

AGENDA
PERFORMANCE AND ENGAGEMENT COMMITTEE
WEDNESDAY, JULY 5, 2017
MONARCH PASS CONFERENCE ROOM
1290 Broadway
→ 4:00 PM ←

1. Call to Order
2. Summary of May 17, 2017 Performance and Engagement Committee meeting
(Attachment A)

INFORMATIONAL ITEMS

3. Discussion of Board Collaborative Assessment
(Attachment B) Jerry Stigall, Director, Organizational Development
4. Update on onboarding activities
(Attachment C)
5. Update on executive director recruitment
(Attachment D)

ADMINISTRATIVE ITEMS

6. Report of the Chair
7. Report of the Executive Director
8. Other Matters by Members
9. **Next Meeting – August 2, 2017**
10. Adjournment

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, May 17, 2017

Members Present:

Bob Fifer, Chair	Arvada
David Beacom	Broomfield
Rick Teter	Castle Rock
Steve Conklin	Edgewater
Ron Rakowsky	Greenwood Village
Phil Cernanec	Littleton
Shakti	Lakewood
Colleen Whitlow	Mead
Herb Atchison	Westminster

Others present: Doug Rex, Acting Executive Director, Roxie Ronsen, Administrative Officer and DRCOG staff.

Chair Fifer called the meeting to order at 5:30 p.m. with a quorum present.

Summary of May 17, 2017 Performance and Engagement Committee meeting
The summary was accepted as presented.

Discussion of Board Collaboration Assessment

Jerry Stigall reviewed the requested changes to the board collaboration assessment. After discussion, the directors agreed upon the following:

- Open the assessment May 18 and the deadline would be June 2 (but leave open until June 8)
- Jerry to provide a weekly update to Director Fifer on the number of responses so he and other Board officers can start calling directors to remind them to complete the assessment
- Have results ready for the committee to review and discuss at their June 7 meeting.

Draft Board workshop agenda

Doug Rex reviewed the expanded Board workshop agenda, expanded description of agenda item activities in red. After much discussion by the directors it was agreed to:

- Ask the executive team/elected from Pikes Peak Area Council of Governments to join us for lunch on Saturday to give a presentation on RTA and stay for the remainder of the day if they so choose.
- Make a notation on the agenda on what attendees will get out of the workshop i.e. be more conversant; opportunity to network with members/alternates; discussion of broad, visionary topics.

Performance and Engagement Committee Meeting Summary

May 17, 2017

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A question came up about when reservations would be opened, as it wasn't noted on the handout at the Board table. Mr. Rex said that he would find out and let everyone know.

Executive director recruitment update

Director Atchison updated the directors on the executive director search firm process. He indicated that nine RFQ's had been received and four were chosen for Skype interviews. Of the four, the executive director search subcommittee recommended EFL Associates as the chosen firm to move forward with. However, the caveat was for Director Atchison and Roxie Ronsen to meet with EFL Associates to assure their pricing structure was firm and there wouldn't be any price creep.

Director Atchison **moved** to work with EFL Associates to negotiate and finalize a contract. The motion was **seconded** and **passed** unanimously

Report of the Chair

Director Fifer indicated that he would miss the June 7 meeting and that Director Beacom would be chairing the committee. Director Atchison noted that he would also not attend the June 7 meeting.

Report of the Executive Director

No report was provided.

Other Matters by Members

Director Cernanec inquired where we were with meeting with jurisdictions to let them know what we expect of their directors (members/alternates). Director Atchison noted that since Doug Rex was covering two positions that these meetings have been placed on hold.

Director Cernanec also inquired about where we were with the board orientation and mentorship. Roxie Ronsen noted that Steve Erickson, Communications and Marketing Director, would brief the committee on onboarding activities next month.

Next Meeting

The next meeting is scheduled for June 7, 2017.

The meeting adjourned at 6:03 p.m.

ATTACH B

To: Chair and Members of the Performance & Engagement Committee

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

Meeting Date	Agenda Category	Agenda Item #
July 5, 2017	Informational	3

SUBJECT

DRCOG Board Collaboration Assessment Results - 2017

PROPOSED ACTION/RECOMMENDATIONS

Review results and decide on action steps as needed.

ACTION BY OTHERS

N/A

SUMMARY

The DRCOG Board Collaboration Assessment is a feedback mechanism to allow 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 2015, the first DRCOG Board Collaboration Assessment was completed. Numeric scores, comments and an analysis by the assessment developer Dr. Carl E. Larson, were provided to Board Directors. The results of the first assessment led in part to the creation of two new Board committees, the Finance and Budget Committee and the Performance and Engagement Committee. The Performance and Engagement Committee will have the role of reviewing results and leading efforts to improve areas identified by Board Director feedback. The second Board Collaboration Assessment was launched in May 2016 and the results were reviewed and discussed by the Performance & Engagement Committee members in July.

In June of 2017, the collaboration assessment was sent to all Board Directors and results have been compiled for the P&E committee members to review. A summary from Dr. Carl Larson and a summary of Board Director results by tenure is also included.

PREVIOUS DISCUSSIONS/ACTIONS

April and May 2017 – Committee members suggested revisions to the collaboration assessment that included a new item for Board tenure and revisions to instructions to clarify the process of collecting the information and to illicit more comments from Board Directors.

PROPOSED MOTION

N/A

ATTACHMENTS

- DRCOG Board Collaboration Assessment Results – 2017
- Dr. Carl Larson Collaboration Results Summary
- Summary of Board Director responses by tenure

ADDITIONAL INFORMATION

Should you have any questions regarding this item, please contact Douglas W. Rex, Acting Executive Director, at 303-480-6747 or drex@drcog.org; or Jerry Stigall, Director of Organizational Development, at 303-480-6780 or jstigall@drcog.org.



**DRCOG BOARD
COLLABORATION ASSESSMENT RESULTS
2017**

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DRCOG Board Collaboration Assessment

Overview

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 will be administered yearly to provide Board Directors feedback and recommended actions for improving collaboration. Individual responses are completely anonymous and only group results will be shared with all Board Directors.

The **Performance and Engagement Committee**, established in part from the results of the 2015 DRCOG Board collaboration assessment, as a key function of their role did an initial review of the Executive Summary and assessment results to ensure that a timely and informative report will be provided to the full Board.

Report Format

The **Executive Summary** is the first section of the report. This section provides Dr. Larson's analysis and recommendations based on the assessment results. It's helpful to review this section before reviewing numeric scores and comments.

The second part of the report contains **12 main sections**; Structural Integrity, Authenticity, Strong Leadership, Members, Structure, General Success, Community Involvement & Collaboration, Outcomes, Quality of Services, Fragmentation of Services, Duplication of Services, and Costs. The Membership Value is the last item and was added for the 2016 assessment but was not included for 2015. It is currently a measure in the Executive Office scorecard. Each main section will include numeric scores for items in that section. Board Directors' comments for each section follow the numeric scores.

Reviewing numeric scores

All items in the assessment are scored on a 4-point scale, True (4), More True than False (3), More False than True (2), False (1). The numbers in parenthesis next to each answer option listed above is the value assigned to that answer and is used to calculate the average score. The Authenticity section is *reverse* scored relative to all other sections of the assessment. *True* for the items in the Authenticity section is scored as a 1 and False is scored as a 4 to calculate the average.

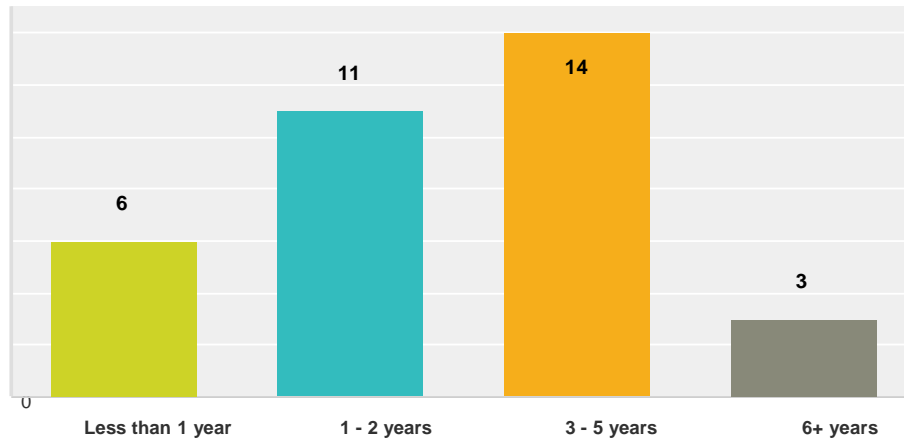
Don't Know/Not Applicable is a 5th answer option but is not factored into the average. Scores **above 2.5** (mid-point of scale) are moving in a positive direction and scores **below 2.5** are moving in a negative direction.

Bar charts in the report include three scores; **2017 results** are next to or inside the bar, **2016** and **2015** results are in a text box to the right of the 2017 result. The **Section Average** text box at the top of each section reports the overall average scores for that section based on the three assessments to date. Color coding (**green** or **red**) is used to indicate how scores to items compare to the previous results. **Green** indicates a higher score than the previous assessment and **red** indicates a lower score than the previous assessment. Some differences in scores from year to year were insignificant but are still color coded to reflect any change.

For questions about this assessment, contact Jerry Stigall at jstigall@drcog.org.

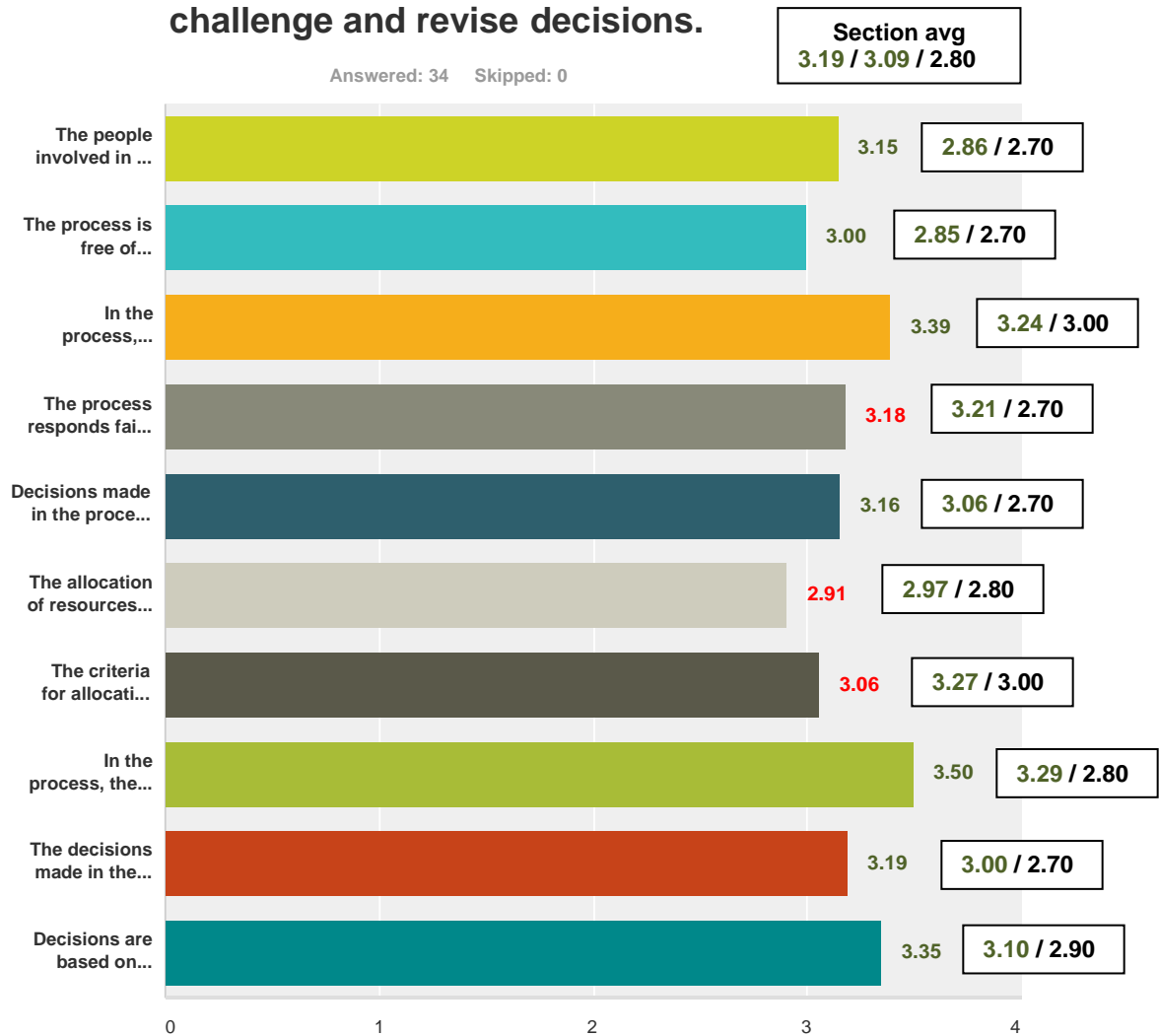
I have been a DRCOG Board Director for:

