

AGENDA
PERFORMANCE AND ENGAGEMENT COMMITTEE
WEDNESDAY, JULY 6, 2016
MONARCH PASS CONFERENCE ROOM
1290 Broadway
→ 6:00 PM ←

1. Call to Order
2. EXECUTIVE SESSION – Performance evaluation of the Executive Director
3. Summary of May 26, 2016 Performance and Engagement Committee meeting (Attachment A)

ACTION ITEMS

4. *Discussion of Board Workshop agenda (Attachment B) Jennifer Schaufele, Executive Director

INFORMATIONAL ITEMS

5. Discussion of Collaborative Assessment results (Attachment C) Jennifer Schaufele, Executive Director
6. Draft Committee Guidelines/Articles of Association (Attachment D) Jennifer Schaufele, Executive Director
7. Anticipated Performance and Engagement schedule for 2016 (Attachment E) Jennifer Schaufele, Executive Director
8. DRCOG organizational chart and senior management team contacts (Attachment F) Jennifer Schaufele, Executive Director

ADMINISTRATIVE ITEMS

9. Report of the Chair
- 10 Report of the Executive Director

***action requested**

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.



ADMINISTRATIVE ITEMS (cont.)

11. Other Matters by Members
12. **Next Meeting – August 3, 2016**
13. Adjournment

SUMMARY
PERFORMANCE AND ENGAGEMENT COMMITTEE
Thursday, May 26, 2016

Present:

Herb Atchison, Chair	Westminster
Eva Henry	Adams County
Bob Roth	Aurora
David Beacom	Broomfield
George Teal	Castle Rock
Rick Teter	Commerce City
Robin Kniech	Denver
Steve Conklin	Edgewater
Saoirse Charis-Graves	Golden
Ron Rakowsky	Greenwood Village
Shakti	Lakewood
Phil Cernanec	Littleton
Colleen Whitlow	Mead

Others Present: Jennifer Schaufele, Executive Director; Connie Garcia, Executive Assistant/Board Coordinator, and DRCOG staff.

Chair Herb Atchison called the meeting to order at 4:04 p.m. with a quorum present.

Discussion of election of Vice Chair

Chair Atchison noted he received a statement of interest from one committee member for the position of Vice Chair; David Beacom.

Phil Cernanec **moved** to nominate David Beacom for Vice Chair. The nomination was **seconded** and **passed** unanimously.

Review of Performance and Engagement Committee Guidelines

Members reviewed and discussed the committee guidelines.

Recommended revisions include:

- In the first paragraph, change “upon nomination” to “upon recommendation.”
- Clarify that members must be reappointed at the end of each term.
- Under responsibilities, first bullet, add “process for and” between “Recommend” and “appointment of.”
- Under responsibilities, third bullet, remove “hold quarterly meetings with” and replace with “provide a performance check-in with the Executive Director no less than quarterly.”
- Fifth bullet, change “Oversees/approves” to “Provide oversight of” and change “committee” to “Board.”

Staff will consult with counsel on participation in executive sessions.

Discussion of remote participation policy

Members discussed establishing a remote participation policy. It was pointed out that

part of the charge of this committee is discussion of personnel matters. After discussion, members declined to adopt a policy for remote participation. It was noted that if emergencies arise they will be handled on an ad hoc basis.

Discussion of regular meeting day and time

Members discussed options for the regular meeting day and time. After discussion, the members agreed to hold meetings of the committee at 6 p.m. on the first Wednesday of each month, following the Board Work Session.

Discussion of Executive Director performance process

Chair Atchison noted members will be receiving the Executive Director performance survey. The survey closes on June 9. A summary of the results will be provided to the Executive Committee and Executive Director. The Executive Committee will review and discuss the results with the Executive Director. The results will be provided and discussed at the next Performance and Engagement committee. After members receive the materials and review, the Committee will discuss the results with the Executive Director. Executive Director Schaufele noted she would prepare a schedule for the process.

August 2016 Board Workshop

Members discussed various topics for the August Board Workshop. A request was made to send a draft schedule of events so members can plan.

Ideas suggested for the workshop include:

- The 2017 Budget and strategic initiatives
- Off-the-top items for the Transportation Improvement Program; what are regional projects, catalytic projects, what is strategic? Performance-based transportation planning.
- Planning for the Urban Growth Boundary/Area discussion and other important issues. Staff should suggest three big issues the Board will face in the coming year.
- Don't focus on personal development training, or topics that could be covered in a regular Board meeting.
- Information sharing; caucuses to determine what common challenges are experienced by large, medium, small communities?
- Where is the next vision for transit being developed? Who is developing it? What role might DRCOG play?
- Increase the Board's awareness of the AAA program and its responsibilities.
- Discussion of the TIP process.
- Integrated transportation system planning, how different roadway types relate.
- List a purpose and outcome for each topic.

The Directors discussed the purpose of the workshop from their points of view. A rough draft of an agenda will be distributed to committee members for review. Staff will distribute a timing schedule for the workshop for planning purposes.

Report of the Chair

No report was provided.

Report of the Executive Director

No report was provided.

Other Matters by Members

No other matters were discussed.

Next Meeting

The next meeting is scheduled for 6 p.m., July 6, 2016

The meeting adjourned at 5:30 p.m.

ATTACH B

To: Chair and Members of the Performance and Engagement Committee

From: Jennifer Schaufele, Executive Director
(303) 480-6701 or jschaufele@drcog.org

Meeting Date	Agenda Category	Agenda Item #
July 6, 2016	Action	4

SUBJECT

This item concerns finalizing the agenda for the annual Board workshop.

PROPOSED ACTION/RECOMMENDATIONS

Discuss refinements and adopt the final agenda for the August 5-6 Board workshop.

ACTION BY OTHERS

N/A

SUMMARY

At the last meeting of the Performance and Engagement Committee, members discussed several ideas for the annual workshop scheduled for August 5 and 6.

Staff took suggestions from committee members and, on two occasions, sent draft agendas to the committee for feedback.

The attached draft must be finalized at this meeting of the committee to provide sufficient time for staff to prepare materials for workshop attendees.

PREVIOUS DISCUSSIONS/ACTIONS

N/A

PROPOSED MOTION

Move to adopt the final agenda as edited during the meeting for the Board workshop of August 5 and 6.

ATTACHMENT

Draft workshop agenda.

ADDITIONAL INFORMATION

Should you have any questions regarding this item, please contact Jennifer Schaufele, Executive Director, at 303-480-6701 or jschaufele@drcog.org.

Review of the August 2016 Workshop DRAFT

Questions to finalize July 6 :

- Is a professional facilitator needed or can members of the Board do this?
- Is the suggested time allotted sufficient for the topics?
- What's the right order for the topics?
- Do you want a working lunch on Saturday?

Agenda **August 2016 Workshop DRAFT**

Friday afternoon training sessions (Tentative 3:00-5:15) (This schedule assures participants can attend at least 2 sessions)

For newer members or those who just want a quick refresher, in service training includes abbreviated versions of the following:

- New member orientation 3:00, 4:15 – 5:15
- AAA *mini* course 3:00, 4:15-5:15
- MV *mini* course 3:00, 4:15-5:15
- Current TIP policy *mini* course 3:00, 4:15-5:15
The next call for TIP (transportation improvement program) projects is in 2018 so TIP development will begin in 2017. Staff will review the current TIP process (e.g., criteria, “off the top” funding, etc.) and the status of potential ongoing TIP improvements (e.g., TIP Review Group activities).

Friday evening 5:30

- Chair's remarks – perhaps a mention of the Board maintaining its collaborative spirit and focused on what's best for the Denver metropolitan area through this discordant political season. (see Conclusion below)
- Social time, networking with Directors and key staff
- Dinner 7:00

Saturday morning

- Breakfast 7:00
- **Review and discussion of the 2017 budget and strategic initiatives (8:00-9:00)**
The Board will adopt the 2017 budget no later than November 2016. The purpose of this review and discussion is to suggest any changes, additions, etc. of the draft budget and strategic initiatives provided by staff.

Plenary session would begin no later than 9:00 a.m.; order of topics TBD by committee. All topics below are intended to be plenary sessions.

- **Millennials and Boomers and the Future of Communities (1.5 hours max)**
A wide-ranging national survey released by the American Planning Association finds that Millennials and Baby Boomers want cities to focus on investing in new transportation options, walkable communities, and making the area as attractive as possible. The poll also showed the perceived importance of shared economies, high-speed internet access and housing where they can live as they grow older. In the Denver metro area, housing costs are outstripping incomes as well as pushing people out of the running for home ownership. A particularly concerning problem for DRCOG is the rising number of older adults in the region who are being forced out of their homes with no place to go except fully subsidized Medicare/Medicaid facilities and even homeless shelters and, across the nation, there is a record number of millennials living with their parents. Staff will provide background on this topic and Board directors are asked to share their experience, best practices, and suggestions for dealing with this very real regional challenge.
- **Urban Growth Boundary/Area (1.5 hours max)**
DRCOG's urban growth boundary/area (UGB/A) helps provide predictability in planning and acts as a growth staging tool to manage infrastructure and services efficiently. Staff will provide background on the UGB/A program from when it was initiated to present day and describe upcoming issues where Board guidance will be needed in 2016/17. Board directors will be asked for their opinions on the process for moving forward.
- **What's next for mobility? (1.5 hours max)**
In this session, staff will review up and coming innovations in transportation, tools to help assess the benefits and value of investments and, the transportation-related challenges facing the Denver metropolitan region. Board directors will suggest a process to envision the next 5, 10, 20 years and what would be needed to reduce congestion, move people and freight efficiently (faster, better, cheaper), improve air quality, and support people of all ages, incomes and abilities.

