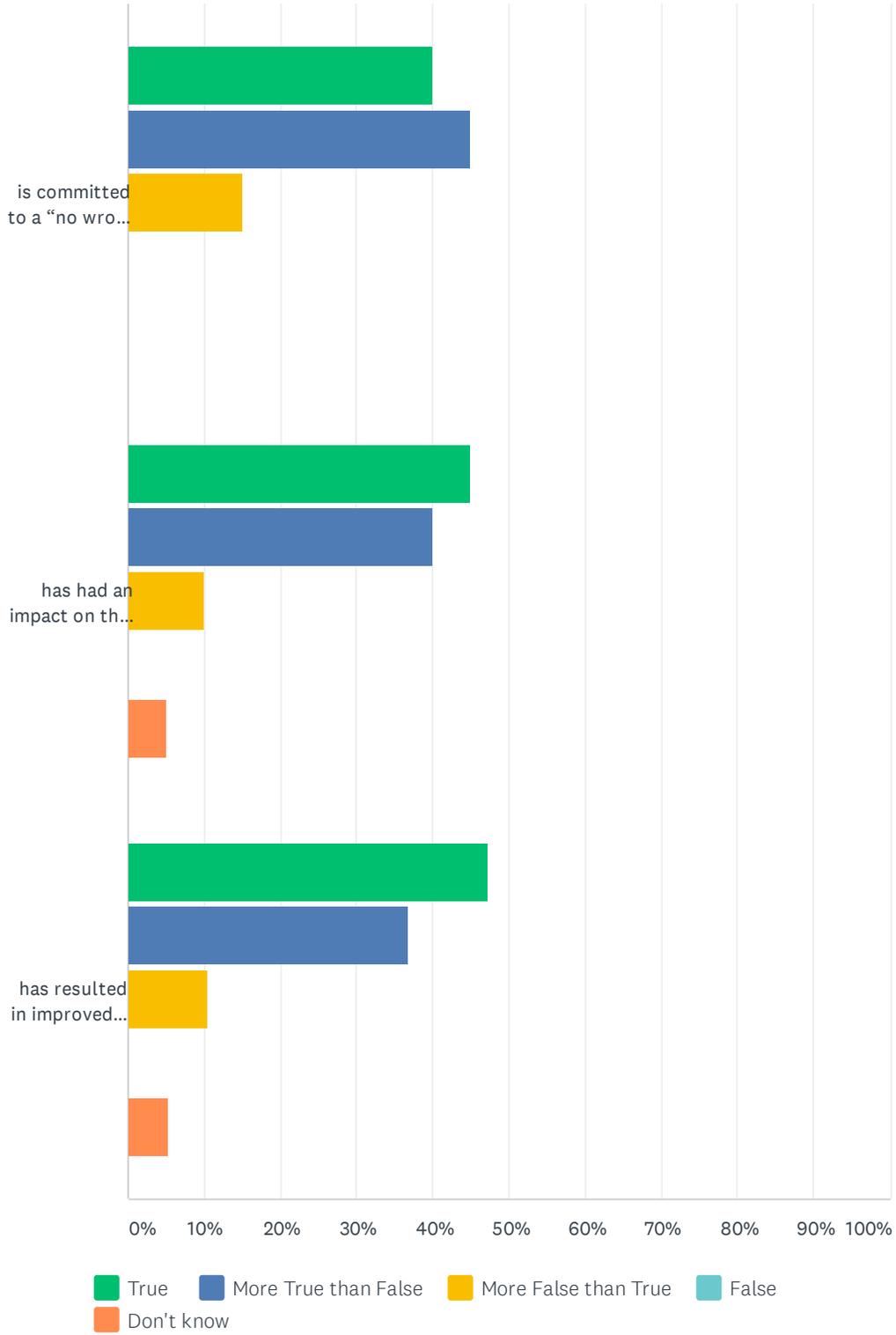
	TRUE	MORE TRUE THAN FALSE	MORE FALSE THAN TRUE	FALSE	DON'T KNOW	TOTAL	WEIGHTED AVERAGE
has led to broader and more meaningful engagement of diverse partners.	35.00% 7	45.00% 9	5.00% 1	5.00% 1	10.00% 2	20	3.22
has resulted in the emergence of new leaders committed to collaboration.	40.00% 8	20.00% 4	15.00% 3	0.00% 0	25.00% 5	20	3.33
has helped improve the way our participating jurisdictions work together.	60.00% 12	15.00% 3	10.00% 2	0.00% 0	15.00% 3	20	3.59
has increased my knowledge of resources outside of my agency/organization.	70.00% 14	30.00% 6	0.00% 0	0.00% 0	0.00% 0	20	3.70
has increased my access to resources outside of my agency/organization for my community.	60.00% 12	30.00% 6	5.00% 1	5.00% 1	0.00% 0	20	3.45

#	PLEASE PROVIDE COMMENTS FOR THE COMMUNITY INVOLVEMENT & COLLABORATION SECTION IN THE SPACE BELOW.	DATE
1	The realities of the pandemic have made collaboration less dynamic as we interact virtually.	9/2/2021 2:20 PM
2	Metro Vision allows us to create a common goal so each municipality can work toward influencing the overall plan in their own way. All programs seem to be aligned to encourage municipalities to work together and share information.	8/20/2021 12:46 PM

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...