Answered: 34 Skipped: 0



Answer Choices	Responses	
Less than 1 year	18%	6
1 - 2 years	32%	11
3 - 5 years	41%	14
6+ years	9%	3
Total		34

I. 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	Total	Weighted Average
The people involved in the process usually are focused on broader goals (outcomes) of the region, rather than individual agendas.	35.29% 12	44.12% 15	14.71% 5	2.94% 1	2.94% 1	34	3.15
The process is free of favoritism.	26.47% 9	47.06% 16	20.59% 7	2.94% 1	2.94% 1	34	3.00
In the process, everyone has an equal opportunity to influence decisions.	52.94% 18	29.41% 10	14.71% 5	0.00% 0	2.94% 1	34	3.39
The process responds fairly to the needs of its members.	29.41% 10	58.82% 20	11.76% 4	0.00% 0	0.00% 0	34	3.18
Decisions made in the process are based on fair criteria.	32.35% 11	47.06% 16	11.76% 4	2.94% 1	5.88% 2	34	3.16
The allocation of resources is decided fairly.	21.21% 7	48.48% 16	24.24% 8	3.03% 1	3.03% 1	33	2.91
The criteria for allocations are fairly applied.	38.24% 13	32.35% 11	20.59% 7	5.88% 2	2.94% 1	34	3.06
In the process, there is sufficient opportunity to challenge decisions.	61.76% 21	29.41% 10	5.88% 2	2.94% 1	0.00% 0	34	3.50
The decisions made in the process are consistent.	29.41% 10	55.88% 19	0.00% 0	5.88% 2	8.82% 3	34	3.19
Decisions are based on accurate information.	41.18% 14	41.18% 14	8.82% 3	0.00% 0	8.82% 3	34	3.35

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

I have been with DRCOG such a short time I am not sure of a lot of these processes

Larger stakeholders or Cities do seem to have the advantage for decisions, allocations and resources.

There are always the coalitions built which often push out the suburban cities and smaller communities. I believe the metro vision has helped this, and I am hopeful that we can improve with this new tool.

We still have times when false information is introduced by stakeholders and former Board members with intent to influence a decision. The criteria for decisions is still often not really fair in that it does not take into account all perspectives and community values. I still have concerns that resources are not actually allocated properly: We put a lot of focus on scoring for growth not where growth is actually occurring, but where it is planned. And the focus on scoring for growth is still often not fair in that areas with planned density often score higher than areas experiencing growth that still have valid plans for more growth.

Fairness is the question and I believe the process is as fair as it can be.

Troubled a bit by the term "fair" without having a clear and agreed upon definition and is likely a word that we all interpret differently. While I do think staff does a lot of work to try to be fair with all members, I'm not sure we as a board have clarity around how we define "regional" and bias continues to be revealed in comments and conversations that may or may not affect "fairness" of the overall process and decision making.

This seems to be a continually improving area.

We have bettered ourselves since my arrival on the board but I think a discussion of "what is regional?" - defining what this is and how should it be implemented (resources allocated, etc.) would be a good discussion topic. We have reshaped the organization through the Structure/Governance reboot but Board Members still come from the local perspective. Metro Vision is a vast document that identifies what is regionally important but unless we go through and prioritize outcomes, define regional values and ideals, or create a framework that creates a consensus view of what is fair - the local bias will always be there. Some municipalities have more resources/people/experience in the DRCOG environment - I would like to see a continued attempt to assist smaller communities - funding initial master plans and providing educational opportunities to learn from staff and larger communities in order to provide a path to growth where DRCOG can provide a forward-looking vision on what challenges they will encounter and some resources to overcome those challenges.

While I picked 'more true than false' on many of these I feel that they are very close to true and rather far from false. The Board is trying to be fair and consistent in the process and in the decisions.

There are so many moving parts in the process that until someone has at least a year of seasoning, it is difficult to contribute much. Not a criticism of the process because that would be pretty much impossible to change given the complexities of all that we do. Just a general comment. Then I think sometimes some of the smaller jurisdictions don't feel like they have enough at stake to find their voice. Possibly just an education piece for them.

jurisdictions don't feel like they have enough at stake to find their voice. Possibly just an education piece for them.

It seems obvious that in the past it was not fair, just and equitable. More recently, it is obviously as fair, just and equitable as possible.

I believe that the bike/ped coalition is more dominant than it should be from a regional perspective

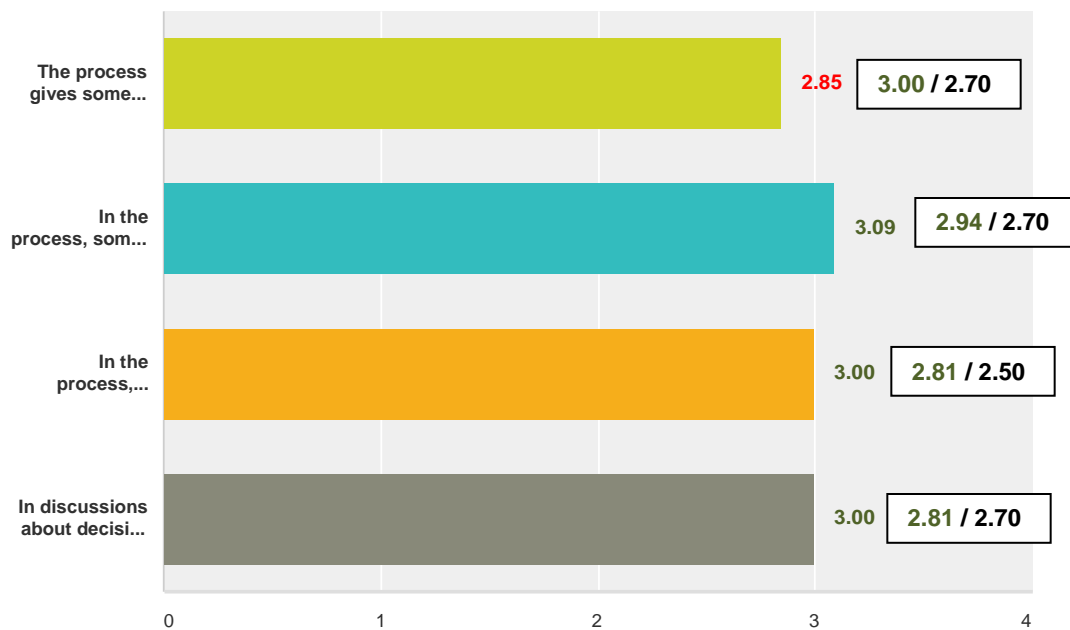
It seems that people are often coached by their individual bodies and staff to advocate for parochial outcomes rather than the best benefit for the region. I feel that it would be useful to have a road show to each member government every third year (staggering) that highlighted how investing our limited regional resources carefully could have more positive outcomes for the region as a whole. I think it would help the bodies that send representatives understand why we need to invest the resources where they could be chosen to be invested & be conformable and rise to the task of using local resources to fix local problems.

Participation and opportunity for collaborative discussions have improved.

II. 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: 34 Skipped: 0

Section avg
2.99 / 2.89 / 2.65



	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.	8.82% 3	23.53% 8	38.24% 13	26.47% 9	2.94% 1	34	2.85
In the process, some people's opinions are accepted while other people are asked to justify themselves.	8.82% 3	8.82% 3	44.12% 15	35.29% 12	2.94% 1	34	3.09
In the process, strings are being pulled from outside Board discussions which influence important decisions.	8.82% 3	14.71% 5	35.29% 12	32.35% 11	8.82% 3	34	3.00
In discussions about decisions or procedures, some people are discounted because of the organizations/jurisdictions that they represent.	8.82% 3	11.76% 4	44.12% 15	29.41% 10	5.88% 2	34	3.00

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

We still have times when false information is introduced by stakeholders and former Board members with intent to influence a decision. I feel certain members are allowed to make comments and then when challenged, the challenger is made to feel like a protocol has been breached. Whereas others views are always challenged and compelled to justify even the most simple statements of fact or even viewpoint. Many times some of us feel like our opinions are discounted due to the jurisdiction we belong to.

I think its important that the BOD receives outside help. We are all so busy that we cannot possibly know all the answers and must rely on knowledgeable folks that don't sit on the Board.

I have seen a great deal of respect for all board members.

Outside input is critical and should be welcomed in a proper forum. My concern is placement and degree of the outside input. The last TIP cycle one of the three TIP funding scenarios was named for a outside agency (Bicycle America, I believe) that was ultimately selected. I recall getting email from other outside agencies outlining their position and advocating for a specific vote on certain matters. Technology also can aide and assist outside input - having interested members in the audience providing real time information to board members to advocate and further their position within the board discussion.

The process, while not perfect is more fair than unfair in working with the members and in evaluating facts and information. This is regardless of the organization the Board member represents. Occasionally the Board member must convey the opinion of the organization they represent. We are trying to do what is good for the region represented by DRCOG.

Although there are certainly those that feel these statements are true, I would counter that they haven't tested the theory by stepping up with their ideas.

My experience is that everyone was considered respectfully.

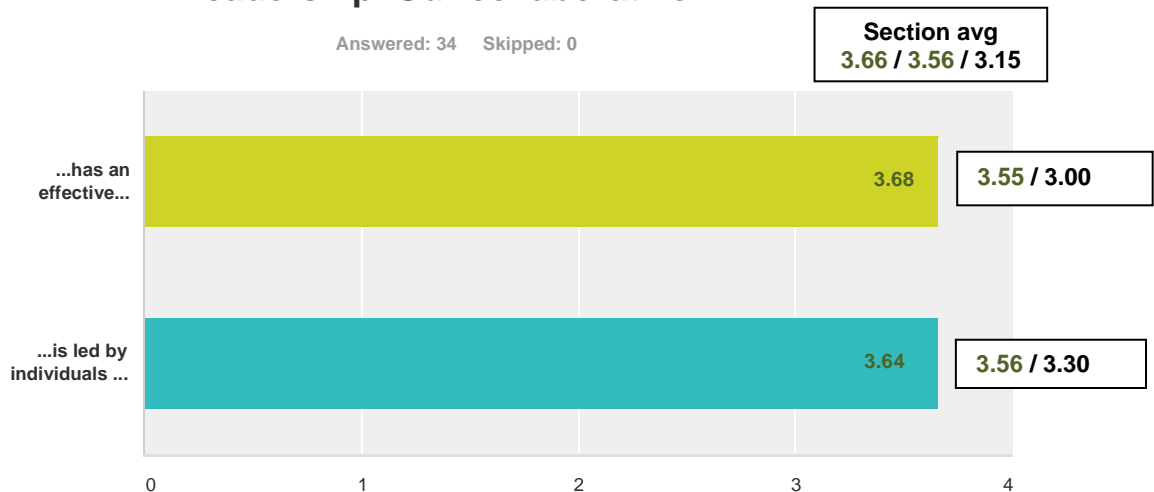
Not all jurisdictions are equal notwithstanding they each have a vote.