- **Community Caucuses (1.5 hours max breakout session – could be accomplished during a working lunch) Does committee suggest working lunch for this purpose?**

This would be time set aside for small, medium, and large communities to sit together and discuss common threads, challenges, opportunities to support one another and identify any opportunities for DRCOG to be more supportive.

Conclusion 3:30

- Chair's remarks – perhaps a mention of the Board maintaining its collaborative spirit and focused on what's best for the Denver metropolitan area through this discordant political season.

ATTACH C

To: Chair of Performance and Engagement Committee

From: Jennifer Schaufele, Executive Director
303-480-6701 or jschaufele@drcog.org

Meeting Date	Agenda Category	Agenda Item #
July 6, 2016	Informational	5

SUBJECT

DRCOG Board Director Collaboration Assessment Results - 2016

PROPOSED ACTION/RECOMMENDATIONS

None

ACTION BY OTHERS

In May of 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 2 new Board committees, Finance and Budget and Performance and Engagement. The Performance and Engagement Committee will have the role of reviewing results and leading efforts to improve areas identified by Board Director feedback and/or Dr. Larson's observations.

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. The assessment was developed by Dr. Carl E. Larson, professor emeritus at the University of Denver, through his work on many other collaborative efforts. The information is presented in two documents; the Observations document is first and the results of the assessment follow.

PREVIOUS DISCUSSIONS/ACTIONS

N/A

PROPOSED MOTION

N/A

ATTACHMENT

Attachment: Dr. Larson Board Collaboration Results Observations and biography.
DRCOG Board Collaboration Assessment Results – 2016

ADDITIONAL INFORMATION

If you have questions about the results, please contact Herb Atchison, Chair of the Performance and Engagement Committee 303.915.5625. If you have questions about the assessment process, please contact Jerry Stigall at jstigall@drcog.org or 303-480-6780.



**OBSERVATIONS ON
DRCOG'S COLLABORATION ASSESSMENT
2016
by
Carl E. Larson, Ph.D.**

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OBSERVATIONS ON THE COLLABORATION ASSESSMENT 2015 TO 2016

INTRODUCTION

Last year I suggested that the board concentrate on three important dimensions in your collaboration assessment: authenticity, structural integrity, and strong leadership. You were already strong on those three dimensions, and your strengths positioned you to improve on these important qualities of collaboration. Your results are even better this year, and you have positioned yourselves to make continued improvements in the quality of your collaborative process.

SUSTAINING POSITIVE MOMENTUM

When examining the change from 2015 to 2016, you will see that very consistent improvements have occurred on authenticity and strong leadership. The change in structural integrity, though less consistent, nevertheless shows improvement in key items, such as “the process responds fairly to the needs of its members.” The foundations are still there, and getting stronger. Authenticity and strong leadership showed marked improvement.

Your discussions of the results of your assessments should and probably will explore multiple alternative places to focus your energies. Let me suggest one particularly problematic area which threatens the success of many collaborations. Consider the following combination of circumstances.

*In 2015 one of your lowest rated items was an authenticity item: “In the process, strings are being pulled from outside board discussion which influence important decisions.” This item also showed by far, the least amount of change from 2015 to 2016 among authenticity items. Your open-ended comments reinforce member concerns about this issue.

*Authenticity is the factor which best predicts collaborative success and often leads to the all-important development of collective identity. It also is the factor that characterizes the extraordinary failures of some collaboratives. Last year I described briefly an example of failed collaboration in a Colorado community initiative. I have encountered some very unusual failures resulting from collaborations which were experienced by participants as “phony.” If people are led to believe that their efforts are genuine and their time together will result in real decisions on important issues, and then they discover that decisions are often predetermined outside the collaborative process, they can become cynical and counter-productive. They can sabotage entire organizations, allow faulty plans to be implemented that they know will fail terribly, engage in actions that they know to be disastrous but which grow from disillusionment with the process. I doubt if your board is anywhere near these conditions, but an inauthentic process is a bomb ready to explode. It is a good strategy to correct the problem before it gets worse.

THE IMPORTANCE OF AN EXPERIMENTAL MINDSET

Whether you decide to focus on authenticity or some other aspect of your collaboration, you can derive considerable comfort from knowing that when it comes to collaborative leadership, “doing something” is usually more important than “doing the right thing.” For example, it is more important that you and your spouse have agreed on *how* you will handle contention or conflict rather than deciding on the *best way* to handle contention or conflict. It is more important that your team members are following the *same* problem-solving process rather than using the *right* problem-solving process.

As your board discusses authenticity, it is more important that you end by *trying something*, rather than waiting until you have agreed on the *solution* to the problem. As long as you are trying something, you are likely to find a way to improve the situation. If you are not trying to make conditions better, they rarely improve on their own.

PERSEVERANCE

Clearly, you have taken action to address the issues raised by your 2015 assessment. With successful collaboratives that action is usually a *first step* moving in the direction of finding a strategy for solving a problem. What matters now is the perseverance of the group in monitoring its progress and adjusting its problem-solving strategies. One way that perseverance is enhanced is by a strategy which has been labelled “vigilant function.”

Vigilant function involves assigning responsibility for monitoring a problem or issue and keeping that problem or issue *in front* of the group as a whole. Leadership research has strongly reinforced the finding that more successful leadership involves the willingness to identify, raise, and resolve the difficult issues that are impacting a group’s performance.

Your improved ratings on “strong leadership” are consistent with collaboration success. You have identified and raised a *difficult* issue and have taken the *first step* toward resolving it. You have a newly created infrastructure which now includes a Finance and Budget Committee and a Performance and Engagement Committee. Your Performance and Engagement Committee now can be responsible for leading the process of identifying, raising, and acting upon the issues impacting the success of your collaborative efforts.

CELEBRATE YOUR PROGRESS

Since the early research from MIT and Harvard on how groups manage contention, we have known that the threats most likely to deter collaboration are competition among group members and the adoption of strategies which pursue *self-interest* rather than *common goal*. These are among the most difficult issues to manage in groups, especially which decide “who gets what.”

You have done a remarkable job of taking the first steps toward addressing issues which have plagued collaborative efforts, probably throughout history. From what I have seen in 50 years of studying this process, what you are doing deserves continued optimism and commitment.

Carl E. Larson, Ph.D.

Carl Larson is Professor Emeritus of Human Communication Studies and past Dean of Social Sciences at the University of Denver. Teaching is his life's work, and he has enjoyed engaging in it with undergraduates, master's, doctoral, and post-doctoral students. After retirement from teaching, he continues to work in seminars and workshops with a very wide range of adult participants. Dr. Larson has received many awards for teaching excellence, including the Driscoll Master Educator Award given by the students of the University of Denver to the University's outstanding professor.

Dr. Larson's main research activities have focused on groups and teams, leadership, collaboration, and negotiation. He has co-authored eight books on these topics, including:

Successful Communication and Negotiation, with Alvin Goldberg (Gardena, CA: International Right of Way Association, 1992).

Collaborative Leadership, with David Chrislip (San Francisco: Jossey-Bass, 1994).

Teamwork: What Must Go Right/What Can Go Wrong, with Frank LaFasto (Newbury Park, CA: Sage, 1989).

When Teams Work Best, with Frank LaFasto (Newbury Park, CA: Sage, 2002).

The Humanitarian Leader in Each of Us: 7 Choices that Shape a Socially Responsible Life, with Frank LaFasto (Newbury Park, CA: Sage, 2012).

Dr. Larson's research and consulting have moved increasingly to issues of collaborative leadership, when individuals must come together from different sectors, interests, backgrounds, positions, and values. These differing stakeholders must reach an agreement about how to manage a situation that requires a resolution.

Dr. Larson studies leaders who do this well and what account for their success. As a result, much of his consulting is done for institutions, such as: The Regional Institute for Health and Environmental Leadership (Denver, CO), The Collaborative Management Program of the State of Colorado, the Colorado Center for Nursing Excellence, The Kansas Leadership Center, and others.

In addition to his awards for teaching excellence, Dr. Larson has received awards for research (e.g. The Omni Award for contributions to evaluation research) and for community service (e.g. The Florence Sabin Award from the Colorado Public Health Association).

Dr. Larson has had considerable experience developing courses and programs for delivery to specific audiences. Some of these experiences include:

- He was selected the subject matter expert for the collaborative leadership program developed by the Turning Point Initiative on improving public health leadership, funded by the Robert Wood Johnson Foundation.
- He, with his colleague, Alvin Goldberg, developed the team leadership courses, public hearings program and the communication and negotiation courses for the International Right-of-Way Association, an association of over 10,000 professional negotiators.
- He was the content expert for the team leadership and collaboration program developed by UniVentures for their clients.
- He was a founding faculty in 1994 of the Pioneer Leadership Program at the University of Denver, an undergraduate program that was featured in the Chronicles of Higher Education and became an early model for academic leadership programs.
- He, along with his colleague Frank LaFasto, developed assessments on teamwork, team leadership, collaborative leadership, and interpersonal effectiveness used by Baxter Healthcare, the FBI, AT&T, the Leadership and Management Institute at CDC, and many other organizations.
- Dr. Larson has conducted research on leadership and collaboration for projects funded by the Rockefeller Foundation (in Africa), the MacArthur and Luce Foundations (on the American Leadership Forum, funded by these foundations), the U.S. Congress (on metropolitan planning organizations), the Colorado Trust (on sustainability of their Healthy Communities grants), the Collaborative Management Program of the state of Colorado (on the success of county programs for assisting at-risk youth and families) among many others.