Answered: 20 Skipped: 0

DRCOG Board Collaboration Assessment - 2021



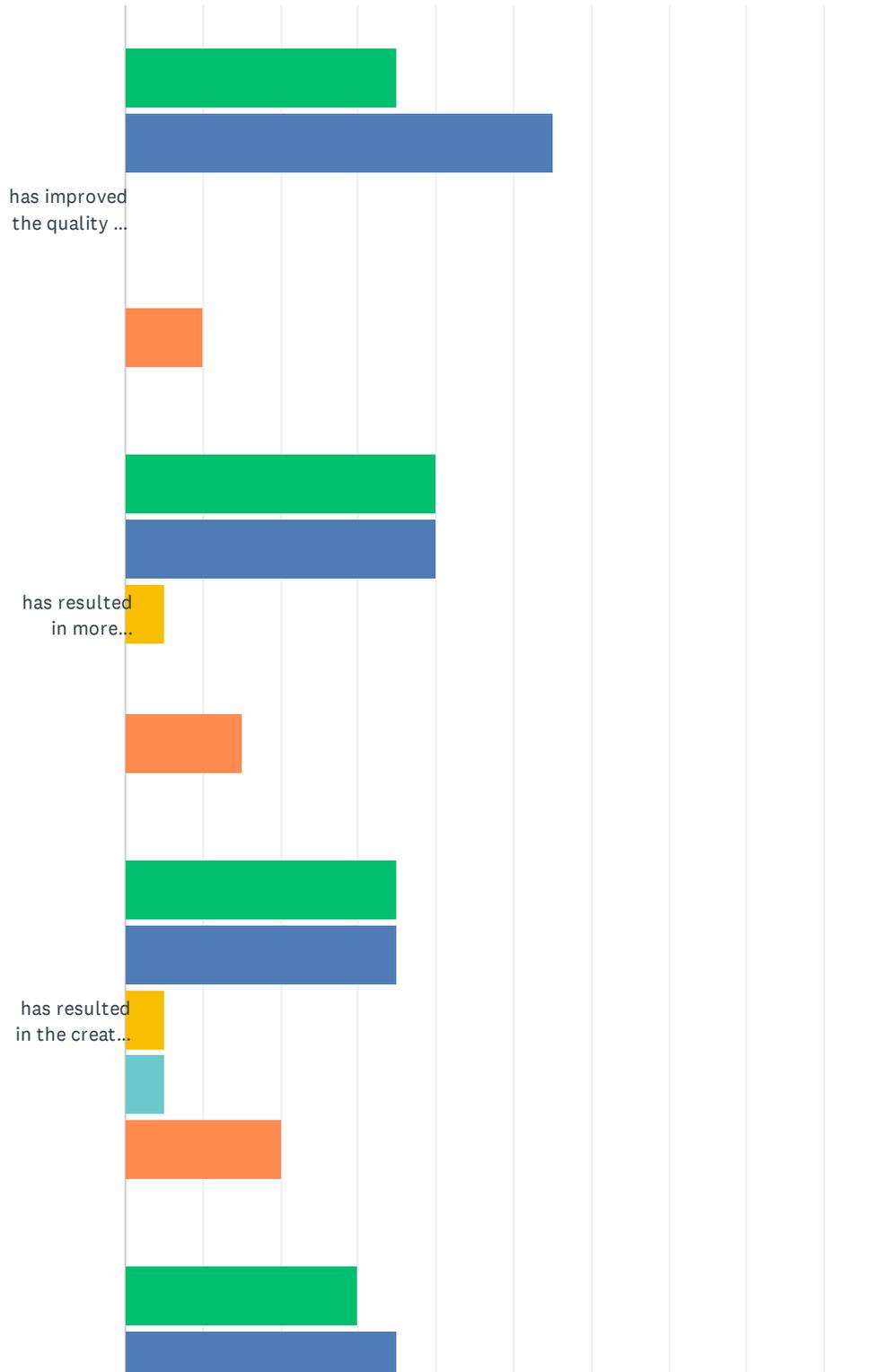
DRCOG Board Collaboration Assessment - 2021