There is so much political influence over the TAC and other technical panels that it is hard to take their recommendations as technical advice.

Some voices still seem to carry more weight, but decisions are being made based on a broader discussion of members.

III. 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	Total	Weighted Average
...has an effective organizer/coordinator.	68.75% 22	25.00% 8	3.13% 1	0.00% 0	3.13% 1	32	3.68
...is led by individuals who are strongly dedicated to the Mission and Vision of DRCOG.	67.65% 23	23.53% 8	5.88% 2	0.00% 0	2.94% 1	34	3.64

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

I am honored to be a part of the BOD, due in part to the fact that most of the members are regional in thinking, albeit they still have their local prejudices. That is only natural.

I'm not sure we as a board have clarity around how we define "regional" and how that plays into the mission and vision.

I feel confident in staff in the role of convener.

The DRCOG Board is generally supportive of regional collaboration but individual members sometimes succumb to parochialism

It is necessary to have strong leadership but it also must be responsible and reasonable leadership. I believe we have that. The dictator/rubber stamp of some groups does not exist with DRCOG.

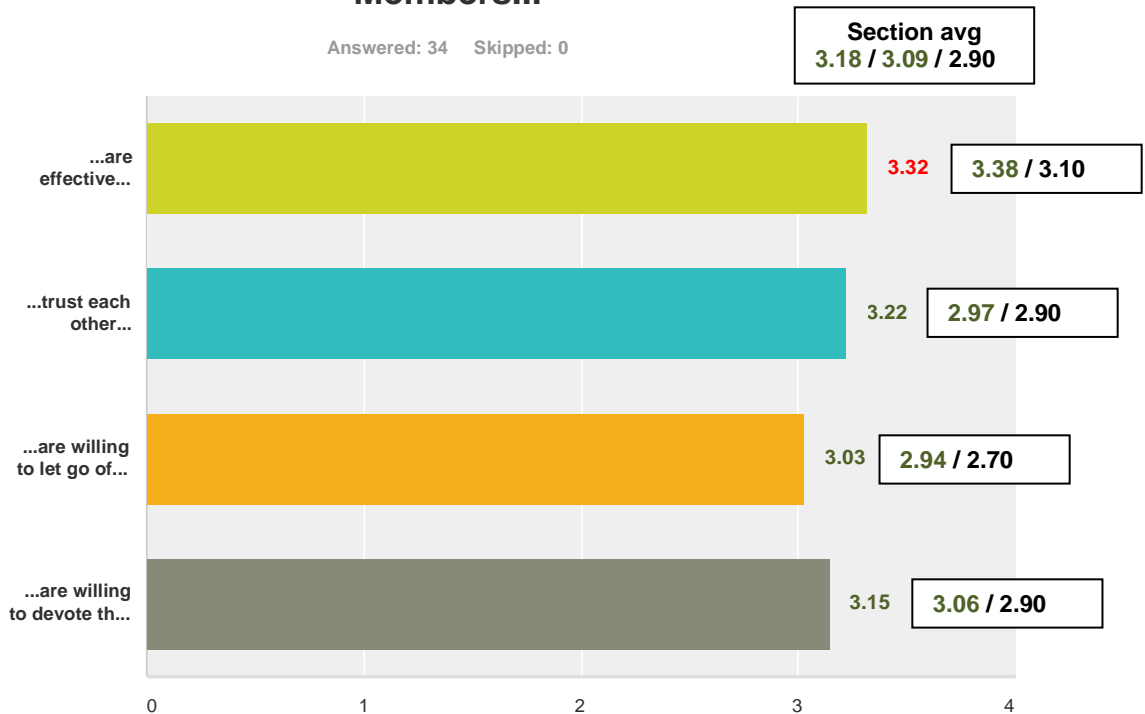
We are led by wise and people committed to integrity!

1290 Broadway works.

Strong and effective leadership

IV. 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	Total	Weighted Average
...are effective liaisons between their home organizations and our group.	38.24% 13	55.88% 19	5.88% 2	0.00% 0	0.00% 0	34	3.32
...trust each other sufficiently to honestly and accurately share information, perceptions, and feedback.	29.41% 10	55.88% 19	8.82% 3	0.00% 0	5.88% 2	34	3.22
...are willing to let go of an idea for one that appears to have more merit.	23.53% 8	55.88% 19	8.82% 3	5.88% 2	5.88% 2	34	3.03
...are willing to devote the effort necessary to achieve Metro Vision Outcomes.	32.35% 11	52.94% 18	5.88% 2	5.88% 2	2.94% 1	34	3.15

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

Some partisanship was present in Metro Vision Plan process but it didn't obstruct coming to agreement of the plan components. I have not been involved in TIP allocation process, so can't comment on that yet.

I am concerned that we do have members who don't think they are actually liaisons with their home organizations. We have had too many votes where people abstained because they didn't know how their home organization would vote on the same subject.

DRCOG can be a time bandit. If the members didn't believe in the regionalism of DRCOG's vision, they wouldn't make it such a priority to be there.

I believe there is good cooperation among directors and have personally received valuable shared information. Of course, each Director has a measure of leaning to his or her own area of representation.

It took a while to understand how to communicate DRCOG information to the home municipality - maybe add a topic in the orientation to assist the new members. We are better at sharing thoughts to the group and believe the board as a whole is willing to incorporate other thoughts and ideas to achieve a better solution. Everyone is doing their part to work toward Metro Vision outcomes. The concern is understanding how local municipalities - who are at different cycles of development and view different Metro Vision outcomes as important - can come to a consensus on how to fund improvements that will further their view of the region. Once we can understand if we are a top down (emphasis should be on funding regional projects with little/limited consideration on sub regional projects) or bottom up (emphasis sub regional projects and allow other agencies - CDOT, RTD - to take care of regional projects) agency we can advance the discussion. This is where board members personal or philosophical bias can affect the process.

While it was wonderful that we unanimously adopted Metro Vision 2040, it is discouraging when individual board members say things like "multi-modal transportation is a cult."

This is the area where the rubber hits the road. My observation has been the overall good of the region is a controlling goal, with regionalism and cooperation of directors becoming stronger.

I feel that by far the majority of the members do understand the need to take off their jurisdiction hat and put on their regional hat while sitting at the DRCOG table. There are still, however, some that feel they will not support any mission or effort that does not directly benefit their municipality. Some have even made similar statements as that at the DRCOG table. Although we continue to represent our individual jurisdictions even at DRCOG, we are supposed to be REGIONAL thinkers and policy makers in this role.

Very collaborative.

As to the effort to achieve: It has to be false more than true just given the attendance at Metro Vision meetings in the past. As to effective liaisons: Knowing some of the councils and mayors' perceptions on issues, there are some disconnects with their DRCOG representatives.

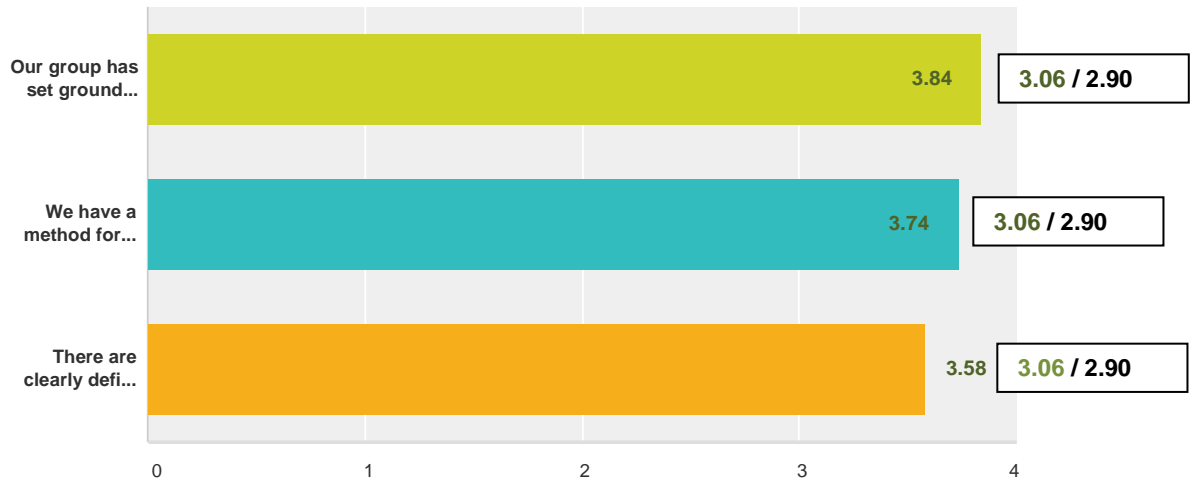
Some (though relatively few) of the discussions I've heard have included comments that were less collaborative and more about individual interests; however, I recognize some of that behavior may stem from "election status" (if someone is up for re-election) and type of constituents one represents (some very inquisitive and very vocal, very locally focused). In most cases, that behavior doesn't change the outcome of a Board decision I think/hope.

Member collaboration and demonstrations of respect have improved.

V. 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: 34 Skipped: 0

3.72 / 3.26 / 3.33



	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.	81.82% 27	15.15% 5	0.00% 0	0.00% 0	3.03% 1	33	3.84
We have a method for communicating the activities and decisions of the group to all members.	73.53% 25	26.47% 9	0.00% 0	0.00% 0	0.00% 0	34	3.74
There are clearly defined roles for group members.	61.76% 21	29.41% 10	5.88% 2	0.00% 0	2.94% 1	34	3.58

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

These statements are true for the Finance and Admin Committee as well.

With a changing board it might be worthwhile to develop a charter that is revisited on a regular basis and can be used as a document to return to from time to time to remind us of the agreements we have made in how we work together.

I have seen respect and cooperation.

The discussion and revision to committees were a welcome improvement.

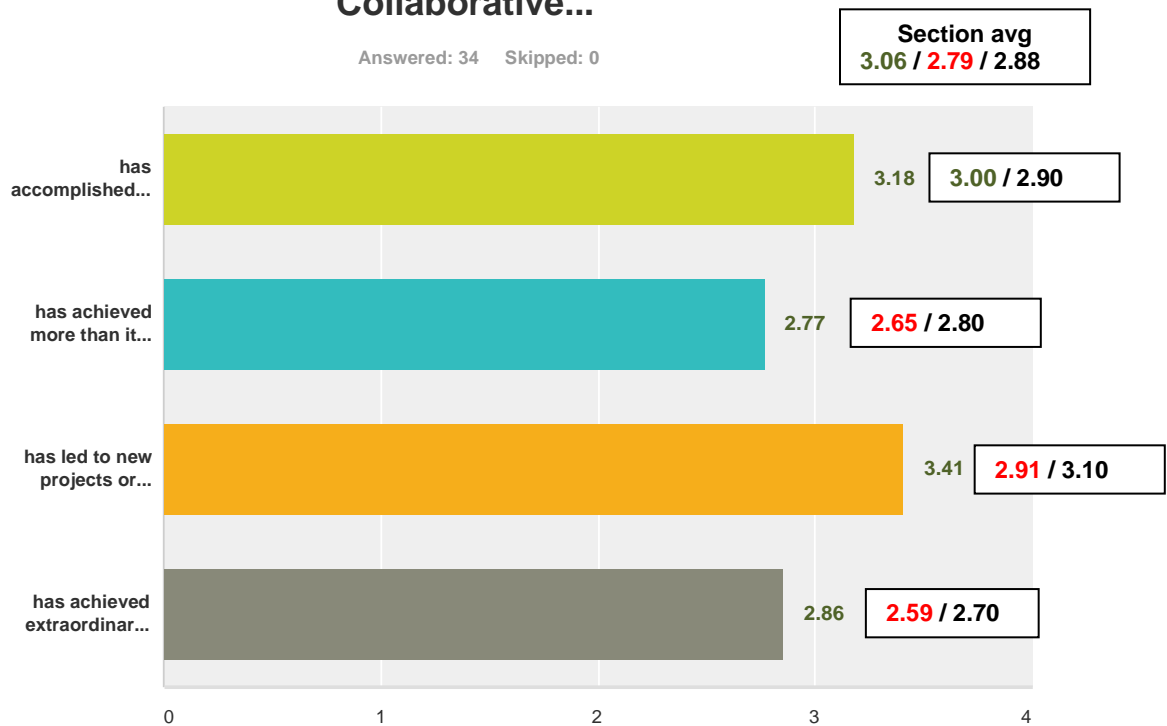
With the normal high turnover of Directors due to elections etc a key to this section is education and information. The members need to know what DRCOG is, does and needs to do. Equally important is to ensure that members know how things occur and get done.