DRCOG BOARD COLLABORATION ASSESSMENT RESULTS 2016

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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 Authenticity section is reversed score. 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. True for those items is scored as a 1 and False is scored as a 4 in order to calculate the average.

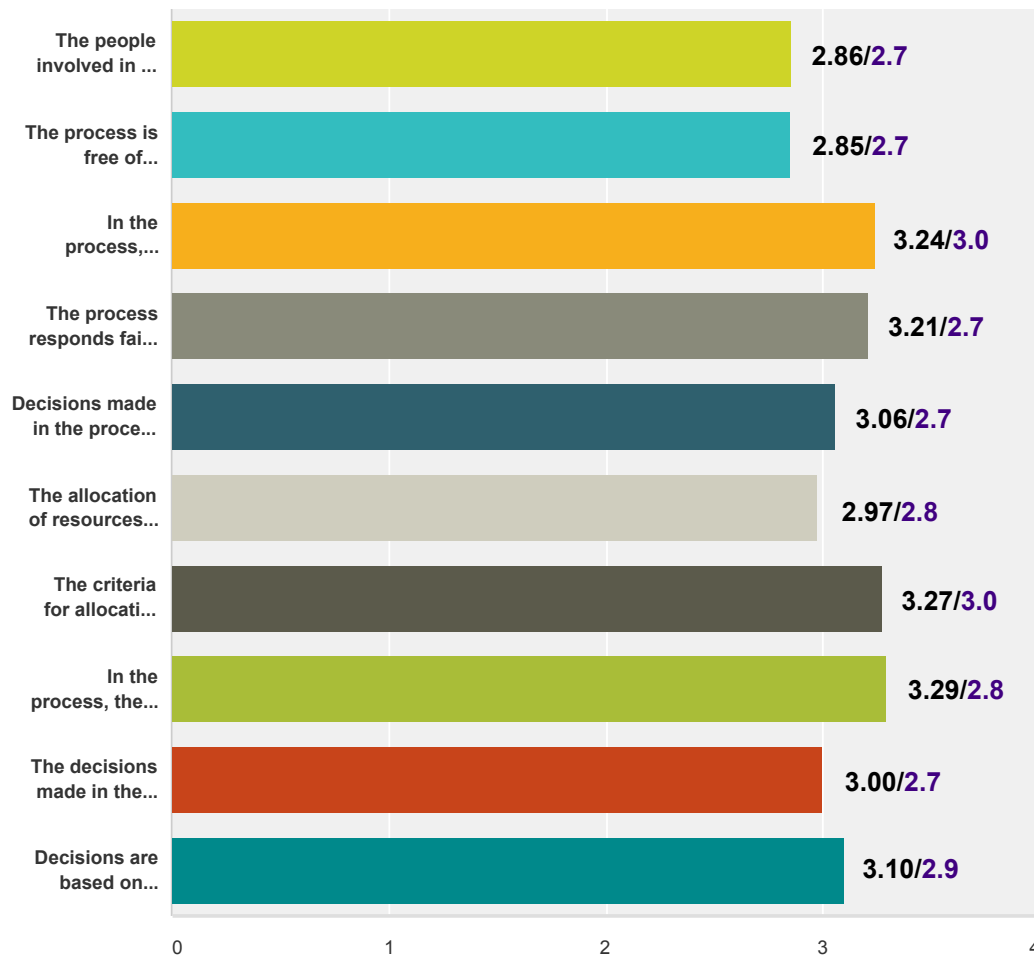
Don't Know/Not Applicable is a 5th answer option but is not factored into the average. Scores **above 2.5** (mid-point of scale) are moving in a positive direction and **scores below 2.5** are moving in a negative direction.

Bar charts in the report will **include two scores**; **2016** (1st score - **black** font) and **2015** (2nd score - **purple** font)

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

DRCOG Board Collaboration Assessment - 2016

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	Total	Weighted Average
The people involved in the process usually are focused on broader goals (outcomes) of the region, rather than individual agendas.	17.14% 6	57.14% 20	20.00% 7	5.71% 2	35	2.86
The process is free of favoritism.	20.59% 7	55.88% 19	11.76% 4	11.76% 4	34	2.85
In the process, everyone has an equal opportunity to influence decisions.	50.00% 17	32.35% 11	8.82% 3	8.82% 3	34	3.24

The process responds fairly to the needs of its members.	35.29% 12	52.94% 18	8.82% 3	2.94% 1	34	3.21
Decisions made in the process are based on fair criteria.	26.47% 9	58.82% 20	8.82% 3	5.88% 2	34	3.06
The allocation of resources is decided fairly.	25.00% 8	50.00% 16	21.88% 7	3.13% 1	32	2.97
The criteria for allocations are fairly applied.	39.39% 13	51.52% 17	6.06% 2	3.03% 1	33	3.27
In the process, there is sufficient opportunity to challenge decisions.	48.57% 17	37.14% 13	8.57% 3	5.71% 2	35	3.29
The decisions made in the process are consistent.	21.21% 7	60.61% 20	15.15% 5	3.03% 1	33	3.00
Decisions are based on accurate information.	26.67% 8	63.33% 19	3.33% 1	6.67% 2	30	3.10

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

At times in the past, people have indicated that they feel they do not have the opportunity to express their views and/or influence decisions made at the board table. I have never understood that perspective from the standpoint that they do have a voice at the table, they can express their views, and if they feel they are not being heard maybe they have the wrong representative at the table.

I recognize there is a very vocal minority that does not like the TIP criteria being connected to Metro Vision. But given that the majority approved the TIP criteria, the application of those criteria to projects WAS fair, even if everyone didn't agree. The organization should be evaluated on how well we implement the majority decisions that are made.

Overall I believe that DRCOG works to be fair but as with all human endeavors that is a goal.

It appears that cities to the north are not treated as favorable as others.

At times I'm concerned with criteria used for decision making. Even with the major review of TIP criteria we seem to still allocate resources based on how it's been done in the past.

While the overall goal and intention is to be regionally minded, it is easy as a board member to feel leanings toward decisions that effect your own community.

My answers and concerns are colored by our last TIP process. The criteria on selection appeared to be directly impacted by the submitted projects. I don't believe this process is fair or equitable to each of the members - in my opinion, each entity tries to better the region but the goal prioritization of each entity is different. We, as a Board, need to determine how we can empower each entity to reach resources that will better their municipality, further the region and allow each municipality to address those regional goals that are important at the local level. We need to forget about the divisiveness of the past and work toward respect and collaboration in all areas the Board oversees. Besides the TIP criteria, we have made great strides in coming together as a Board and I hope the momentum continues into the future.

I believe the board directors (through re-organization) is somewhat addressing the structural integrity of the organization. I look forward to and welcome the change.

Comments for the Structural Integrity (cont.)

Board members representing regions of lower population have less influence.

Board members must focus first on their individual entity needs, which makes it harder to shift to a collaborative process for the greater good. Not sure how to resolve this other than recognize the challenge of thinking locally, but acting globally.

Being new to the board it seems like previous relationships have already been built and if you're not part of the group your voice is not heard. The South Metro area gets more representation.

Very new to the process and do not have enough of a history to answer most of the questions.

I haven't been on this board long enough to give an accurate account of the decision process.

Still learning.

It continues to need improvement

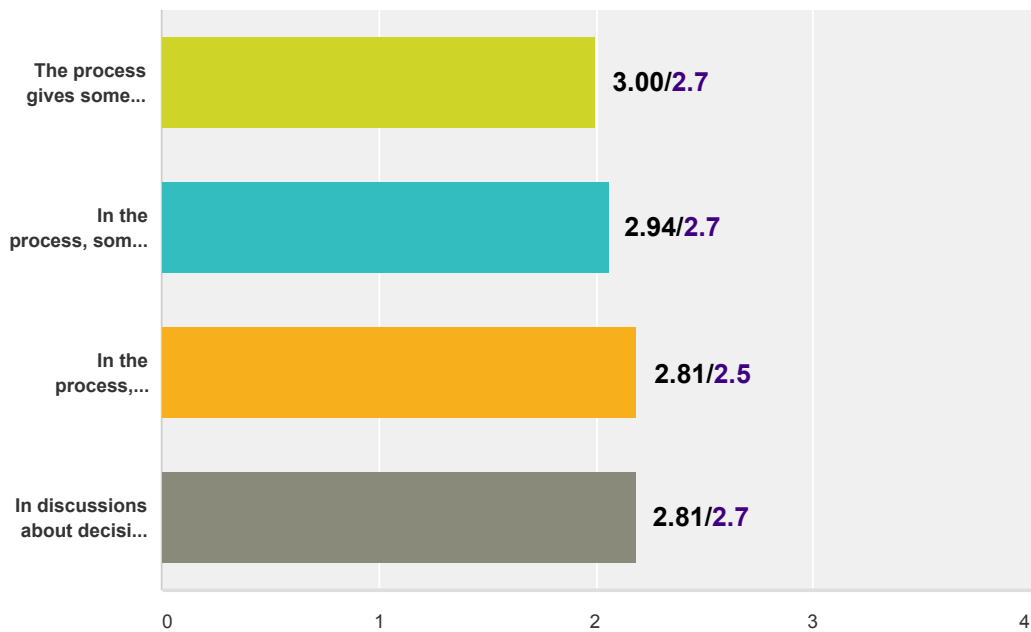
There is still a palpable bias among the DRCOG Staff in favor of Denver and Boulder. DRCOG employees can be depended on to always err in favor of a decision in the favor of Denver and Boulder.