	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.	40.00% 8	45.00% 9	15.00% 3	0.00% 0	0.00% 0	20	3.25
has had an impact on the outcomes it is targeting.	45.00% 9	40.00% 8	10.00% 2	0.00% 0	5.00% 1	20	3.37
has resulted in improved outcomes for the population served.	47.37% 9	36.84% 7	10.53% 2	0.00% 0	5.26% 1	19	3.39

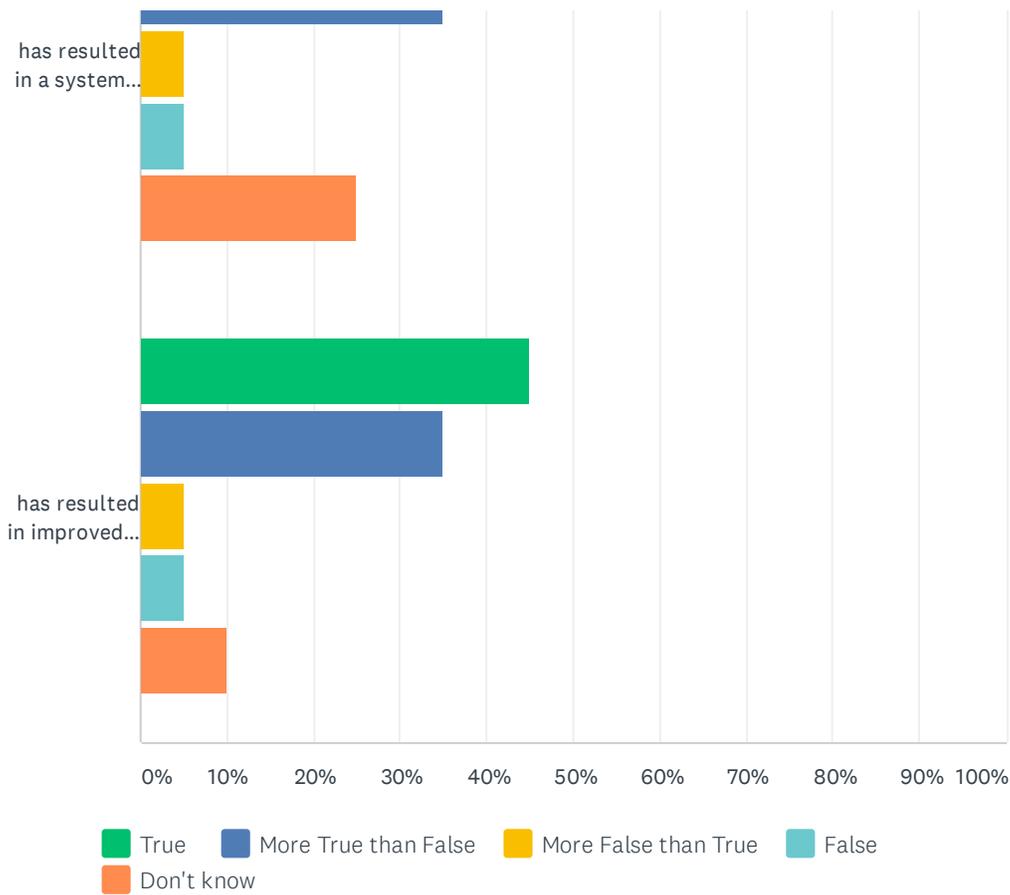
#	PLEASE PROVIDE COMMENTS FOR THE OUTCOMES SECTION IN THE SPACE BELOW.	DATE
1	With respect to funding for transportation, it appears to me that DRCOG has had an impact on the kinds of projects that are funded. I have not yet seen that DRCOG has had much impact on many of the other elements of Metro Vision. There isn't a sufficiently direct relationship between transportation funding and the other outcomes for DRCOG to move the needle.	8/30/2021 9:00 PM

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...