Very positive.

Had to define clearly defined

Different board chairs have had stylistic differences when applying the rules, and each one I have encountered seems to be effective.

VI. 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	Total	Weighted Average
has accomplished its specific objectives.	26.47% 9	61.76% 21	8.82% 3	0.00% 0	2.94% 1	34	3.18
has achieved more than its original objectives.	17.65% 6	41.18% 14	20.59% 7	8.82% 3	11.76% 4	34	2.77
has led to new projects or efforts.	47.06% 16	41.18% 14	2.94% 1	2.94% 1	5.88% 2	34	3.41
has achieved extraordinary success.	17.65% 6	47.06% 16	11.76% 4	8.82% 3	14.71% 5	34	2.86

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

I still say we struggle to properly fund transportation in the Denver Metro Region. Nor do we really make an impact with the funds under our control.

The rest of the nation looks at DRCOG and is jealous of our successes and tries to emulate our product. Acting globally and thinking locally is the hallmark of our accomplishments.

"Extraordinary success" is a big statement. Not sure I could agree or disagree.

I would like to see regular Metro Vision updates to demonstrate progress or improvement on outcomes. This ties the board to the outcomes, defines a level of accountability and creates the opportunity for board/staff discussions to further the plan.

We are super successful with our Aging work; more progress is needed on things like VMT and GHG emissions reductions.

We are getting better at our job and expression goals without artificial numbers being dictated.

They do the best they can with the obstacles.

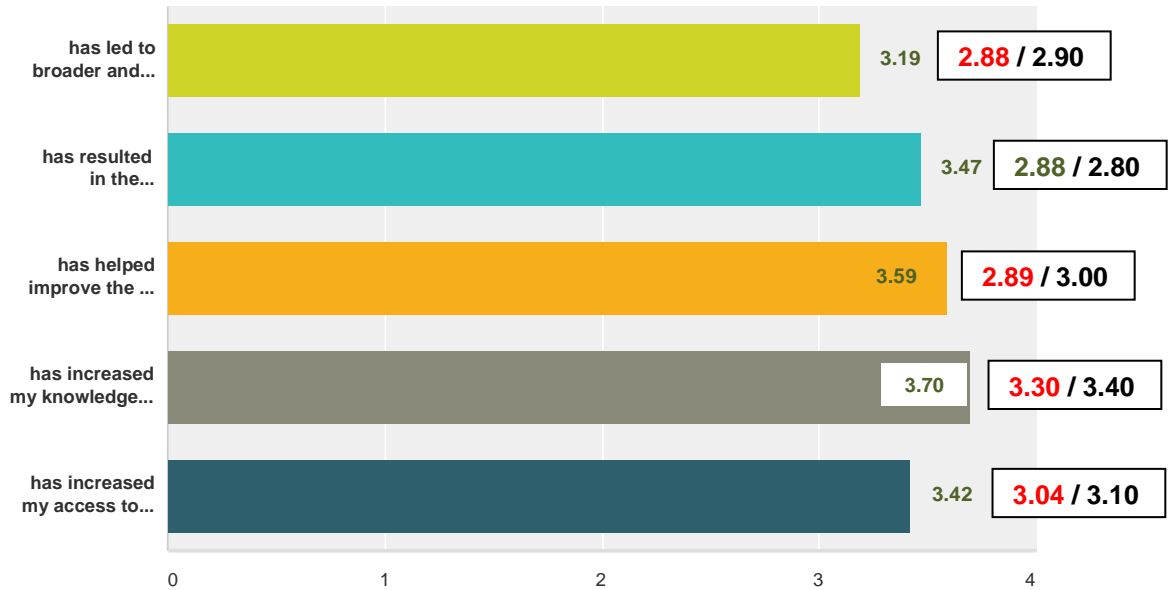
Extraordinary success as compared to: I used Atlanta

To achieve extraordinary success we would have to do something "exceptional to a very marked extent" (Merriam Webster). Extraordinary would be if we could bring the regions ozone/congestion into compliance/to-target in one year to five years, not a small reduction in the amount of an increase over a base projected increase over 30+ years.

VII. 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: 34 Skipped: 0

Section avg
3.47 / 3.00 / 3.04



	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.	41.18% 14	35.29% 12	11.76% 4	5.88% 2	5.88% 2	34	3.19
has resulted in the emergence of new leaders committed to collaboration.	50.00% 17	29.41% 10	8.82% 3	0.00% 0	11.76% 4	34	3.47
has helped improve the way our participating jurisdictions work together.	55.88% 19	38.24% 13	0.00% 0	0.00% 0	5.88% 2	34	3.59
has increased my knowledge of resources outside of my agency/organization.	67.65% 23	29.41% 10	0.00% 0	0.00% 0	2.94% 1	34	3.70
has increased my access to resources outside of my agency/organization for my community.	55.88% 19	32.35% 11	2.94% 1	5.88% 2	2.94% 1	34	3.42

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

I just don't see the "broader and more meaningful engagement of diverse partners"

The staff of DRCOG is good people, making smart decisions and directing the BOD to make regional decisions. They herd butterflies (BOD) well.

There are big differences between the aging work of DRCOG and the transportation work of DRCOG, with the former feeling much more community oriented and collaborative. I don't feel DRCOG reaches the general public well particularly with regards to transportation and I wonder if increased community input might help collaboration

Very much so and aided by staff's considerable desire to be helpful and provide clear, timely information.

The non-DRCOG board conversations are a great benefit to a board members. Learning what others are doing in the region and taking back that knowledge to your own municipality is an immense benefit. Having a knowledgeable and talented DRCOG staff provides a third-party perspective has been a great resource. I would like to have DRCOG further engage the municipalities and ask "how can we help?". There is so much talent in DRCOG that I would like to continue to discover new ways to share our talent, work product and data to others.

The growth in understanding this involvement and collaboration is apparent over the last several years and seems to be the path DRCOG has chosen for the future.

This again goes to the breadth of what we do and the understanding of individual directors as to what that is. It takes quite awhile for members to get their heads around all that DRCOG offers its members, and what you don't know, you don't know.

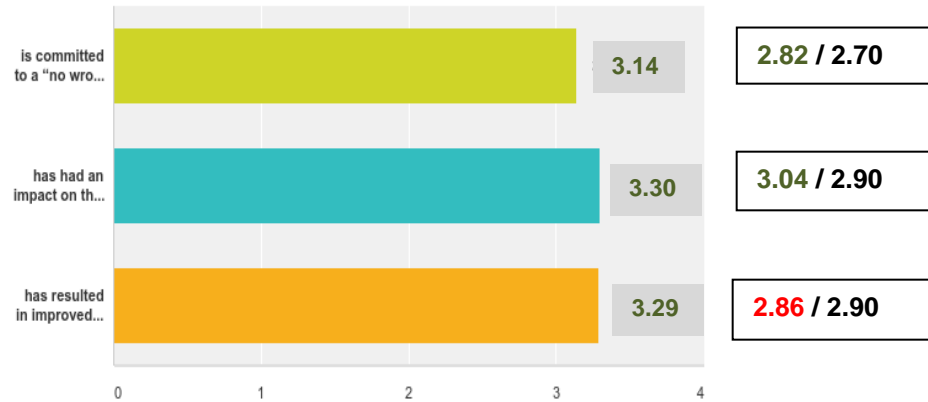
All interactions have been constructive.

Hard pressed to see where access to resources outside of my agency would work for most except very small ones

VIII. 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: 34 Skipped: 0

Section avg
3.24 / 2.91 / 2.83



	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.	20.59% 7	58.82% 20	2.94% 1	2.94% 1	14.71% 5	34	3.14
has had an impact on the outcomes it is targeting.	38.24% 13	38.24% 13	11.76% 4	0.00% 0	11.76% 4	34	3.30
has resulted in improved outcomes for the population served.	35.29% 12	35.29% 12	11.76% 4	0.00% 0	17.65% 6	34	3.29

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

Our focus on "alternate transportation" alternatives has taken our eyes off the ball of providing good roads that keep up with growth in the region.

Again, I think this is much more positive in the realm of aging than in the realm of transportation/land use

This is a tough one to measure.

See comment above

Outcomes are being achieved and an overall understanding of developmental patterns are more clearly emerging from the Metro Vision and other components of DRCOG such as AAA.

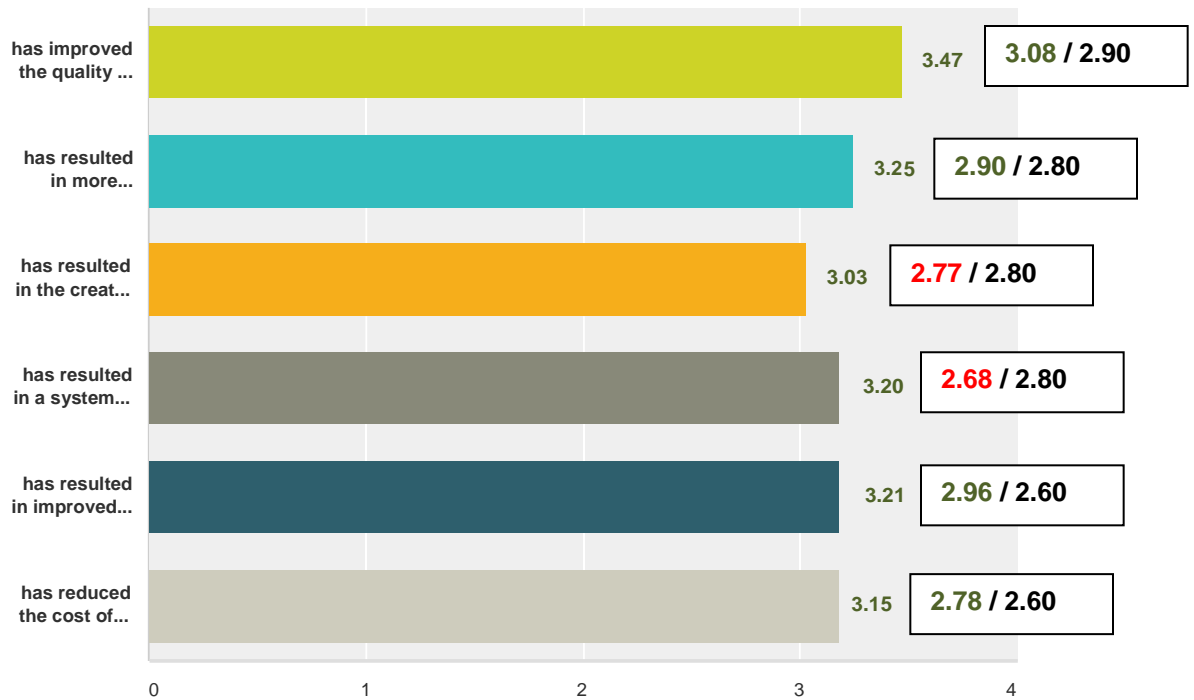
The proof is still to be fully seen in my opinion. Much of the recent work done by the organization and board will not show outcomes for some time yet.