The Executive Director has all but written off many of us from emerging jurisdictions outside of Denver and Boulder and made it clear our input is really just something to be tolerated, rather than considered. In this last year, we had a presentation from a past DRCOG Board Member from Boulder I believe. That presentation was proven to be false by a member of the DRCOG staff. Yet the presenter was given full access to the Board by the Executive Director and her managing staff and it took questioning by the Board members to reveal that his statements were in fact false. Facts already known by the DRCOG Staff, managers and Executive Director. As a matter of fact, I believe she gave the presenter of false information from Boulder, an award last year.

Still Learning process

'Equally' is not the same as 'equitably.'

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.



	True	More True than False	More False than True	False	Total	Weighted Average
The process gives some people more than they deserve, while shortchanging others.	9.38% 3	9.38% 3	53.13% 17	28.13% 9	32	3.00
In the process, some people's opinions are accepted while other people are asked to justify themselves.	8.82% 3	17.65% 6	44.12% 15	29.41% 10	34	2.94
In the process, strings are being pulled from outside Board discussions which influence important decisions.	15.63% 5	12.50% 4	46.88% 15	25.00% 8	32	2.81
In discussions about decisions or procedures, some people are discounted because of the organizations/jurisdictions that they represent.	12.90% 4	22.58% 7	35.48% 11	29.03% 9	31	2.81

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

The only reason that I didn't indicate all of these are completely false is that occasionally there is a "consortium" created of geographical partners that can create undue influence over what they normally would have.

Where some folks vote yes on a policy or proposal and some folks vote no, those who lose the vote will always feel that the decision is unfair/wrong. But in a body that operates on majority rule, we have to hear minority voices and work to incorporate their feedback, but honor the will of the majority.

The greatest influences on the Board discussions come from the Directors entity from which elected and appointed from.

I think Board Directors can't help but be influenced by personalities at the table and therefore some view points are readily accepted/dismissed based on who's offering the opinion.

I do believe some entities seek to guide the Board toward a preferred outcome on certain issues.

The groups that go beyond just providing public comment are concerning.

A vote on transportation last year strongly influences my responses in this section. Last year, it appeared additional discussion had taken place that positioned projects/entities more fairly than other projects/entities.

It will prove to be impossible to make the playing field absolutely level. DRCCOG is about as level a field as you will find.

With such a high number of Board members it is difficult to hear all opinions equally.

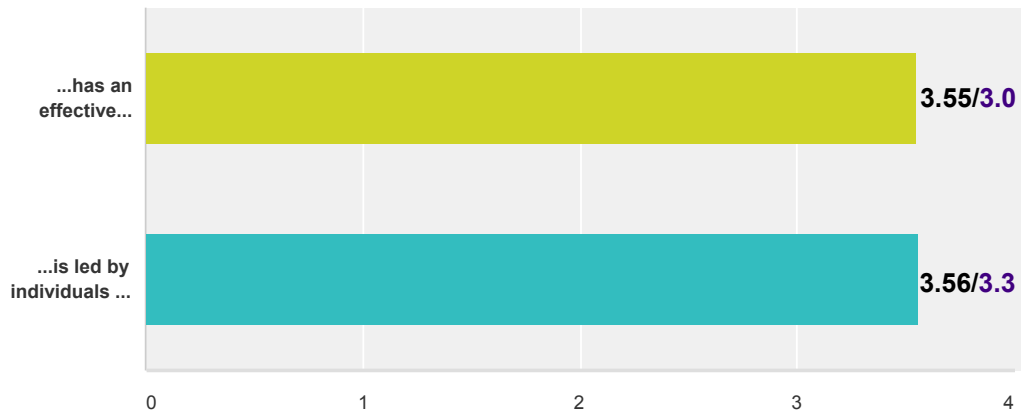
Goes back to previous relationships already in place and if you're not part of that group your voice is not heard.

Very new to the process and do not have enough of a history to answer most of the questions.

Outside influence is not a factor in Board decisions

The influence special interests have in the TAC phase of every decision making cycle is criminal. The Board is essentially being presented with a fait accompli crafted by the special interests outside of the influence of the members elected to represent their jurisdictions.

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	Total	Weighted Average
...has an effective organizer/coordinator.	66.67% 22	24.24% 8	6.06% 2	3.03% 1	33	3.55
...is led by individuals who are strongly dedicated to the Mission and Vision of DRCOG.	73.53% 25	14.71% 5	5.88% 2	5.88% 2	34	3.56

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

Our ED is very dedicated, but is not effective at leading through conflict, she continues to seem conflict adverse, which limits her ability to help coordinate and lead through differences of opinion.

The administrative staff works hard to do their best to provide what the directors need to properly make decisions.

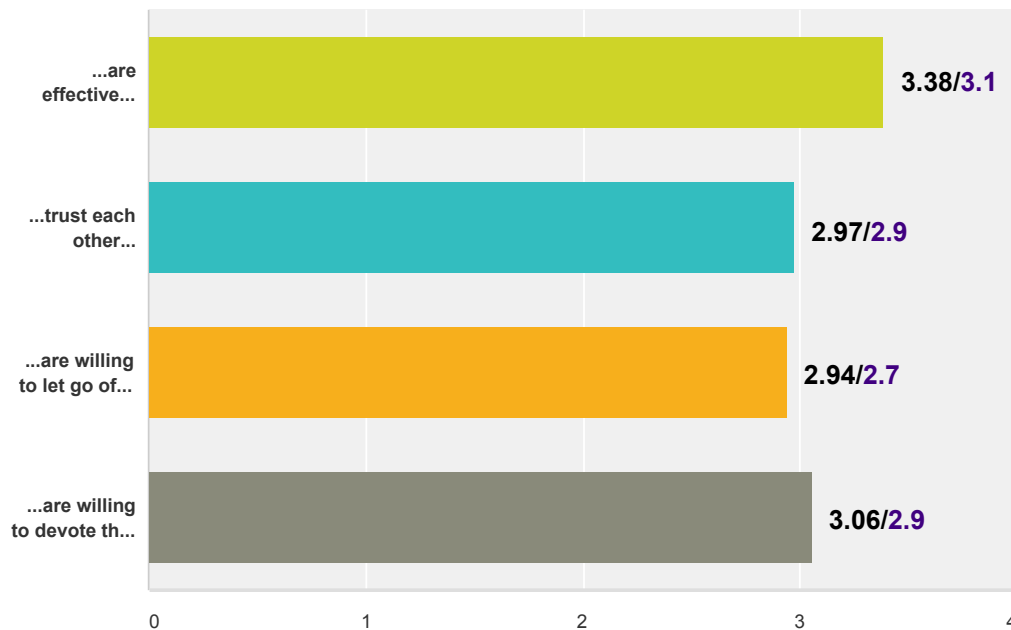
We are blessed to have people who are passionate, dedicated and committed to DRCOG - I feel fortunate to work along side of all Board Members.

I am seeing some positive change in the leadership and "culture" of the board of directors. Leadership actions must consistently reinforce that we are a "Council of Governments" working together to improve transportation connections and life in the region.

The last several Board Chairs have done an admirable job in their roles.

I am concerned we have current leadership that is more concerned about their next steps in their careers, than the Mission and Vision of DRCOG and the Denver Region as a whole.

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	Total	Weighted Average
...are effective liaisons between their home organizations and our group.	41.18% 14	55.88% 19	2.94% 1	0.00% 0	34	3.38
...trust each other sufficiently to honestly and accurately share information, perceptions, and feedback.	24.24% 8	54.55% 18	15.15% 5	6.06% 2	33	2.97
...are willing to let go of an idea for one that appears to have more merit.	20.00% 7	60.00% 21	14.29% 5	5.71% 2	35	2.94
...are willing to devote the effort necessary to achieve Metro Vision Outcomes.	27.27% 9	54.55% 18	15.15% 5	3.03% 1	33	3.06

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

Overall the Directors are willing to take the time and to put in the effort necessary to make DRCOG work. However, in the current transition of governers I have noticed that "control" over the focus of the Directors to be involved has had some push to a loyalty to DRCOG over the governmental entities each represents. On the two occasions I know of the problem when present was resolved properly.

Metro Vision is not a document with a shared vision and is biased towards one way of thinking and processing.

I still think there is concern by Directors over whether than can "buy in" or make strides in their individual communities to the MV outcomes.

So much of this is human nature; however, there are many true leaders on this board open to learning and collaboration. I have witnessed predominately adult, fair behavior.

It is difficult to articulate the monthly work we do at DRCOG within a Council update setting. Depending on the size and relevance the municipality has toward DRCOG, may make this challenging. I would think the smaller communities and those that are on the outer edge would find it difficult to communicate the monthly purpose and relevance and monthly actions to their municipality.

Members highest commitment is to the organization that they represent at DRCOG.