Answered: 20 Skipped: 0



DRCOG Board Collaboration Assessment - 2021

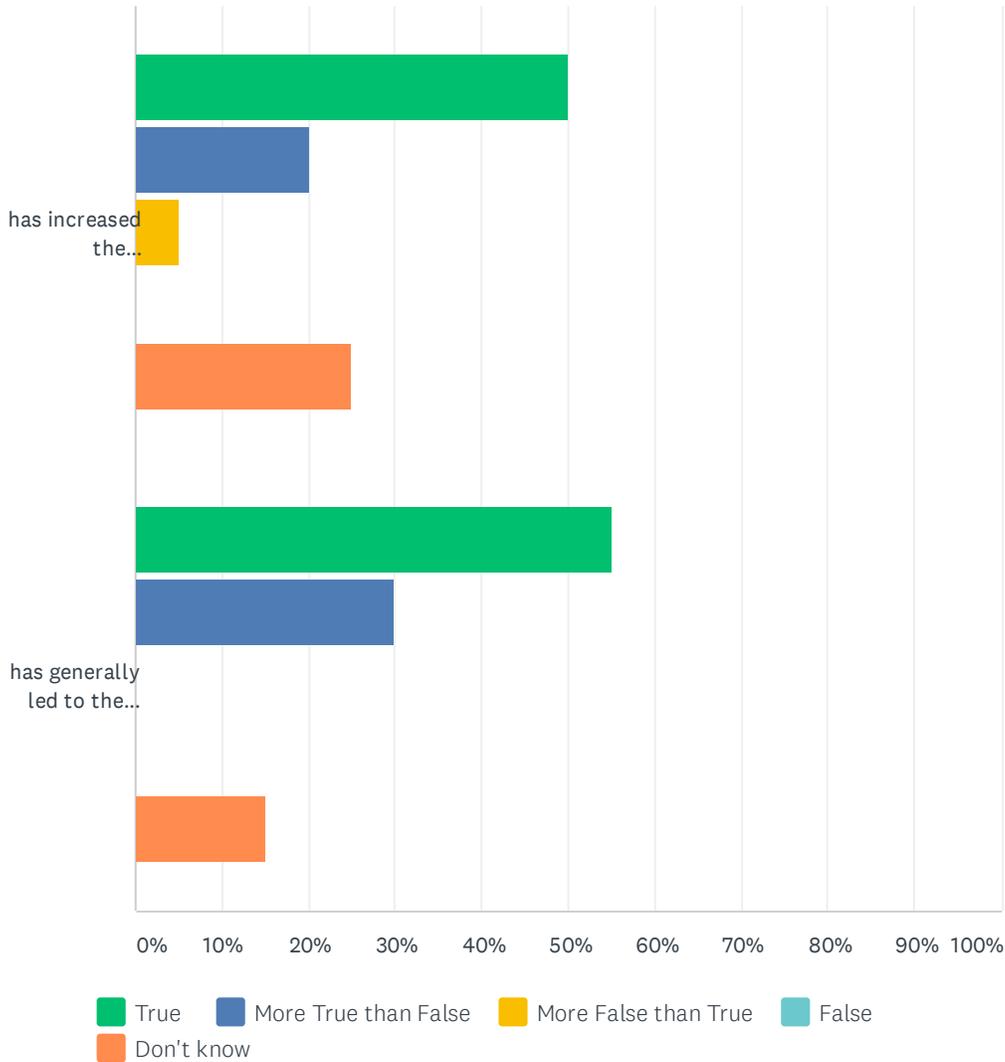


	TRUE	MORE TRUE THAN FALSE	MORE FALSE THAN TRUE	FALSE	DON'T KNOW	TOTAL	WEIGHTED AVERAGE
has improved the quality of services for the population served.	35.00% 7	55.00% 11	0.00% 0	0.00% 0	10.00% 2	20	3.39
has resulted in more streamlined service provision across participating jurisdictions/organizations.	40.00% 8	40.00% 8	5.00% 1	0.00% 0	15.00% 3	20	3.41
has resulted in the creation of a system that is easier for the population served to navigate.	35.00% 7	35.00% 7	5.00% 1	5.00% 1	20.00% 4	20	3.25
has resulted in a system that makes it easier for population served to access needed services.	30.00% 6	35.00% 7	5.00% 1	5.00% 1	25.00% 5	20	3.20
has resulted in improved quality of services within my agency/organization due to our participation on the DRCOG Board.	45.00% 9	35.00% 7	5.00% 1	5.00% 1	10.00% 2	20	3.33

#	PLEASE PROVIDE COMMENTS FOR THE QUALITY OF SERVICES SECTION IN THE SPACE BELOW.	DATE
1	The pandemic has altered how we serve the community. The AAA clearly has been invaluable, it's harder to gauge other services during this challenging time.	9/2/2021 2:23 PM
2	To my knowledge, this would only relate to services provided by the AAA. I don't know enough about it to know whether these outcomes were affected. If there are other services provided by DRCOG, I have yet to learn about them.	8/30/2021 9:00 PM

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...