Improved outcomes: The needle has moved but not by much. The real key is which area over WHAT time. Example: Air Quality Last two years not much. Since the 80's huge positive movement

IX. 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: 34 Skipped: 0

Section Avg
3.22 / 2.86 / 2.80



	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.	44.12% 15	41.18% 14	2.94% 1	0.00% 0	11.76% 4	34	3.47
has resulted in more streamlined service provision across participating jurisdictions/organizations.	26.47% 9	50.00% 17	5.88% 2	0.00% 0	17.65% 6	34	3.25
has resulted in the creation of a system that is easier for the population served to navigate.	14.71% 5	61.76% 21	5.88% 2	2.94% 1	14.71% 5	34	3.03
has resulted in a system that makes it easier for population served to access needed services.	27.27% 9	39.39% 13	6.06% 2	3.03% 1	24.24% 8	33	3.20
has resulted in improved quality of services within my agency/organization due to our participation on the DRCOG Board.	32.35% 11	38.24% 13	8.82% 3	2.94% 1	17.65% 6	34	3.21
has reduced the cost of delivering services for the population served by my agency/organization that are also served by DRCOG.	20.59% 7	26.47% 9	11.76% 4	0.00% 0	41.18% 14	34	3.15

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

The problem is that there are still "haves, and have nots" in the region that DRCOG doesn't address and seemingly will not address until we return more attention and focus to roads that service the commuting public.

Generally, I think this is positive for the work related to aging and services; its less clear to me how DRCOG directly improves services for the population beyond aging; transportation and land use are somewhat improved but I don't think the general public is aware of DRCOG or thinks the organization affects their quality of life and/or access to services

The information learned from participation in DRCOG, as well as utilizing the services available is valuable. My City has received specific funding from DRCOG which has and will continue to create a tremendous boost in multi-use transportation methods and all of the benefits thereof. Even realizing the need and value of changes via DRCOG teachings has a deep and lasting value.

I view this section as more operational and the board has not been apprised of the metric, targets and benchmarks in this area. My perception is that DRCOG is working to improve services, diversifying revenue streams - based on staff reports - and sharing our knowledge - having DRCOG staff providing perspective in various media reports.

The quality of services and our understanding of the how and why involved is growing. This area is difficult to administer and keep up with. State and Federal rules and reps keep changing and also the interpretation used to administer them. I think DRCOG has improved greatly with this but there is a lot of room to improve yet.

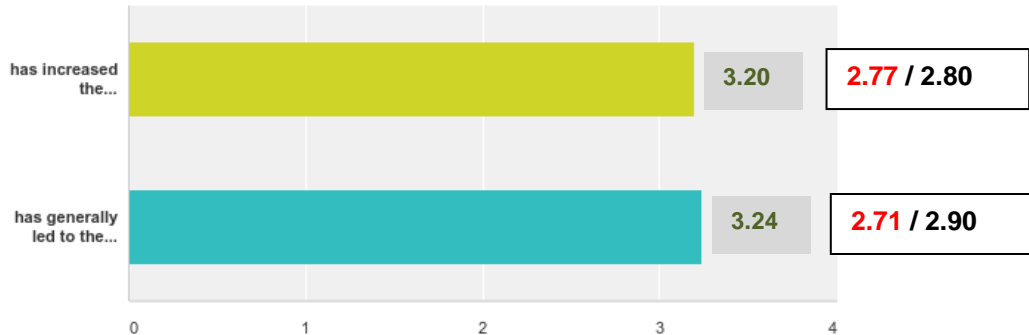
I don't know that the board specifically has done all that but DRCOG has.

Which services. Different results for AAA than elevator inspection (which died) (sad that it was the case)

X. 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: 34 Skipped: 0

Section Avg
3.22 / 2.74 / 2.85



	True	More True than False	More False than True	False	Don't know	Total	Weighted Average
has increased the availability of continuous and the population served by DRCOG, regardless of the funding source.	20.59% 7	50.00% 17	0.00% 0	2.94% 1	26.47% 9	34	3.20
has generally led to the creation of more comprehensive services plans for the population served by participating jurisdictions/organizations.	26.47% 9	52.94% 18	5.88% 2	0.00% 0	14.71% 5	34	3.24

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

Yes, but the first question still inhibits the second.

See above statement

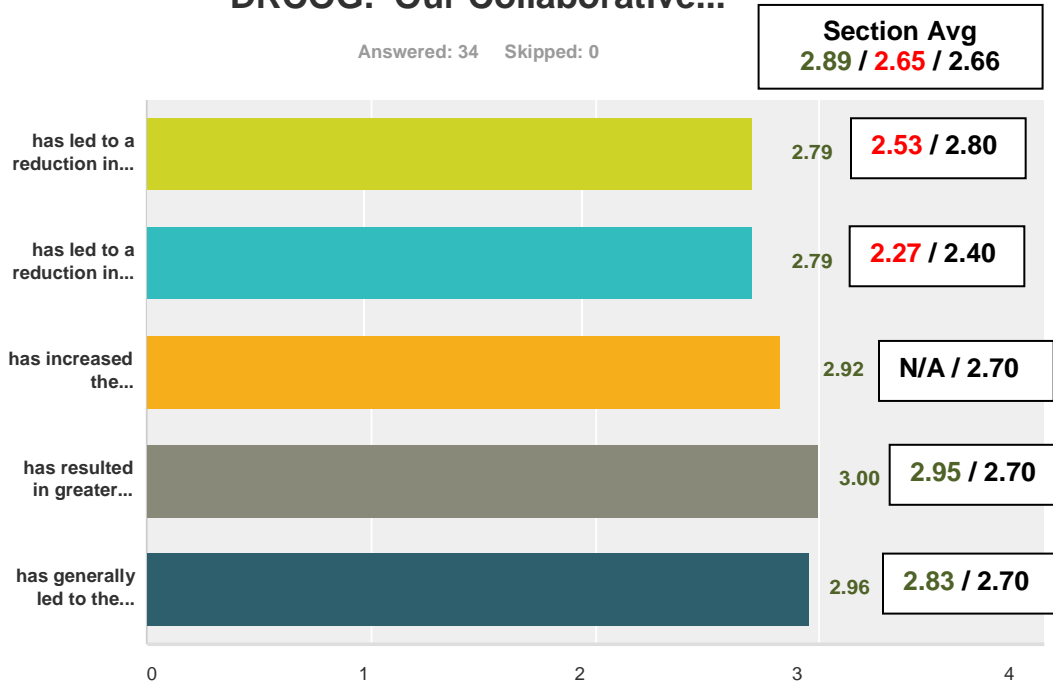
Particularly applicable to AAA

This is also an area that has much to improve and develop. It has improved and is continuing to improve. Outside forces both help and hinder improvement.

More cohesive resulting in a more constructive effort.

Again too generalized question. Need to focus on specifics.

XI. 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	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.	8.82% 3	55.88% 19	8.82% 3	8.82% 3	17.65% 6	34	2.79
has led to a reduction in the number of professionals providing overlapping services for the population served.	8.82% 3	35.29% 12	2.94% 1	8.82% 3	44.12% 15	34	2.79
has increased the availability of continuous and uninterrupted services for the population served, regardless of the funding source.	11.76% 4	47.06% 16	5.88% 2	5.88% 2	29.41% 10	34	2.92
has resulted in greater integration of services for the population served.	14.71% 5	50.00% 17	8.82% 3	2.94% 1	23.53% 8	34	3.00
has generally led to the creation of more comprehensive services plans for the population served.	11.76% 4	55.88% 19	8.82% 3	2.94% 1	20.59% 7	34	2.96

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

Again, this is still an issue of "haves and have not"... We have growing populations in the region that must make their own plans and embark on their own projects because they are a "have not" population.

See above statement

Need more data or staff driven discussions to understand our progress.

Especially true for the AAA

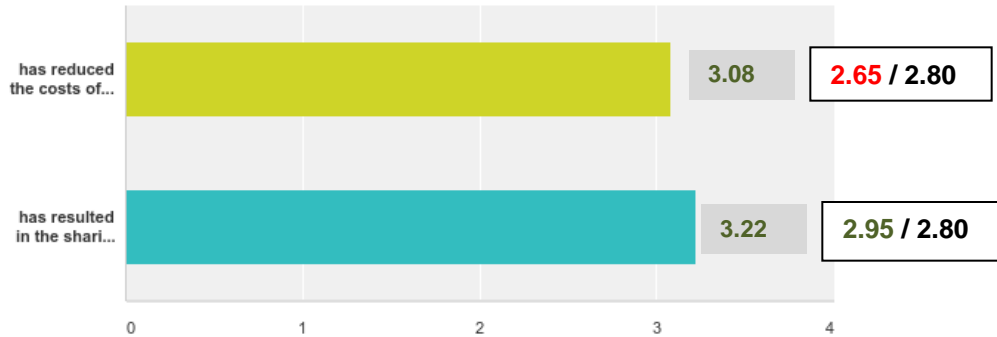
This issue of 'duplication' is difficult to eliminate with any State or Federal program. This is often increased by how money is allocated and tracked. Improvement is needed but a clear solution is not currently achievable.

Seems like this refers to aging and requires knowing what it was like before DRCOG became the AAA.

Better to answer with specific areas.

XII. 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: 34 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.	17.65% 6	44.12% 15	5.88% 2	2.94% 1	29.41% 10	34	3.08
has resulted in the sharing of costs between jurisdictions/organizations participating in the collaborative.	23.53% 8	52.94% 18	0.00% 0	2.94% 1	20.59% 7	34	3.22

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

I believe the cost have been reduced but cannot quantify that statement.

See above statement

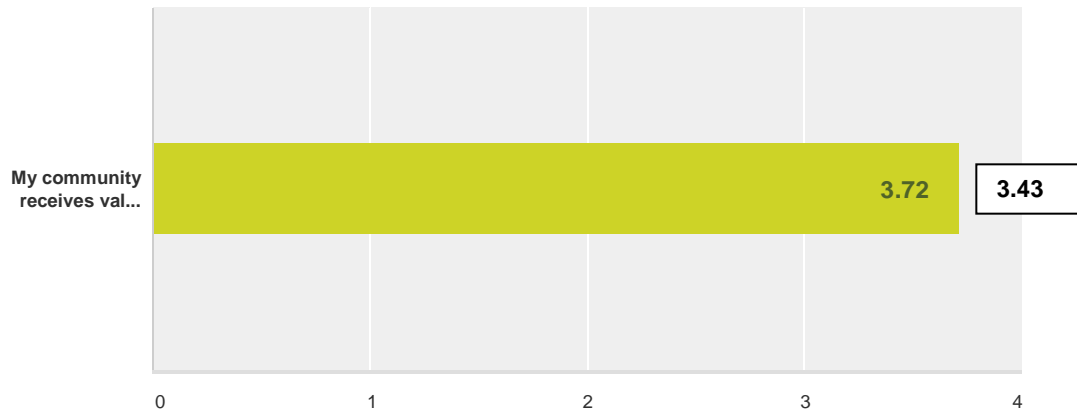
DRCOG has definitely led to sharing of costs between jurisdictions as well as savings incurred through DRCOG information or direct support.

We are doing this but reduction of cost is pinpoint as a lowering in one section likely increases cost in another. The sharing is less difficult to track and see positive results.