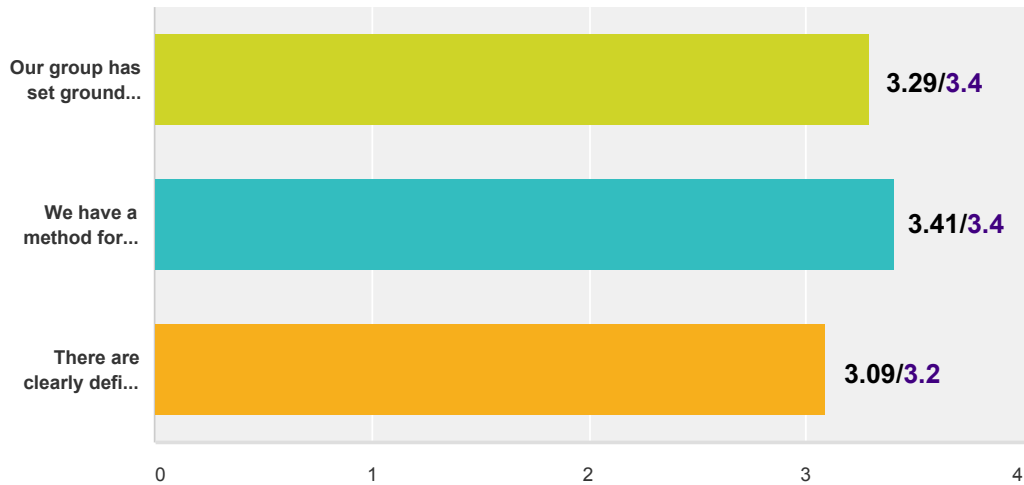
Very new to the process and do not have enough of a history to answer most of the questions.

Perhaps the most important area upon which this survey is focused.

I think that we are in transition to a better Board. There were small groups who are meeting outside of the organization's Board meetings, who should focus their concerns and issues with all in the membership organizations so we can continue to make a great region by collaborate a whole versus factions.

Although I generally feel that most members are willing to listen to the ideas of others, and are willing to lay their ideas aside if there is a better one out there (or a consensus that doesn't support theirs), there are those that are like a dog on a bone sometimes. When a member has expressed a view, then expressed it again, and again...at some point they just need to chalk the outcome up to lessons learned and move on.

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.



	True	More True than False	More False than True	False	Total	Weighted Average
Our group has set ground rules and norms about how we will work together.	44.12% 15	44.12% 15	8.82% 3	2.94% 1	34	3.29
We have a method for communicating the activities and decisions of the group to all members.	50.00% 17	44.12% 15	2.94% 1	2.94% 1	34	3.41
There are clearly defined roles for group members.	36.36% 12	45.45% 15	9.09% 3	9.09% 3	33	3.09

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

This is in process. I would anticipate that over the remainder of 2016 this will be improved top True.

The Structure/Governance group has provided a clearer understanding on these items. We have done a great job to identify and memorialize the norms on slides and laminated cards that Board Members see monthly.

As with any new board or elected position - the first few meetings - you are drinking from a fire hose and I think that is true with DRCOG. With the new "organizational structure" it would be nice to have an overview of the committees, what they represent, who currently serves, when seats come open, what the current time commitment is for these committees.

In the past there seemed to be too many committees and groups attended by basically the same members. The Board should continue to work at getting the business of the organization efficiently concluded in the fewest number of meetings.

Very new to the process and do not have enough of a history to answer most of the questions.

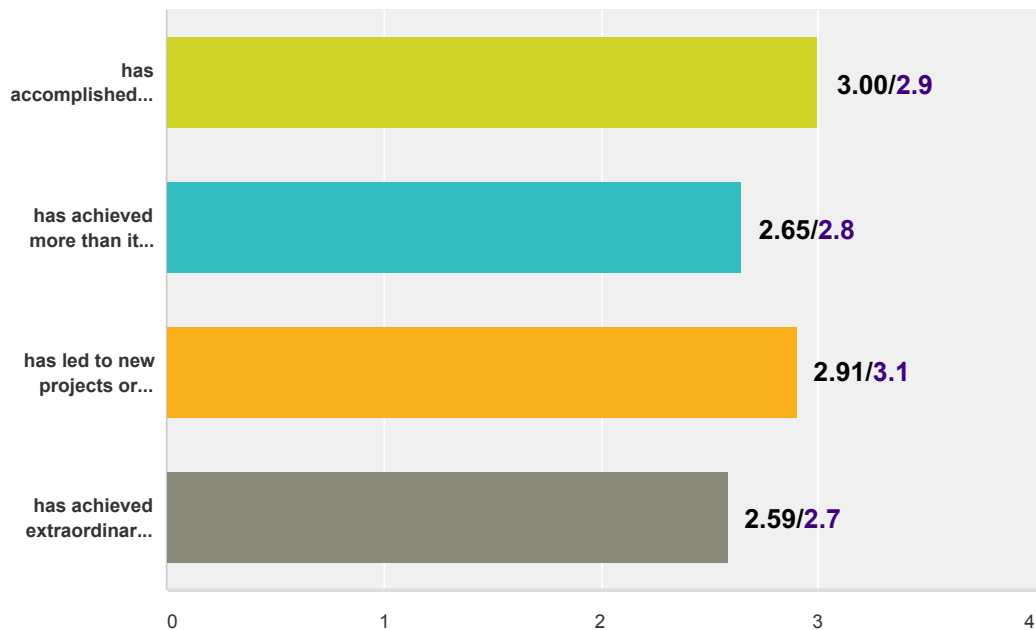
I have not been on a committee so there is no history to draw upon.

The tie that binds is Connie

At this time, the new committees will be/are 'in process.'

Unfortunately this is still new, but with all the discussions and documentation, we have clear direction for such committees. I am excited for our future.

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. Outcomes will be assessed in section VIII. Our Collaborative...



	True	More True than False	More False than True	False	Total	Weighted Average
has accomplished its specific objective	20.00% 5	64.00% 16	12.00% 3	4.00% 1	25	3.00
has achieved more than its original objectives.	8.70% 2	56.52% 13	26.09% 6	8.70% 2	23	2.65
has led to new projects or efforts.	26.09% 6	52.17% 12	8.70% 2	13.04% 3	23	2.91
has achieved extraordinary success.	13.64% 3	45.45% 10	27.27% 6	13.64% 3	22	2.59

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

I believe it is proceeding better than anticipated.

I do not have the familiarity to offer a valid opinion.

I don't recall the Board ever getting an interim update on the measures that the Board set for the examples. It would be nice to get at least an annual update or have a dashboard for the Board to review to determine how we are progressing. I do believe this is a feature that we are currently working on and will be available in the near future.

As a region (the Denver metro area), I believe overall we are successful.

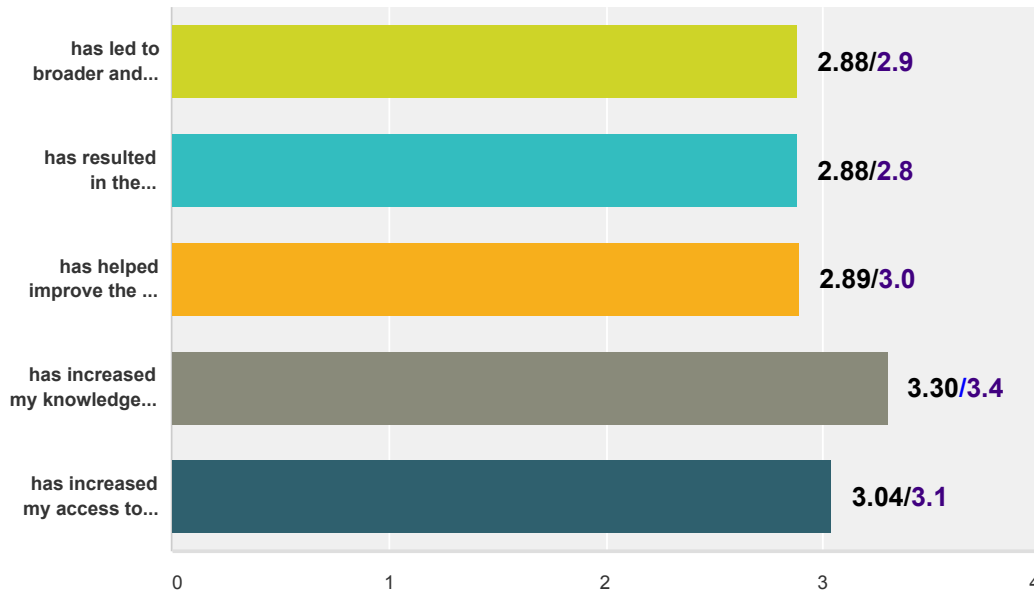
Provide time on Board agenda for members to share status and successes of collaborative projects at meetings.

My only knowledge is from the US 36 project which is very successful

I am hard pressed to think of new overall projects as opposed to specific projects

I still say we are failing to succeed in our central role as the RTP for the Region.

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...