Answered: 20 Skipped: 0



DRCOG Board Collaboration Assessment - 2021

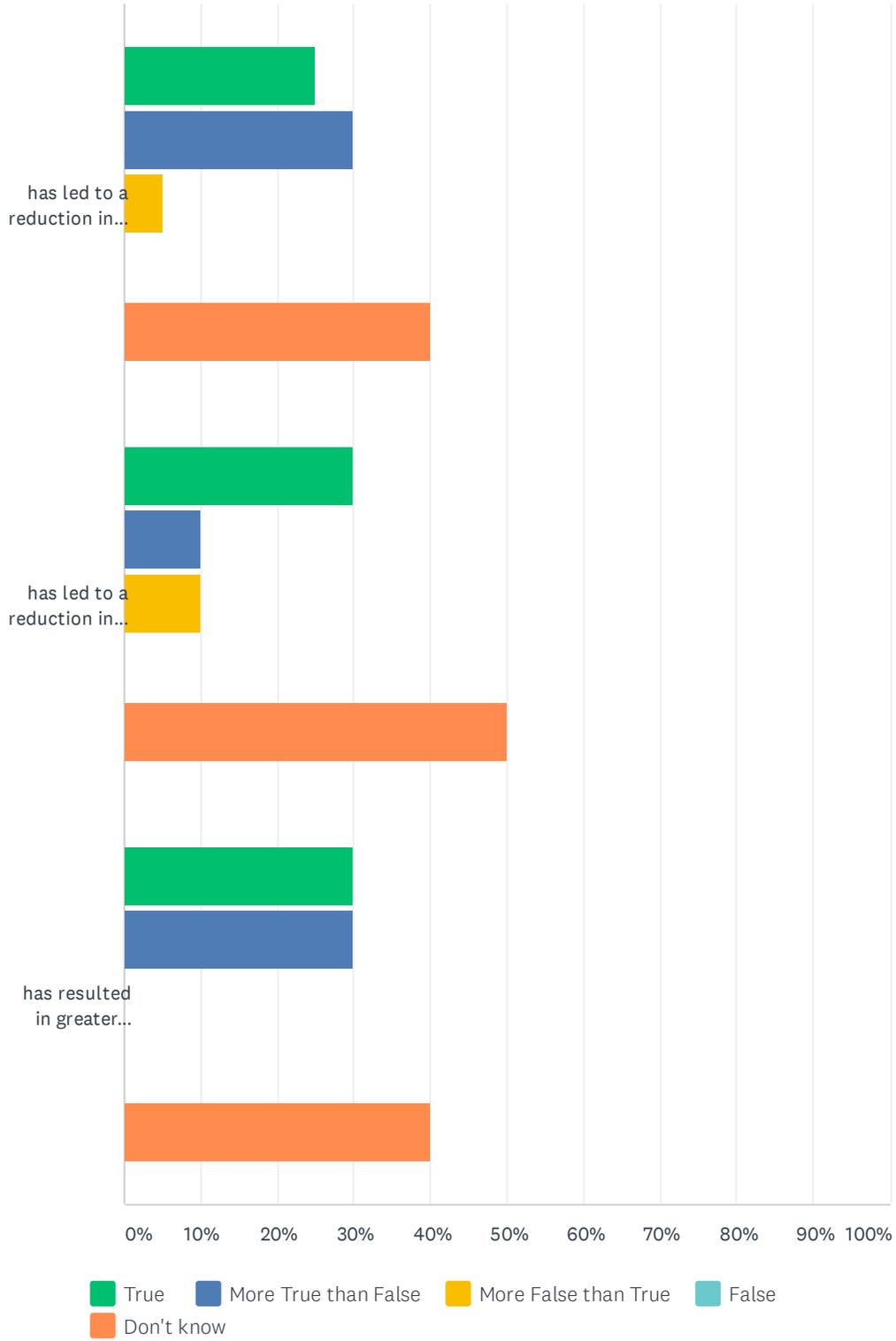
	TRUE	MORE TRUE THAN FALSE	MORE FALSE THAN TRUE	FALSE	DON'T KNOW	TOTAL	WEIGHTED AVERAGE
has increased the availability of continuous and uninterrupted services for the population served by DRCOG, regardless of the funding source.	50.00% 10	20.00% 4	5.00% 1	0.00% 0	25.00% 5	20	3.60
has generally led to the creation of more comprehensive services plans for the population served.	55.00% 11	30.00% 6	0.00% 0	0.00% 0	15.00% 3	20	3.65

#	PLEASE PROVIDE COMMENTS FOR THE FRAGMENTATION OF SERVICES SECTION IN THE SPACE BELOW.	DATE
1	During this challenging time, AAA has definitely helped with continuity of services.	9/3/2021 12:54 PM

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...