Would have to view specific services

Membership Value

Answered: 34 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.	67.65% 23	26.47% 9	0.00% 0	0.00% 0	5.88% 2	34	3.72

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

We have definitely been a "have not" community when it comes to the region. The funds we have received from the collaborative process are certainly appreciated, but far behind the rest of the region when our growth is considered against other jurisdictions.

We are a very small little town and do not have the funds to contribute to the greater good. We are in DRCOG's debt for its regional vision and I believe we receive great value from being a member.

Both in spirit, education and financial value.

We appreciate being an active regional member

Based on my personal experience and through discussions and planning session with community staff and volunteers, it is clear that we are receiving value, actually a lot of value. DRCOG is appreciated.

We like having a voice in how transportation funding is spent. We also benefit from the aging dollars and from the expertise across the board.

Particularly in the transportation area. UGB no value. AAA some not much

Please provide additional comments in the section below.

Answered: 6 Skipped: 28

Responses
Great survey this year. It really allowed me to hit a few points of concern while still capturing the areas I do feel we succeed at.
You gotta reduce the paperwork for the BOD meetings. Way too much stuff to read. Also, during the meetings, use the TV screens to enhance any presentation rather than roll the DRCOG vision.
Questions 9, 10, 11 & 12 may skew the overall outcomes given the differences between levels of success
Being a part of the Board is broadening in multiple ways.
Since our last survey, I believe that DRCOG has continued to improve and to clarify how it does its mission. Still a lot of room to improve and make more efficient but move forward.
We are collaborative, we want the best outcome for all. DRCOG serves everyone.

DRCOG Board Collaboration Assessment – 2017
By
Dr. Carl Larson, Professor Emeritus, University of Denver

There is a substantial amount of information available in this year's collaboration assessment. In the presence of an abundance of information, it is often most helpful to focus on the clearest and/or most consistent patterns that have implications for how members of the collaboration act upon that information. To that end, I find four patterns in the data to be especially noteworthy; A) Three patterns imply the continuation of your present strategies and actions. B) One pattern implies a slight but very important modification in your current collaborative strategy.

A) Three patterns strongly confirm that your collaboration is functioning unusually well. I make this claim considering how your assessment compares with those of other collaborations I have assessed, am familiar with through other assessments, and am aware of through research which has assessed collaborations.

1. Your scores are unusually high. Not uniformly high, a fact we will consider later, but predominately high, a pattern not typical of mandated or legislated collaboratives. If you look at the dimension scores (average rating across the items within a particular dimension, such as Structural Integrity, Strong Leadership, General Success, etc.) you will see that most of the dimension averages are at or around 3.0 or higher. All dimension averages are above the mid-point (2.5 on a 4-point scale). And some of the dimension averages are atypically high, which relates to the second pattern.
2. The critical dimensions are in excellent shape. Over the years some aspects of collaboration have emerged as more critical to the achievement of the collaboration's objectives. For example, Strong Leadership is one of (much research reports 'the') most important conditions for success. Your dimension average for Strong Leadership is 3.66, a very high score in this area.

Another dimension which is critical in almost all successful collaboratives is a clear and sensible working structure (some call it "results-driven structure"). Your structure score is 3.72, a very high score for this area also.

A very interesting indicator of success was discovered early in the research on collaboration. Unusually successful community collaborations typically generate a specific energy among their members, an energy that comes from the contagion of optimism and enthusiasm and is manifested in spontaneous collaboration among members, often outside the original collaboration which brought the members together. There is some evidence of this in your data. Within the General Success dimension is the item, "has led to new projects or efforts". Your score on this item is 3.41, unusually high. Perhaps equally noteworthy is that your score on this item last year was 2.91. (Think about it this way: the most you could have changed given absolute perfection, was 1.09 from last year's score. You gained .5 points, almost half of the maximum possible gain, in this year's score). This interesting change leads to the next noteworthy pattern, the overall change from last year.

3. Your change from last year is overwhelmingly positive. The assessment contains 51 items that are assessed on a 4-point scale. Your score from last year to this year improved on 45 of 51 items. Your change is positive on 90% of the items. To be sure,

later we will examine the five items on which you exhibited negative change but for now, let's pause and appreciate the implications of this result. One important implication is that you are establishing positive momentum on the issues which justify the very existence of your collaborative. *General Success* is improving (2.79 to 3.06). *Community Involvement & Collaboration* is improving (3.0 to 3.47). *Outcomes* is improving (2.91 to 3.24). *Quality of Services* is improving (2.86 to 3.22). *Fragmentation of Services* is improving (2.74 to 3.22). *Duplication of Services* is improving (2.65 to 2.89). *Costs* is improving (2.8 to 3.15) and the value of your collaborative to the member communities is improving (3.43 to 3.72).

This is not the typical pattern which describes how collaboratives change over time. In fact, they usually move away from their original goals, investing more and more time, energy, and resources into building, maintaining, and survival of the infrastructure of the organization itself. Some scholars call this pattern 'distanciation'. Over time, the more 'distance' members put between themselves and the original goal or problem that created the collaborative, the less energy they will invest in that original goal or problem. Your members seem to have reversed this pattern and gotten in closer touch with the original reasons for collaborating.

Taken as a whole, these three patterns strongly suggest that your collaboration is effective, your momentum is positive, and your energy is focused productively. You are definitely doing the 'right things'.

- B) One pattern is also clear, but very subtle and wide-ranging in its implications. Consider the five items which move negatively from last year.
1. The process responds fairly to the needs of its members (3.21 to 3.18).
 2. The allocation of resources is decided fairly (2.97 to 2.91).
 3. The criteria for allocations are fairly applied (3.27 to 3.06).
 4. The process gives some people more than they deserve, while shortchanging others (3.0 to 2.85).
 5. Members are effective liaisons between their home organization and our group (3.38 to 3.32).

These are the only five items in the assessment which moved negatively from last year. Though the amount of the negative change is small for four of the five items, they form a very tight cluster conceptually. Even the last item on effective liaisons is often seen as a byproduct of the first four items. That is, being 'effective' involves managing the tensions between the back-home priorities and the collective priorities of the collaborative, and everyone doing it 'fairly'.

Collaboratives that manage these issues well become very highly regarded. Their experiences have given rise to concepts such as:

- 'Profound shift' – the point at which the members of a collaborative see the problems/issues from the perspective of the whole.
- 'Fair process effect' – the discovery that if individuals experience the process as fair they are likely to accept a decision even if it conflicts with their own 'wants'.

- ‘Collective identity’ –sharing goals, aspirations, values, norms, etc. with a group to the extent that membership in the group becomes part of how members define themselves. In some research, this is a very strong predictor of successful outcomes.

Collaboratives that manage issues of fairness poorly are also memorable. I have done analysis of private-sector organizations that have suffered serious economic setbacks, governmental organizations that have lost their best employees, and collaboratives so embarrassed by their performance that they were reluctant, in one case, refused to be interviewed by our research team. All of these consequences and more, are results of perceived unfair or unjust processes.

Your data is not alarming, as were the conditions present in troubled organizations. But the pattern discussed above reveals the tip of a dangerous iceberg. Fortunately, your strengths in collaborating far outweigh this potential problem. The advantages that come from your strengths and the positive momentum you have created suggest your best course of action. Given a choice between ‘watch and wait’ versus ‘do something’, the advice from research and applied professionals favors taking action. Some would suggest to ‘tag it’ (identify the issue, describe it, discuss its impact on the performance of your group and take the first step toward removing it). Others would suggest ‘adopting an experimental mindset’ (try something, and if that doesn’t work, try something else). Of course, any of these action strategies are more complex than my descriptions imply but they are quite workable, and much preferable to ignoring a potential contentious issue.

Fortunately, you have an unusually strong organization and one of the roles that successful collaboratives have is that of a facilitator to help groups diagnose issues and develop viable solutions to address those that are negatively affecting the group. After many years of working with your OD Director, I have complete confidence in Jerry Stigall to facilitate these types of discussions and assist the group in designing action strategies to improve Board performance.

We have already discussed some follow-up analyses on your data, and some clear priority differences among members in the open-ended comments. Attending to this one emerging issue in your data can build upon the remarkable improvements you already have achieved over the last few years.

Consultation between Dr. Larson and Dr. Darrin Hicks, University of Denver Professor and expert on fairness and 'reasonableness', resulted in the following observations.

If there is a relationship between length of experience and perceptions of fairness, it may be at least partially because allocation decisions are seen as influenced "too much" by rhetorical assertiveness and size of coalitions, and a corresponding emphasis on member priorities relative to the priorities of the collaboration. The impact of these tensions is experienced more negatively over time. The experience is more of an "energy drain" if the members tend to accept the tension as irresolvable.

We should remember that the priorities of the different members are "real" rather than ideological. The allocation decisions have real consequences for the members' back-home communities. The liaison issues are almost always very difficult for members to manage. They are extremely sensitive to the motivations of other members. A "credible process" and "strong process leadership" are among the most necessary conditions for successful collaboration.

A healthy balance between member priorities and the collaborative's priorities requires hard work and frequent reinforcement of the reasons for, and consequences of, success in achieving collaborative goals.

If fairness issues are ignored, they tend to increase rather than decrease, and often contribute to the relatively high failure rate of collaboratives.

DRCOG Board Collaboration Assessment 2017
Comparative Summary by Board Director Tenure

(Total number of items = 51)
(Total number of respondents = 34)

Summary: The information below highlights some of the differences in viewpoints based on Board Director tenure. The number in parentheses next to each category is the total respondents in that grouping. While the number of Board directors responding in the first and last categories are relatively small, it's helpful to see the variance between the groups based on time as a Board Director. The first two dimensions of the assessment, Structural Integrity and Authenticity, represent the most important dimensions to get right early since virtually every other dimension in the assessment is influenced by these two areas. Therefore, the Total Process Quality (TPQ) score is calculated using the two averages of these dimensions and is reported below for each Board Director group. While all TPQ scores are above the mid-point (2.5) there is a notable difference in this score between the two groups who have been a Board Director the longest and the two that have been in the role the shortest period. It's possible that over time, Board Directors become less optimistic about the decisions on projects, etc. This is an area worth exploring with Board Directors who have been around longer to observe and participate in the process at DRCOG. Despite variances in item scores, there is still close agreement between all the groups in the Membership Value score, reflecting that a significant majority of members see value for their community by belonging to DRCOG.

Overall Total Process Quality Score = 3.09

* **Total Process Quality score** is the average between Structural Integrity and Authenticity scale/section scores.

Overall Membership Value Score = 3.72

Board Directors @ 6+ years: (3)

- 33 items at least .25 points **below** group average
- 18 items in '**close agreement**' with group average
- 18 items were at least .5 points **below** group average
- 2 items were at least 1 point **below** group average
- Total Process Quality Score = **2.76**
- Membership Value score = **3.33**

Board Directors @ 3-5 years: (14)

- 14 items were at least .25 points **below** group average
- 36 items in '**close agreement**' (less than .25-point variance)
- 2 items were at least .5 points **below** group average
- 1 item was .63 points **below** the group average
- Total Process Quality Score = **2.94**
- Membership Value score = **3.62**

Board Directors @ 1-2 years: (11)

- 48 items **above** group average
- 26 items at least .25 points **above** group average
- 2 items **lower** (small variance)
- 1 item = to group average
- Total Process Quality Score = **3.32**
- Membership Value score = **4.00**

Board Directors @ less than 1 year: (6)

- 29 items at least .25 points **above** group average
- 20 items in '**close agreement**' with group average
- 1 item at least .25 points **below** group average
- Total Process Quality Score = **3.15**
- Membership Value score = **3.60**

ATTACH C

To: Chair and Members of the Performance & Engagement Committee

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

Meeting Date	Agenda Category	Agenda Item #
July 5, 2017	Informational	4

SUBJECT

Capacity-building, onboarding update

PROPOSED ACTION/RECOMMENDATIONS

Review progress and discuss next steps.