	True	More True than False	More False than True	False	Total	Weighted Average
has led to broader and more meaningful engagement of diverse partners.	34.62% 9	34.62% 9	15.38% 4	15.38% 4	26	2.88
has resulted in the emergence of new leaders committed to collaboration.	23.08% 6	53.85% 14	11.54% 3	11.54% 3	26	2.88
has helped improve the way our participating jurisdictions work together.	18.52% 5	59.26% 16	14.81% 4	7.41% 2	27	2.89
has increased my knowledge of resources outside of my agency/organization.	46.67% 14	43.33% 13	3.33% 1	6.67% 2	30	3.30
has increased my access to resources outside of my agency/organization for my community.	37.04% 10	40.74% 11	11.11% 3	11.11% 3	27	3.04

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

It has allowed greater networking and interaction with Directors and resources

Still learning

DRCOG has broadened my perspective and ability to understand and communicate regional concerns and goals.

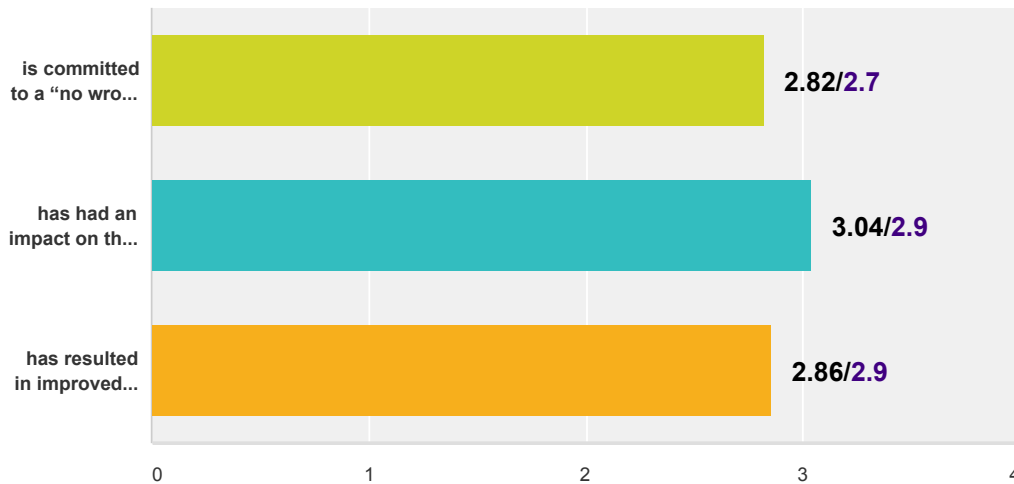
DRCOG is the excuse that brings diverse municipalities together to talk and help each other out in many functional areas outside the scope of DRCOG. Attending DRCOG meetings allow Board Members to get together, ask questions and share knowledge. This allows the region to become a community that is more effective and efficient.

It appears that more jurisdictions are engaging during board discussions. It certainly appears more collaborative than prior years.

Very new to the process and do not have enough of a history to answer most of the questions. Some new self appointed leaders have emerged.

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 2035) Our Collaborative...



	True	More True than False	More False than True	False	Total	Weighted Average
is committed to a "no wrong door" approach where any idea can be considered.	25.00% 7	46.43% 13	14.29% 4	14.29% 4	28	2.82
has had an impact on the outcomes it is targeting.	25.00% 7	57.14% 16	14.29% 4	3.57% 1	28	3.04
has resulted in improved outcomes for the population served.	17.24% 5	58.62% 17	17.24% 5	6.90% 2	29	2.86

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

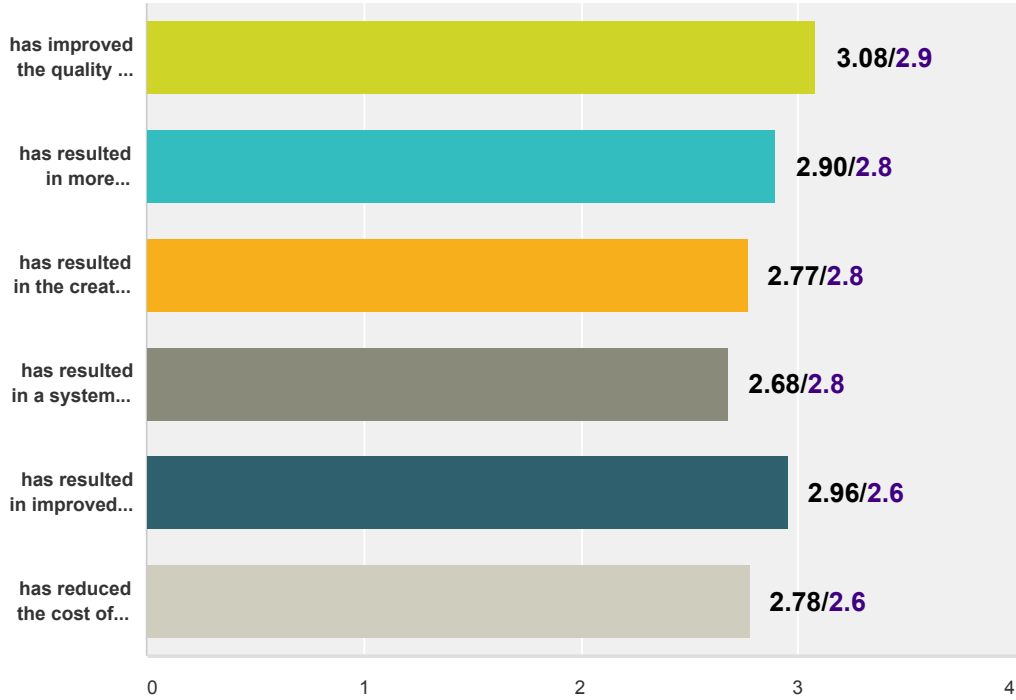
This varies depending upon the specific outcome you're talking about. It would be helpful to survey us on the specific Metro Vision goals or major DRCOG program areas; it would give a more accurate picture of where we are doing well and where we aren't

This item seems to be somewhat esoteric as presented.

I would like DRCOG to take a more active role in promoting collaboration between a county and their towns and cities. Providing consultative services to the smaller communities that do not have the numbers and provide them discussion on best practices and visioning on where they are at in the cycle and what to expect and how to effectively plan.

Improved outcomes are limited.

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...



	True	More True than False	More False than True	False	Total	Weighted Average
has improved the quality of services for the population served.	34.62% 9	42.31% 11	19.23% 5	3.85% 1	26	3.08
has resulted in more streamlined service provision across participating jurisdictions/organizations.	15.00% 3	65.00% 13	15.00% 3	5.00% 1	20	2.90
has resulted in the creation of a system that is easier for the population served to navigate.	13.64% 3	59.09% 13	18.18% 4	9.09% 2	22	2.77
has resulted in a system that makes it easier for population served to access needed services.	9.09% 2	59.09% 13	22.73% 5	9.09% 2	22	2.68
has resulted in improved quality of services within my agency/ organization due to our participation on the DRCOG Board.	26.09% 6	47.83% 11	21.74% 5	4.35% 1	23	2.96
has reduced the cost of delivering services for the population served by my agency/organization that are also served by DRCOG.	22.22% 4	44.44% 8	22.22% 4	11.11% 2	18	2.78

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

DRCOG does not provide direct services to the public overall, outside the AAA. I would rate the AAA highly for direct service provision, but since the DRCOG board is more involved in transportation and regional planning, I don't think it is accurate to evaluate those pieces of our work as services to a population in this way. Difficult to determine outcome at this time

Still learning

My comments above are primarily directed to DRCOG's AAA services. I don't believe the Board Directors make decisions that strongly impact the access or delivery of those services. It is the good work of staff.

Improvement needed to disclose all agencies that provide senior services. A comprehensive website that outlines all public and private service providers for seniors would be great.

Government, by its very nature is inefficient. With increased services, inherently, comes increased complexity and increased cost.

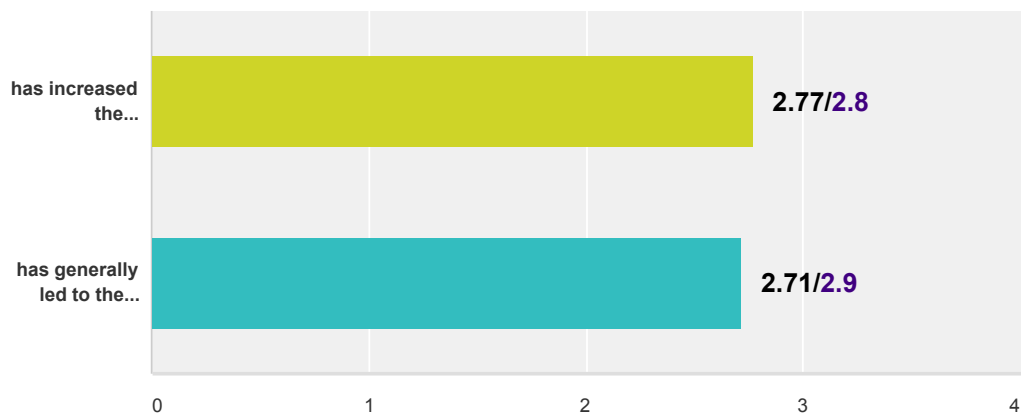
Very new to the process and do not have enough of a history to answer most of the questions.

Our population has been underserved and fights for all of its services.

I'm not aware of any substantially improved services or in reduced costs in my town or surrounding county.

I find it hard to believe that anyone could be positive in this area.

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...