Answered: 20 Skipped: 0

DRCOG Board Collaboration Assessment - 2021



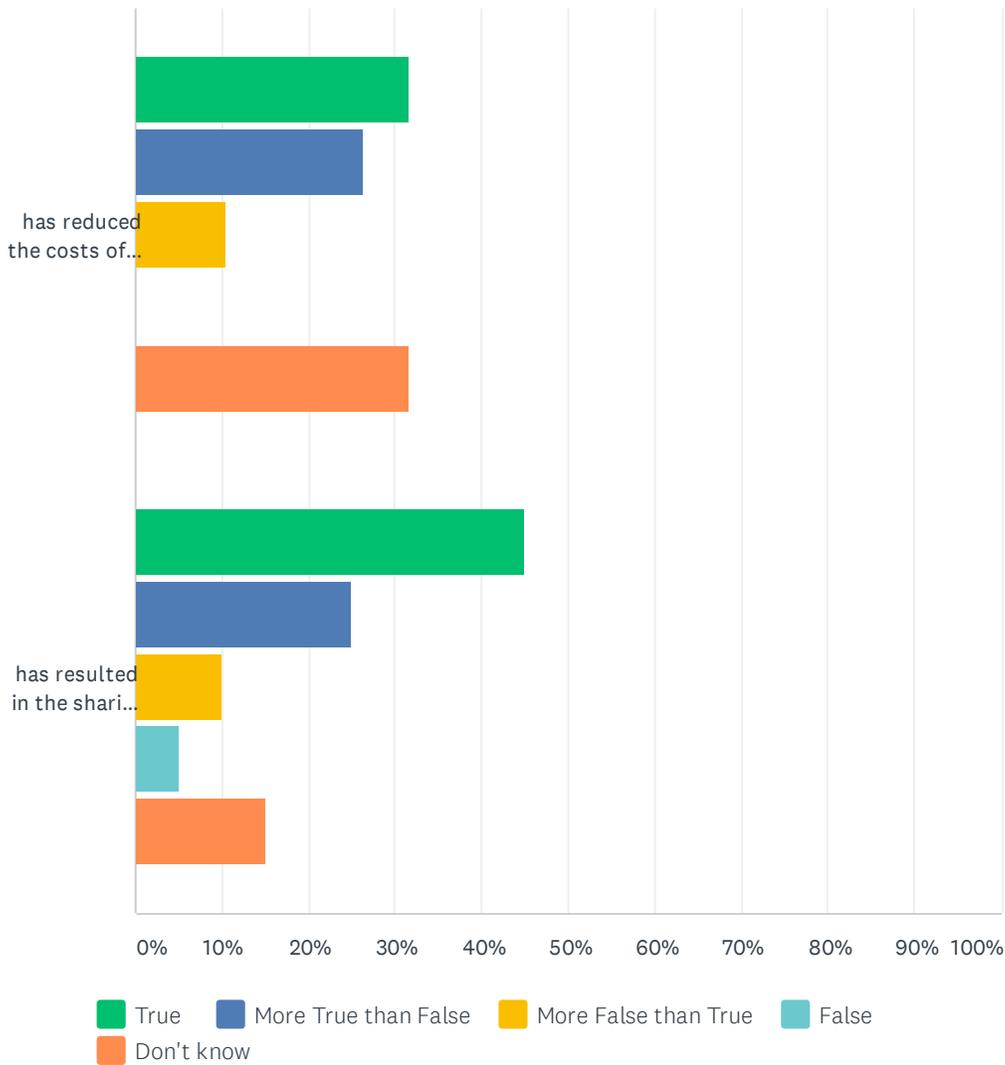
DRCOG Board Collaboration Assessment - 2021

	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.	25.00% 5	30.00% 6	5.00% 1	0.00% 0	40.00% 8	20	3.33
has led to a reduction in the number of professionals providing overlapping services for the population served.	30.00% 6	10.00% 2	10.00% 2	0.00% 0	50.00% 10	20	3.40
has resulted in greater integration of services for the population served.	30.00% 6	30.00% 6	0.00% 0	0.00% 0	40.00% 8	20	3.50

#	PLEASE PROVIDE COMMENTS FOR THE DUPLICATION OF SERVICES SECTION IN THE SPACE BELOW.	DATE
1	This question set is illusory because no other organization would serve the same objective, so there is no comparison which can be made.	9/3/2021 4:44 PM
2	I believe that there are still overlapping services from organizations. Definitely prevalent during the Covid vaccination initiative, there were pop-up clinics on every corner and no transport services for elderly or disabled as an example.	9/1/2021 12:02 PM

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...