ACTION BY OTHERS

N/A

SUMMARY

Late last year staff presented and received feedback from Performance and Engagement committee members on a plan for a new capacity-building process. The new process is an effort to make onboarding new directors more personal, compelling and immediately enriching.

Staff will present an overview of the plan, review specific elements and ask for any additional feedback, and present an expected timeline to complete. Of interest is a review of the board mentoring program, the proposed roadmap for mentoring activities, and the associated time commitment.

PREVIOUS DISCUSSIONS/ACTIONS

November 2016 – Performance and Engagement Committee discussed plan and program elements

PROPOSED MOTION

N/A

ATTACHMENTS

- New onboarding offboarding process
- Capacity-building project timelines
- DRCOG board mentoring program

ADDITIONAL INFORMATION

Should you have any questions regarding this item, please contact Douglas W. Rex, Acting Executive Director, at 303-480-6747 or drex@drcog.org; or Steve Erickson, at 303-480-6716 or serickson@drcog.org.

DRCOG BOARD OF DIRECTORS

NEW PROCESS ONBOARDING AND OFF-BOARDING

(Items in **blue** are reflect elements where c. DRCOG staff seeks Performance and Engagement Committee feedback and recommendations for items in **purple**.)

ON-BOARDING AND CAPACITY-BUILDING PROCESS

The current process includes a welcome packet, which includes the board handbook, followed by an orientation session. The new director also receives credentials to access the DRCOG website's board portal, which contains a series of brief videos designed to give an overview of the organization, the process and the role of directors.

The **new process** aims to make onboarding more personal, compelling and immediately enriching, and includes the following elements:

- A redefined and more personal **pre-arrival checklist** including:
 - New director receives a personal phone call from the executive director, who introduces the **mentoring process**
DRCOG staff requests discussion by and feedback from the Performance and Engagement Committee. See the handout labeled "DRCOG Board Mentoring Program."
 - **Introduction to mentor**
 - New and improved **welcome packet** (includes board portal info and login credentials)
 - Invitation to orientation session
 - **Board director bio form**
 - **Press release** and **social media posts** about new director(s)
- **Arrival**
 - **Mentor accompanies** the new director to first board meeting and **makes introductions**
 - **Welcome committee**
Staff and directors welcome the new board director via email and phone calls during the director's first month
 - **Photo** taken at first meeting for **director bio** on board portal page
- **Orientation**
 - New and improved **group orientation session**
 - **Revised presentation - complete**
Less detailed, more compelling and interactive, includes video clips from current director interviews
 - **Digital Flyover – using Google Earth platform**
We'll create a flyover digital tour to highlight projects representative of important work at DRCOG.
 - New and improved **short courses - complete**
Provide overviews of Robert's Rules, Area Agency on Aging, Transportation Planning and Operations, Regional Planning and Development (including Metro Vision)

- New **collateral materials**
Provide quick reference to DRCOG programs and initiatives. Include a program inventory sheet as well as a series of one-page informational pieces, similar to our Denver Region Visual Resources (DRVR) flier.
- **Ongoing capacity-building**
 - **Board portal enhancements**
Redesign of board portal site to improve user experience and enhance content. Will provide quick access to new materials, board news and events, video content.
 - New director **feedback surveys** at 30, 90 and 180 days
 - **Mentorship** through the first year
DRCOG staff invites discussion regarding the expected time commitment for board director mentors. See the handout labeled “DRCOG Board Mentoring Program.”

OFF-BOARDING PROCESS

The **off-boarding process** is an effort to create a feedback loop to identify areas for continuous improvement and consists of two key elements:

- **Exit interview**
- **Post-term survey**

Expected dates for completion of materials and resources to support each phase of this new process are included in the attached “Capacity Building Projects Timeline” document.

DRCOG BOARD OF DIRECTORS

CAPACITY-BUILDING PROJECTS TIMELINE

WELCOME PROCESS		
	Welcome checklist	Complete
	Bio survey form	Complete
	New board director packet/materials	Expected to be completed Sept., 2017
	Mentoring program outline	Complete DRCOG staff requests feedback from Performance and Engagement Committee
	Feedback surveys (30-, 90-, 180-day)	Expected to be completed Sept., 2017
	Press release template	Complete
GROUP ORIENTATION		
	Group orientation PowerPoint	Complete
	Group orientation “field trip”	Complete – visit upstairs as part of orientation session
	Short courses (Robert’s Rules, Area Agency on Aging, Regional Planning and Development, Transportation Planning and Operations)	Complete, Area Agency on Aging rescheduled
	Program inventory sheet	Expected to be completed Oct. 1, 2017
	Program briefs (as many as 10)	Expected to be completed Jan., 2018
	Board portal redevelopment	Expected to be completed March, 2018
	Video production (for use in all phases)	Complete and used in orientation session
OFF-BOARDING		
	Exit interview template	Expected to be completed Oct., 2017
	Post-term survey	Expected to be completed Oct., 2017

DRCOG BOARD OF DIRECTORS

MENTORING PROGRAM AND GUIDE

INTRODUCTION: WHY MENTORING?

Mentoring is an effective and inexpensive way to initiate and prepare new board directors for their role and responsibilities as a member of the DRCOG Board of Directors. It is an efficient way of sharing knowledge and expediting both the program comprehension and overall effectiveness of new board directors.

Similar to a new employee, a new board director needs the time to become familiar with not only the organization and all of its many programs and facets, but also its culture, issues and the way it operates.

Implementing a formal mentoring program will help facilitate the acclimation and initiation of new board directors, bring them up to speed more quickly and allow them to contribute and participate in a more meaningful manner in less time.

The DRCOG mentoring program will be a structured program with specific requirements and touchpoints to be met in within a designated timeframe. Mentors and new board directors will be matched and sign a partnership agreement outlining their mutual expectations and requirements. The mentoring relationship will be monitored and evaluated for effectiveness.

The benefits of mentoring for a new board director include:

- A more immediate connection to DRCOG
- The ability to contribute sooner
- Better-oriented to board service and more empowered to engage with the board and its work
- Able to contribute more effectively to the organization
- An ability to see the big picture, its surrounding context and to be better equipped to make informed contributions
- The opportunity to build social capital within the board structure
- The ability to learn how to take a leadership role on the board

The benefits to existing board directors who become mentors are:

- Learning from a fresh point of view
- New insights
- New lines of communication resulting in increased levels of trust
- New contacts

The benefits of a mentoring program to the board as a whole are:

- Retention of board directors
- A more cohesive board

- More productive board meetings – meeting time is not spent bringing new board directors up to speed
- Minimizes the risk of errors in judgment by new board directors
- Allows for succession planning

DRCOG BOARD MENTORING PROGRAM STRUCTURE

The DRCOG Board Mentoring Program will comprise face-to-face, telephone and in-person meetings over a six-month period for a total of nine hours. It is recommended that the mentors be senior board directors, perhaps even Performance and Engagement Committee members, who potentially also served as part of the new board director welcome committee, in order to build upon relationships already established.

The following criteria are recommended for the selection of board mentors:

- Minimum of one year on the board
- Good knowledge of DRCOG's programs and strategic priorities
- Good knowledge of DRCOG's governance and operational structure
- Experience in leadership roles on the board or board committees
- Comfortable with the additional time commitment of nine hours over six months
- Understanding of challenges faced by new board directors

These criteria are recommended when considering new board directors to be mentored:

- Recently appointed to the board (less than six months)
- Commitment to increasing their capacity as board directors
- Motivated to take leadership on the board
- Willingness to commit the time to increase their effectiveness on the board

QUICK GUIDE TO DRCOG MENTORING ACTIVITIES

Time: Nine hours during six months

Method: In person, online, via telephone

Tasks identified for both mentors and mentees are recommendations designed to help both parties get the most out of their mentoring opportunity. Mentors and mentees may design a program and schedule that works best for them.

Mentor tasks	Mentee tasks
<p>The basics:</p> <ul style="list-style-type: none">• Introduce your mentee to other board directors and staff• Meet with your mentee for half-an-hour before a board meeting to clarify agenda items• Provide feedback to your mentee on board committees and processes related to serving on committees	<p>The basics:</p> <ul style="list-style-type: none">• Make a list of unfamiliar terminology and ask for explanations from your mentor• Ask your mentor how to add items to the board agenda• Ask mentor about the procedure for making presentations on agenda items
<p>For deeper understanding:</p> <ul style="list-style-type: none">• Share articles, books and websites related to board governance with your mentee• Discuss your history with the board and how things get done both on the board and within the organization• Call your mentee after the board meeting to gauge your mentee's reactions and to answer any questions	<p>For deeper understanding:</p> <ul style="list-style-type: none">• Read and discuss materials recommended by your mentor and share materials you've read• Select a topic from the welcome packet or short courses to discuss with your mentor• Observe meetings of committees and discuss with your mentor those which you have an interest in serving

ROADMAP FOR DRCOG MENTORING ACTIVITIES

Time: Nine hours during six months

Method: In person, online, via telephone

Month One (two meetings)		Goal: Get to know each other and DRCOG	
First meeting (in-person, one hour)		Second meeting (online or by phone, half hour)	
Introduction <ul style="list-style-type: none"> • Meet face-to-face and get to know each other • Share previous board experiences • Share expectations • Mentee outlines learning goals • Mentor <ul style="list-style-type: none"> ○ Reviews basic information about DRCOG and answers questions ○ Explains the board's governance model and Robert's Rules ○ Clarifies the roles of the board versus those of DRCOG staff 		Welcome packet, bylaws, policies, codes, board portal <ul style="list-style-type: none"> • Mentor arranges for mentee to receive all necessary materials • Mentor clarifies content and context 	
Month Two (two meetings)		Goal: DRCOG board structure and membership	
Third meeting (in-person, one hour)		Fourth meeting (in-person, one hour)	
Board contacts, communication, roles and responsibilities <ul style="list-style-type: none"> • Mentee reviews the DRCOG organizational chart • Discuss board's responsibility to oversee programs and planning • Mentor outlines lines of communication and information flow between board directors, committees, executive director and DRCOG staff 		Meetings <ul style="list-style-type: none"> • Discuss the types of meetings including board meetings, work sessions and committee meetings • Set up a meeting for 30 minutes prior to next board meeting to outline rules, procedures and the agenda 	
Month Three (two meetings)		Goal: Administration	
Fifth meeting (online or phone, half-hour)		Sixth meeting (in-person, half-hour)	
Committees <ul style="list-style-type: none"> • Discuss the committee that might be best suited to the mentee's interests, skills and experience • Mentor introduces mentee to committee chair 		Preparing for a board meeting <ul style="list-style-type: none"> • Mentor outlines rules of procedure for board meeting • Discuss board meeting agenda 	

Month Four (two meetings)		Goal: Strategic and Operational Plans
Seventh meeting (online or phone, half-hour)		Eighth meeting (in-person, one hour)
Strategic and operational plans and reports <ul style="list-style-type: none"> Discuss DRCOG's vision and mission statements and the values of organization as they relate to DRCOG's strategic plans Mentor discusses the goals and objectives of the board Mentor shares internal and external reports relative to strategic and operational plans Mentee reviews list of programs Mentee reviews list of partners, memorandums of understanding and funding agreements outlined in the board handbook Discuss the history of funding relationships 		Strategic and operational plans and mentee learning goals <ul style="list-style-type: none"> Review and discuss outstanding questions on strategic and operational plans and reports Assess mentoring relationship (what's working, what's not) Revisit your mentee's learning goals
Month Five (one meeting)		Goal: Organization management
Ninth meeting (in-person, half-hour)		
Human resources policies <ul style="list-style-type: none"> Mentee reviews all human resources policies for board directors, staff and volunteers Discuss any issues regarding human resources policies Mentor shares background on any human resources issues or collective agreements 		
Month Five (one meeting)		Goal: Evaluation of board performance and closure
Tenth meeting (in-person, one-and-a-half-hours)		
Evaluation and closure <ul style="list-style-type: none"> Discuss board evaluation process Celebrate mentoring relationship Discuss what to do differently next time Discuss any further training recommended for the mentee 		

EVALUATION

An important tool in mentoring, evaluation provides for continuous improvement and a means of identifying ways to increase effectiveness both at the individual and board level. Feedback from participants helps establish best practices for mentoring. By documenting what worked well, and what did not, through an evaluation, mentors and mentees provide guidelines for future mentoring partners.