	True	More True than False	More False than True	False	Total	Weighted Average
has increased the availability of continuous and uninterrupted services for the population served by DRCOG, regardless of the funding source.	18.18% 4	54.55% 12	13.64% 3	13.64% 3	22	2.77
has generally led to the creation of more comprehensive services plans for the population served by participating jurisdictions/organizations.	23.81% 5	42.86% 9	14.29% 3	19.05% 4	21	2.71

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

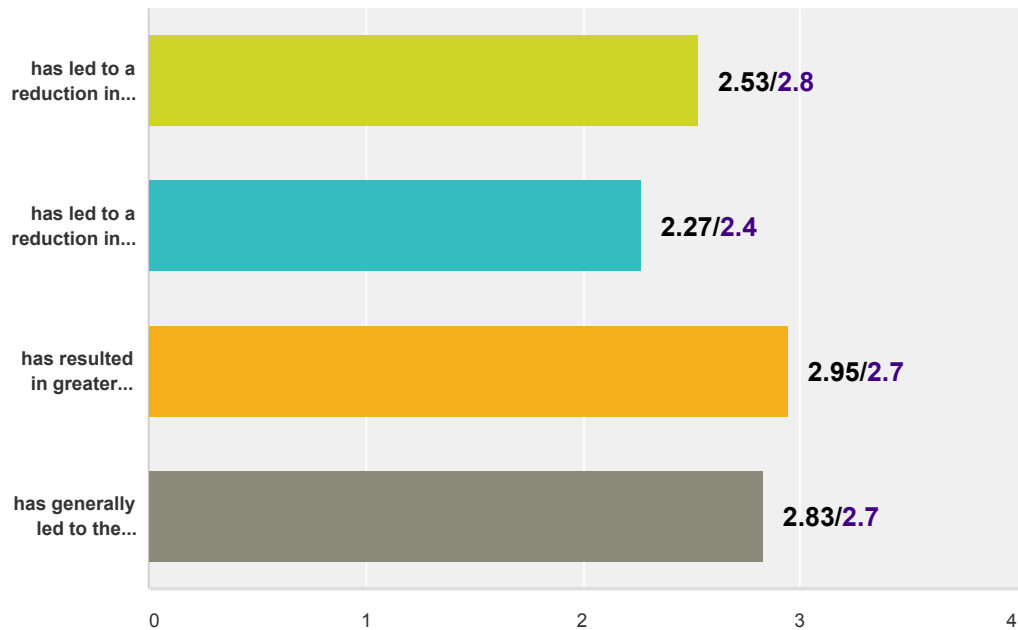
Again, "service" is a very awkward term. But I do think the transportation system we deliver is more streamlined because of DRCOG's role.

Again this is difficult to judge at this time. It seems to be improving.

We appreciate (northern jurisdictions DRCOG's effort to utilize additional funding for the rail study.

Again I am hard pressed to be positive in this area.

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	Total	Weighted Average
has led to a reduction in the duplication of overlapping services across all participating jurisdictions/organizations when serving the region.	5.88% 1	58.82% 10	17.65% 3	17.65% 3	17	2.53
has led to a reduction in the number of professionals providing overlapping services for the population served.	0.00% 0	60.00% 9	6.67% 1	33.33% 5	15	2.27
has resulted in greater integration of services for the population served.	21.05% 4	63.16% 12	5.26% 1	10.53% 2	19	2.95
has generally led to the creation of more comprehensive services plans for the population served.	16.67% 3	66.67% 12	0.00% 0	16.67% 3	18	2.83

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

DRCOG doesn't provide services outside the AAA directly to constituents.

I think this answer may differ depending upon whether you're thinking of the AAA or transportation.

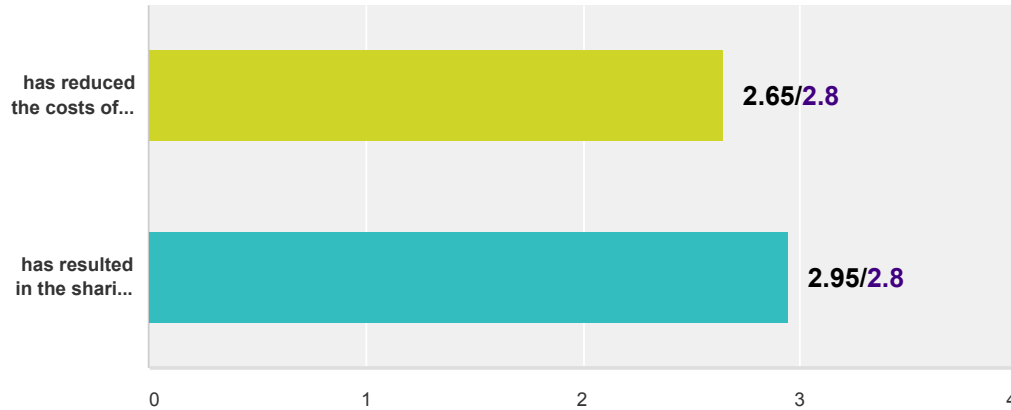
Again exposure to date here does not allow a informed decision of success here to be made.

I think we are still at the discovery and awareness phase. In the coming years, I believe we can work together to eliminate redundancy and increase efficiency.

The above is true for only some populations, not all

This area is one where there has been an increase in the number of professionals not a decrease.

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...



	True	More True than False	More False than True	False	Total	Weighted Average
has reduced the costs of delivering services to the population served.	10.00% 2	65.00% 13	5.00% 1	20.00% 4	20	2.65
has resulted in the sharing of costs between jurisdictions/ organizations participating in the collaborative.	18.18% 4	63.64% 14	13.64% 3	4.55% 1	22	2.95

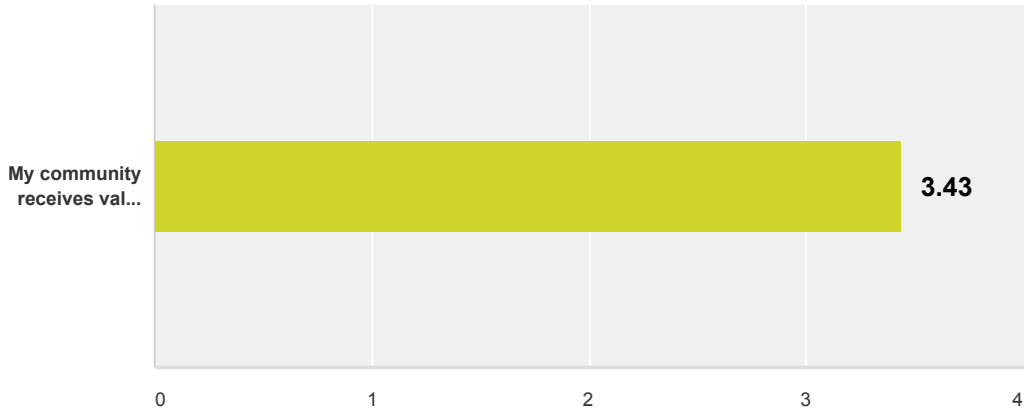
Please provide comments for the Costs section in the space below.

This has created the view that we are improving and succeeding

Not sure of the evidence for sharing of costs...projects are focused more on the individual entity with little emphasis or description of the shared benefits and costs.

The number of sharing of costs is limited. There are instances where "partnerships", e.g. Denver and Glendale may have saved Glendale fire service costs, but the jury is still out on Englewood and Sheridan.

Membership Value



	True	More True than False	More False than True	False	Total	Weighted Average
My community receives value from being a member of DRCOG.	63.89% 22	22.22% 8	8.33% 3	5.56% 2	35	3.43

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

My community receives value from DRCOG. DRCOG receives value from each of the involved communities also, but my community receives value also from the individual members of DRCOG.

Definitely not.

This is true both in information received, use of tools, and financial assistance.

Our community has benefited from grant funding for traffic signals. It is much appreciated and a project we wouldn't have completed without the use of DRCOG. Our entity (and I believe businesses) also utilize the aerial photography program.

Without question.

We are small and we are north. In general, the types of services and the scale at which they are offered are not often not relevant to my community and those that surround us at this time. As we grow, as the population of our area increases, as the transportation needs of the area in the "gap miles" on the northern I-25 corridor are addressed, DRCOG will become more relevant and more important.

Hard to estimate what we would have received if we were not members since we have had such a longstanding membership.

Please provide additional comments in the section below.

Questions VI thru XII do not readily fit with a clear vision of how they are actually working. The perception is that they are but I don't have confidence with the validity of the conclusion.

I see some real positive changes in DRCOG recently. I think the "on-boarding" program will deepen the level of understanding and commitment for new directors. I've been around for a while and I still don't know all the ins and outs of the organization.

DRCOG has some real potential, but they are not as inclusive as they try to portray themselves. The bigger cities and the south metro area seem to have much more say. Collaboration should be more than just a word it should be an action.

DRCOG is overwhelmed by process. Many of the above questions seem redundant and what are you going to do with a negative response? It will take some time to understand what DRCOG actually does but I am looking forward to learning.

Survey was too long.

ATTACH D

To: Chair and Members of the Performance and Engagement Committee

From: Jennifer Schaufele, Executive Director
(303) 480-6701 or jschaufele@drcog.org

Meeting Date	Agenda Category	Agenda Item #
July 6, 2016	Informational	6

SUBJECT

This item concerns review of the revised draft Committee Guidelines and *Articles of Association*.

PROPOSED ACTION/RECOMMENDATIONS

Staff recommends the Committee review counsel's revisions to the draft Committee Guidelines and *Articles of Association*.