Answered: 20 Skipped: 0



	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.	31.58% 6	26.32% 5	10.53% 2	0.00% 0	31.58% 6	19	3.31
has resulted in the sharing of costs between jurisdictions/organizations participating in the collaborative.	45.00% 9	25.00% 5	10.00% 2	5.00% 1	15.00% 3	20	3.29

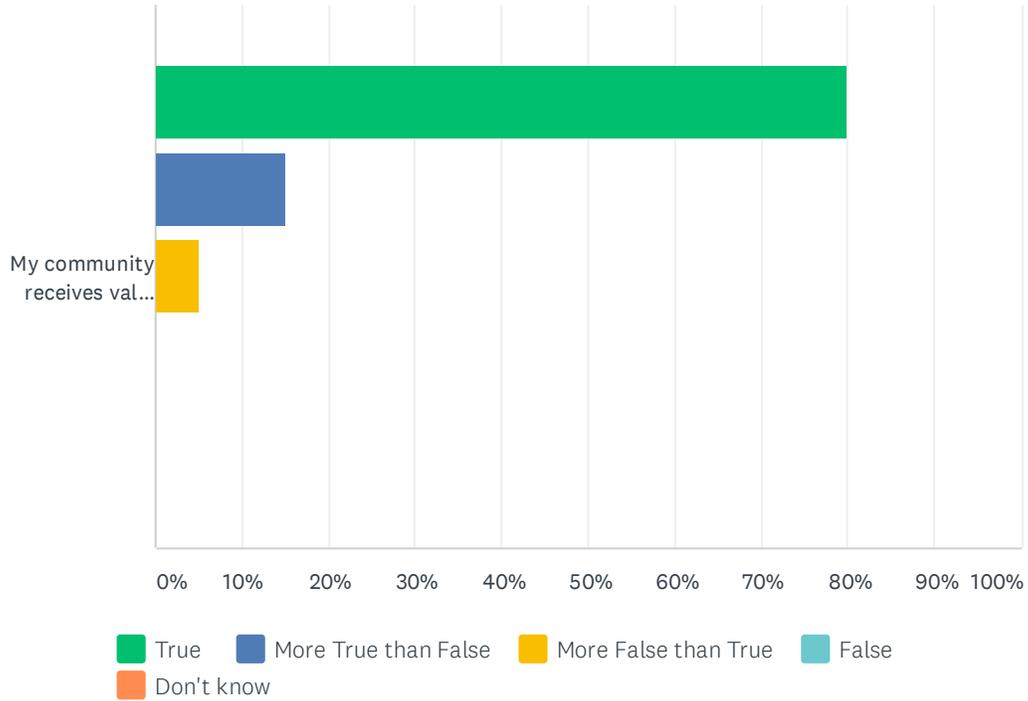
#	PLEASE PROVIDE COMMENTS FOR THE COSTS SECTION IN THE SPACE BELOW.	DATE
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DRCOG Board Collaboration Assessment - 2021

1	The subregional forum allows local municipalities to engage with each other and the County. It allows everyone to understand the challenges we are each facing and discussions occur to try and position fellow municipalities to solve their challenges. These conversations have resulted in financial cost sharing on projects - both inside and outside of the DRCOG funding program - based on the unique needs of the municipality.	8/20/2021 12:51 PM
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Q14 13. Membership Value

Answered: 20 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.	80.00%	15.00%	5.00%	0.00%	0.00%	20	3.75
	16	3	1	0	0		

#	PLEASE PROVIDE COMMENTS FOR THE MEMBERSHIP VALUE SECTION IN THE SPACE BELOW.	DATE
1	Membership in DRCOG is very valuable to my community.	9/3/2021 12:54 PM

Q15 Please provide additional comments in the space below.

Answered: 2 Skipped: 18

#	RESPONSES	DATE
1	DRCOG is a highly functional organization and it is an honor to be a member of its board!	9/9/2021 6:41 PM
2	Given the realities of the pandemic, some of the questions are more difficult to answer. This assessment may should be viewed differently than more 'normal' years.	9/3/2021 12:54 PM

ATTACH C

To: Chair and Members of the Performance & Engagement Committee

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

Meeting Date	Agenda Category	Agenda Item #
July 20, 2022	Informational Briefing	4

SUBJECT

This item is related to DRCOG's executive director 2021-2022 annual performance evaluation process.

PROPOSED ACTION/RECOMMENDATIONS

N/A

ACTION BY OTHERS

N/A

SUMMARY

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

- **2021-2022 executive director performance objectives (Attachment 1).** These performance objectives are the basis for the executive director's scorecard report:
 - Improve Regional Collaboration of the DRCOG Board
 - Increase and Diversify Funding
 - Enhance Strategic Partnerships
 - Improve Outreach to DRCOG Member Governments
 - Maintain Employee Culture
- **Evaluation survey to be completed by the Board of Directors (Attachment 2).** Staff is proposing to send the performance evaluation to Board Directors in September. This will allow the results to be finalized for the October P&E Committee meeting and the end of the 2021-2022 performance.
- **Evaluation survey for direct reports of the executive director (Attachments 3).**
- **Evaluation survey for peer partners (Attachment 4).** The survey has been sent in the past to the directors of other MPOs along the front range, CDOT, RTD and E-470.