ATTACH D

To: Chair and Members of the Performance and Engagement Committee

From: Roxie Ronsen, Administrative Officer
303-480-6709 or rropsen@drcog.org

Meeting Date	Agenda Category	Agenda Item #
July 5, 2017	Informational	5

SUBJECT

Update on the executive director recruitment

PROPOSED ACTION/RECOMMENDATIONS

No action is required. Committee members are asked to review the attached documents.

ACTION BY OTHERS

N/A

SUMMARY

DRCOG contracted with EFL Associates to conduct the recruitment for the executive director vacancy.

EFL Associates has conducted internal and external stakeholder interviews and prepared draft specifications for the executive director position based on those interviews (draft position specifications attached). EFL Associates will review the proposed advertising/posting plan and search timeline (documents attached) with committee members.

PREVIOUS DISCUSSIONS/ACTIONS

N/A

PROPOSED MOTION

N/A

ATTACHMENTS

1. Draft Executive Director Position Specifications
2. Search Timeline
3. Proposed Advertising/Posting Plan

ADDITIONAL INFORMATION

If you have questions, please contact Roxie Ronsen, Administrative Officer, at 303-480-6709, or rropsen@drcog.org.



EFL Associates

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DENVER REGIONAL COUNCIL OF GOVERNMENTS

EXECUTIVE DIRECTOR

POSITION SPECIFICATIONS

CLIENT

Our client, the Denver Regional Council of Governments (“**DRCOG**”) is one of the nation’s three oldest councils of governments (COG’s). Representatives from the 9 counties comprising the Denver metropolitan area and 47 municipalities collaborate to make life in the greater Denver metropolitan area better. They are guided by the Metro Vision regional growth and development plan (latest version Metro Vision 2040), which defines goals and actions needed to ensure the region remains a great place to live, work and play.

Founded in 1955, when Denver Mayor Quigg Newton invited fellow elected officials from Adams, Arapahoe, Boulder and Jefferson counties to talk about joint issues and concerns, our region was in the midst of a post-World War II growth spurt. These leaders decided working together to enhance our region’s quality of life was a much better approach than going it alone, and created **DRCOG** to foster collaboration and cooperation and to speak with one voice.

Member communities range from the very small to the area’s largest, but they remain united around **DRCOG’s** vision and mission statements:

Vision Statement

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.

Mission Statement

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

In addition to serving as a planning organization, technical assistance provider, and forum for visionary local member governments, **DRCOG** also functions as:

- A **Regional Planning Commission** per Colorado state statute and prepares the plan for the physical development of the regions known as Metro Vision (Metro Vision 2040 was just approved. This plan is updated every five years).
- The federally designated **Area Agency on Aging** (“AAA”)
- The **Metropolitan Planning Organization** (“MPO”) for the region.

DRCOG is organized as a nonprofit corporation and operates under its adopted articles. **DRCOG’s** Board of Directors consists of one elected representative (two from the City and County of Denver) from each jurisdiction. **DRCOG’s** revenue is comprised primarily of federal and state grants and membership dues (approximately 83% of the operating budget) and other income derived from services to its members and the public. **DRCOG** has approximately 100 employees and an annual operating budget of approximately \$18 million, not including pass-through funds totaling another \$14 million. **DRCOG’s** offices are located in downtown Denver.

For more information about **DRCOG**, visit the website at www.drcog.org.

THE PERSON

The successful Executive Director candidate will need to possess the ability to forge meaningful relationships based upon trust with a diverse group of stakeholders and have the gravitas to exhibit courageous leadership. The successful candidate will possess a background of experience necessary to provide a balance of strong leadership with a collaborative approach to working with both elected and appointed officials of cities, counties, and state and federal agencies. Although previous COG experience and familiarity with Colorado issues would be helpful, this recruitment will not be limited exclusively to those with COG experience and shall be conducted on a broad, nationwide basis. That said, familiarity with high growth urban/suburban areas and a commitment to regional collaboration and cooperation will be required.

THE ROLE

Reporting to the **DRCOG** Board of Directors, the Executive Director serves as the chief administrative officer of the organization. As such, the Executive Director is responsible for providing advice, counsel and assistance to the Board and its committees and administering personnel policies and practices. The Executive Director will also oversee the financial management system, supervise staff and perform other duties as prescribed by the Board.

Additional key responsibilities include:

- Overall administration and management of the program and budget of **DRCOG** subject to the policies of the Board.
- Directs the execution of administrative procedures necessary to implement the programs adopted by the Board.

- Identifies regional issues affecting the growth and development of the Denver metropolitan area and provides staff direction for analysis and development of policy recommendations for the Board's consideration.
- Recommends and administers the annual budget for the organization.
- Directs and administers personnel policies and procedures and financial management systems.
- Takes appropriate action to foster inter-jurisdictional cooperation within the region, including representing **DRCOG** before local governments and other public/private/nonprofit stakeholders.
- Acts as the contracting officer for the organization.
- Supervises the preparation and maintenance of records and other documents.
- Proposes new and innovative programs and services to respond to Board direction.

EDUCATION AND EXPERIENCE

- Master's degree in public administration or directly related field and ten to twelve years of management experience that includes relevant experience at the director and/or executive level or equivalent combination of education and experience.
- Significant progressively responsible experience in regional council, state, federal or local government administration. Experience gained in a rapidly-growing urban/suburban metropolitan area will distinguish the most attractive candidates.
- Knowledge of transportation, urban planning, and/or aging policy initiatives, while not required, is highly preferred.
- Experience in developing strategic planning processes that anticipate future opportunities, issues, and concerns. Adept in developing annual and longer-range implementation plans and direction for the organization, and the ability to provide a sense of direction and leadership to a complex, multi-interest organization.
- Demonstrated ability to lead and manage staff at a high level in a complex organization.
- Increasingly responsible experience in intergovernmental relations.
- Demonstrated ability to identify regional issues and the interpersonal skills to build consensus.
- Financial acumen to develop and manage a significant budget and pass-through grants.
- Adept at personally supervising the preparation of comprehensive, concise reports and recommendations, offering policy options and a recommended course of action for policy review and consideration; ability to translate technical data into "layman's terms".
- Familiarity with high-growth strategies recognizing the critical interrelationship of transportation and land use planning.
- Knowledge of local government structure, process, and operations, as well as being familiar with legislative and regulatory processes of state and federal agencies.
- Possesses a successful record in working with citizens, public interest and neighborhood groups in communities of multi-racial, multi-cultural, socio-economic, youth-aged diversity in a variety of settings and circumstances, as well

as the personal capability to effectively represent the interest of a diverse membership at local, regional, state and federal levels.

PERSONAL CHARACTERISTICS

- Unquestioned integrity, credibility and character, demonstrating high moral and ethical behavior and personal accountability; trustworthy.
- A collaborative leader with the experience, confidence, and gravitas to interact effectively with the Board, elected officials, media and other external stakeholders; a professional who actively listens and thoughtfully considers alternative viewpoints and looks for creative solutions to challenges.
- Outstanding communication skills, including written, verbal and presentation skills; ability to explain complex concepts concisely and in understandable terms; able to deal with difficult issues directly; an inclusive and transparent communicator who will lead complex discussions and exhibit humility, passion, and vulnerability when required.
- Exceptional interpersonal skills and the ability to cultivate trust-based relationships with a wide-variety of stakeholders possessing unique personal styles and agenda priorities; exhibits approachability and openness.
- Mature, confident, and possessing the strength of professional convictions to assertively provide administrative insights, counsel, and supportive leadership to the Board and staff of **DRCOG**.
- A positive, results-oriented style, evidenced by listening, motivating, delegating, influencing, and taking the initiative to provide strong leadership and vision in assisting the Board to identify, analyze, and thoroughly deliberate and address policy questions which are critical to meeting the objectives of the organization.
- A risk-taker who enthusiastically explores new ideas and policy measures while maintaining close communication with the Board.
- A visionary and futurist who embraces creativity and innovation in meeting regional challenges; strong-minded and adept at presenting professional views while not being perceived as antagonistic.
- Ability and desire to mentor and develop subordinate staff to meet organization goals and objectives.
- A confident leader who is comfortable delegating to trusted staff and does not micromanage.
- Political awareness and sensitivity; a strong mediator who recognizes compromise may be optimal.
- Personable and patient with a steady temperament and the ability to distill opposing viewpoints and find common ground.
- A degree of humility; genuine and down-to-earth; even-tempered and displays a sense of humor and “big picture” orientation.
- A “tinkerer”; a leader who always looks to identify or foster the development of process improvements and someone who understands the interdisciplinary nature of **DRCOG**’s mission and staff deployment.

COMPENSATION

Compensation will consist of a competitive base salary within the parameters of the nonprofit sector, plus an attractive benefits package. Benefits include health, dental and vision insurance; deferred compensation; retirement plan; life, ADD, long and short-term disability, auto, homeowners, and pet insurance; employee assistance program; flexible spending account; tuition reimbursement; EcoPass and Guaranteed Ride Home, on-site fitness center membership; and, a generous holiday/paid time off plan.

NON-DISCRIMINATION

Our client and EFL Associates firmly support the principle and philosophy of equal opportunity for all individuals, regardless of age, race, gender, creed, national origin, disability, veteran status or any other protected category pursuant to applicable federal, state or local law.

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EFL ASSOCIATES

Executive Director Search Timeline as of July 5, 2017

The process of identifying and presenting quality candidates normally spans a 30- to 45-day timeframe per project. Additionally, you should anticipate a given project to be concluded within a 100- to 120-day timeframe. A possible timeline for this search follows.

EFL Associates is selected; engagement letter/contract is signed	May 31, 2017
All appropriate stakeholders, both internal and external to DRCOG interviewed; position specifications developed by EFL Associates and approved by DRCOG	July 7, 2017
Advertising, candidate identification, outreach and initial candidate screening completed; initial candidate materials reviewed with DRCOG (all original application materials supplied by the candidate and, if applicable, supplemental questionnaire responses we've asked the candidates to complete).	August 18, 2017
Search firm in-person or videoconference interviews completed; full candidate profiles on best qualified candidates reviewed with DRCOG ; DRCOG selects candidates for first interviews	September 8, 2017
DRCOG first round of candidate interviews completed; finalists selected	September 20, 2017
Background and reference checks by EFL Associates completed; DRCOG second round of interviews completed; successful candidate selected	October 11, 2017
Negotiations completed; offer accepted	October 16, 2017
Successful candidate begins work	October 30, 2017

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**Denver Regional Council of Governments
Executive Director
DRAFT Advertising (PAID & FREE) Plan**

Advertising Venue	Target Audience	Cost
National Association of Regional Councils (NARC)	Professionals in regional organizations	FREE for members \$110 for nonmembers
Association of Metropolitan Planning Organizations (AMPO)	Professionals in transportation for metropolitan regions	\$50 for nonmembers - 30 days online *additional \$60 for an additional month (\$110 for 60 days total)
Colorado Nonprofit Association	Nonprofit professionals in Colorado	FREE- 60 days online
International City/County Management Association (ICMA) and Alliance for Innovation	National government professionals	\$450 member 60 days online \$600 nonmember 60 days online
Colorado City & County Management Association (CCCMA)	Colorado government professionals	FREE for members- DRCOG is not a member but they will post for FREE
Total Cost		\$610-\$820