PREVIOUS DISCUSSIONS/ACTIONS

N/A

PROPOSED MOTION

N/A

ATTACHMENTS

1. 2021-2022 executive director performance objectives
2. DRCOG Executive Director evaluation questions (Board Directors)
3. DRCOG Executive Director evaluation questions (Direct reports)
4. DRCOG Executive Director evaluation questions (Peer group)

ADDITIONAL INFORMATION

If you have questions about the Executive Director Annual Evaluation, please contact Randy Arnold, Director, Human Resources, at 303-480-6709 or rarnold@drcog.org.

DRCOG Executive Director 2021-2022 Performance Objectives

Improve Regional Collaboration of the DRCOG Board

Measures:

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

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

Increase and Diversify Funding

Measures:

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

Source: Actuals from DRCOG Fin. Director

Enhance Strategic Partnerships

Measures:

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

Source: monthly/quarterly report maintained by Exec Dir.

Improve Outreach to DRCOG Member Governments

Measures:

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

Source: monthly/quarterly report maintained by Exec Dir.

Maintain Employee Culture

Measures:

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

Source: Employee Engagement & Satisfaction survey



DRCOG Executive Director Annual Performance Evaluation 2021-2022 - Board Directors

DRCOG Board Directors are invited to provide feedback in the annual performance evaluation for the Executive Director of the Denver Regional Council of Governments (DRCOG), Douglas W. Rex. Your candid and balanced feedback will provide the most value. All individual responses are confidential. Only the Chair of the Performance & Engagement Committee and DRCOG's Director of Organizational Development have access to individual responses in case follow-up is needed for clarification. Please take a few minutes to provide your input.

Overview

There are a total of **eight rating questions** in the evaluation scored on a five-point scale **followed by comment boxes** for strengths and development areas. The left side, middle and right side of the scale are labeled as; **Exceeds Expectations, Meets Expectations, Needs Improvement** respectively. Each main section contains an introductory paragraph and a select group of *indicators* for each area evaluated. Please review this information before answering the single question for each section. Estimated time to complete the survey is up to 15 minutes, depending on the extent of comments made.

Accessing the evaluation

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

If you need assistance, please contact Randy Arnold, rarnold@drcog.org.

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

The site closes at 5:00 p.m. Tuesday, October 4

Thank you for your participation!

Wynne Shaw

Wynne.Shaw@cityoflonetree.com

DRCOG Performance & Engagement Committee Chair

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

The Executive Director:

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

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

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

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

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

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

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

The Executive Director:

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

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

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

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

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

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

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

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

The Executive Director:

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

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

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

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

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

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

The Executive Director:

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

The Executive Director:

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

Cultivates effective relationships with:

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

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

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

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

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

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

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

The Executive Director demonstrates:

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

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

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

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

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

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

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

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

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

Additional comments:

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

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

Wynne Shaw

DRCOG Performance & Engagement Committee Chair



DRCOG Executive Director Annual Performance Evaluation 2021-2022 - Direct Reports

The following is the annual performance assessment for DRCOG's Executive Director. As a direct report, you have been invited to participate in providing feedback. All individual responses are confidential and no input is tracked to the individual completing the assessment. Only summary information and results will be shared.

Please take a few minutes to provide your input. The site will remain open until **5:00 p.m. Tuesday, October 4.**

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

Thank you,

Wynne Shaw
DRCOG Performance & Engagement Committee Chair

1. The Executive Director:

	Exceeds		Meets		Needs	N/A-
	Expectations	Exceeds/Meets	Expectations	Meets/Needs	Improvement	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.



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



DRCOG Executive Director Annual Performance Evaluation 2021-2022 Peer/Associate group

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

Numeric scores and verbatim comments will be shared in summary form only. Input from individual respondents is not tracked. **Please make sure to click 'Submit Responses'** at the end of the evaluation to ensure your input is recorded. The site will remain open until 5:00 p.m. Tuesday, October 4.

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

Thank you in advance for your participation.

Wynne Shaw

Wynne.Shaw@cityoflonetree.com

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"/>					
Represents the organization's mission and vision.	<input type="radio"/>					
Conveys a positive image of DRCOG.	<input type="radio"/>					
Is a valued strategic partner in working toward our common goals.	<input type="radio"/>					
Is credible and honest in communications.	<input type="radio"/>					
Resolves conflicts fairly.	<input type="radio"/>					
Is open and objective in making judgments.	<input type="radio"/>					
Demonstrates professionalism in performance of job.	<input type="radio"/>					
Serves as a knowledgeable spokesperson for DRCOG.	<input type="radio"/>					
Is open to suggestions, guidance, and change.	<input type="radio"/>					
Accepts responsibility for own actions and those of staff.	<input type="radio"/>					
Ably represents organization's position.	<input type="radio"/>					

Please provide comments below as needed.