ACTION BY OTHERS

N/A

SUMMARY

Following up on the revisions proposed by the Finance and Budget Committee, Nominating Committee, and Performance and Engagement Committee, DRCOG's legal counsel drafted changes to the Committee Guidelines and the *Articles of Association*.

The Performance and Engagement Committee is asked to review the Committee Guidelines and *Articles of Association* and recommend any additional revisions needed. If no additional revisions are identified, the Committee Guidelines and *Articles of Association* will be forwarded to the Board for adoption.

PREVIOUS DISCUSSIONS/ACTIONS

N/A

PROPOSED MOTION

N/A

ATTACHMENT

- Draft Committee Guidelines
- Draft *Articles of Association*

ADDITIONAL INFORMATION

Should you have any questions regarding this item, please contact Jennifer Schaufele, Executive Director, at 303-480-6701 or jschaufele@drcog.org.

COMMITTEE POLICY, GUIDELINES AND DESCRIPTIONS

JULY 2008

AMENDED FEBRUARY 18, 2009

AMENDED JULY 21, 2010

AMENDED OCTOBER 20, 2010

AMENDED JANUARY 19, 2011

AMENDED SEPTEMBER 21, 2011

AMENDED JANUARY 18, 2012

AMENDED JANUARY 16, 2013

AMENDED MARCH 19, 2014

AMENDED APRIL 20, 2016

AMENDED , 2016

**DENVER REGIONAL COUNCIL OF GOVERNMENTS
1290 Broadway, Suite 00
Denver, Colorado 80203**

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I. POLICY STATEMENT

The Denver Regional Council of Governments declares its desire to obtain the broadest possible involvement in its programs and decision-making process. The principal means of obtaining this participation is through the Board of Directors and its standing and advisory committees.

II. GUIDELINES

A. PURPOSE

The Board of Directors' decision-making process is designed to achieve the following goals:

1. increase participation by Board members and Board alternates in the policy process;
2. integrate technical and political issues into policy discussions and actions under the umbrella of Metro Vision;
3. undertake specific tasks as requested by the Board;
4. develop proposals and recommendations, with DRCOG staff assistance, for Board consideration;
5. interact with staff and Board members so the concerns of local governments are fully understood in the formulation of region policies; and
6. actively seek the involvement of other regional agencies, and business and citizen groups so that their perspective can be incorporated in DRCOG's program activities and decisions.

B. AUTHORITY FOR FORMATION

The categories for DRCOG committees include:

- Standing committees
- Ad hoc committees

Each is formed as provided by Board action, interagency agreement, federal or state statutes, memorandum of understanding or memorandum of agreement signed by the Board Chair or Executive Director. Descriptions follow.

C. MEETINGS

Committees may meet as needed or as specified in the committee description. If a committee wishes to request a meeting that is not regularly scheduled, the committee

chair must consult with DRCOG on staffing and meeting room availability. It will be the responsibility of DRCOG staff to maintain membership lists of the committees. Meeting notices will be distributed through DRCOG.

D. COMMUNICATIONS BY COMMITTEES

It is important for committees to understand their relationship to the staff of DRCOG and to the Board.

Most committees have a direct relationship with the DRCOG Board of Directors, while some have an indirect relationship with recommendations made through a designated committee. DRCOG staff provides information and administrative support to all committees and the Board.

To provide for effective communication throughout the committee structure, the following guidelines will apply.

1. The Board may provide direction to any committee on issues for consideration.
2. Committees with a direct relationship to the Board will review communications from committees with an indirect relationship and make a policy action recommendation to the Board.
3. Recommendations from ad hoc committees to the Board may be supplemented by specific information relative to implications and options for consideration.
4. Committee officers are encouraged to make presentations of committee actions to the Board.
5. Correspondence from committees to agencies, organizations or individuals outside DRCOG are to be prepared and forwarded to the Executive Director for review. The Executive Director has the discretion to obtain approval of the full Board for correspondence before signing.

E. MEMBERSHIP

Committee membership is based on differing authorities, which authorities address the number of members, qualifications, terms of office, and other requirements concerning committee membership. Specific committee membership information is as set forth in the authorities establishing or describing committees, and summarized for each committee in the below committee descriptions.

Standing Committees

Authorities for these committees and their criteria for membership come from the DRCOG Articles of Association, memoranda of agreement, intergovernmental

agreements, federal or state statutes, or Board authorization. These committees include:

- Executive Committee
- Finance & Budget Committee
- Performance & Engagement Committee
- Nominating Committee
- Regional Transportation Committee
- Transportation Advisory Committee
- Advisory Committee on Aging
- Steering Committee of the Baghdad-Denver Regional Partnership
- Fire Personnel Recruitment Advisory Committee

Ad Hoc Committees

The Board of Directors and the Metro Vision Issues Committee may create ad hoc committees to review and study specific issues within a specified timeframe. Ad hoc committees will have a written charge or scope of work set by the Board. The number of ad hoc committees must be aligned and within available DRCOG budgetary and staffing resources.

Ad hoc committee membership will comprise at least a half-plus-one of interested Board members and Board alternates. Other elected officials, as well as local staff and other stakeholders may be appointed, as appropriate. The Board Chair will appoint members to those committees created by the Board and will designate the committee chair. Members of ad hoc committees may not appoint an alternate to the committee. Meetings will be conducted on an informal basis and the spirit/intent is to reach consensus decisions.

F. ELECTION OR APPOINTMENT OF OFFICERS

Officers of a committee are designated or elected as provided in the authorities establishing or describing the committee. If not specifically stated in such authority, the chair and vice chair for a committee shall be elected from among the members annually.

G. SCOPE OF RESPONSIBILITY

Each committee has the scope of responsibility as provided in the authorities establishing or describing the committee.

H. QUORUM AND VOTING

Quorum and voting requirements are as provided in the authorities establishing or describing the committee. If not specifically stated in such authority, a quorum consists of one-third of the total voting members, a quorum is required for formal

action, and a simple majority of those present, assuming a quorum, carries a motion or other action.

I. OTHER PROCEDURES

In general, committee proceedings should be conducted on an informal basis. The rules of order shall be in accordance with the latest edition of Roberts Rules of Order, Revised.

All committee meetings will have an agenda that will be posted in the designated area for posting notice of meetings at least 48 hours in advance of the meeting. Agendas may also be posted to the DRCOG website. If the committee wishes to solicit input, it should schedule a specific time and notify all stakeholders of that opportunity. Seating for the public will be provided in an area of the meeting room that is distinct from that of the committee members. A meeting summary should be kept to the extent necessary to record decisions made. All motions must be recorded, including the person making the motion and the outcome of the vote. A committee may convene in executive session solely for purposes authorized by and in compliance with the procedures and requirements of the Colorado Open Meetings Law. Participation in an executive session shall be limited to members of the committee and such other persons identified by the committee as participants as part of the request or motion to convene in executive session.

Review of these guidelines and committee descriptions will occur periodically, but at least every four years.

III. COMMITTEE DESCRIPTIONS

EXECUTIVE COMMITTEE

Type: Standing Committee

Authority: Articles of Association, revised March 16, 2016

MEMBERSHIP

The incumbent Board officers shall constitute the Executive Committee of the Council.

OFFICERS

The incumbent DRCOG Chair and Vice Chair shall serve in such capacity on the Executive Committee.

RESPONSIBILITIES

- The Executive Committee shall be the primary executive leadership of the Council, providing leadership to the Board and guidance to the Executive Director.
- The Executive Committee has no policy making authority.
- The Executive Committee helps set Board meeting agendas; provides guidance on resolution of conflicts; provides process guidance, and receives updates from and assures the progress of committees of the Council.

QUORUM

A quorum for the transaction of Executive Committee business shall be four (4) of its members.

VOTING

A majority of those present and voting shall decide any question brought before the meeting.

FINANCE & BUDGET COMMITTEE

Type: Standing Committee

Authority: Articles of Association, revised March 16, 2016

MEMBERSHIP

The administrative business of the Council concerning finances, contracts and related matters shall be managed by the Finance & Budget Committee. The Committee membership shall not exceed more than one-quarter of the total membership of the Board. Members of the Finance & Budget Committee shall be appointed by the Board upon recommendation ~~nomination~~ of the Nominating Committee, in accordance with procedures and requirements set forth in the Articles of Association.

Committee members are appointed to two-year terms, except that in the initial establishment of the Committee, one half of the members are appointed to an initial one-year term so as to achieve staggered terms. A Committee members ~~are~~ is eligible to serve so long as the jurisdiction he or /she represents is a member of the Council, and he or /she remains that member's official member representative on the Board. Membership on the Committee is designated to the member's jurisdiction; therefore, if a member appointed to the Committee is no longer able to serve, membership on the Committee shall transfer to the succeeding member representative of that jurisdiction on the Board, for the remainder of the term of the Committee appointment. A Committee member may seek re-appointment at the expiration of his or her term two-year term, in accordance with the procedures and requirements set forth the in Articles of Association, but the Board shall have no obligation to re-appoint any member.

OFFICERS

The incumbent Treasurer of the Council shall serve as chair of the Finance & Budget Committee. The vice chair of the Committee shall be elected by the Committee at its first meeting following election of Board officers and to serve until the next election of officers.

RESPONSIBILITIES

The following powers and duties are vested in the Finance & Budget Committee:

- To review contracts, grants and expenditures and authorize the expenditure of funds and the entering into contracts, within the parameters of the Council budget.
- To execute official instruments of the Council.
- To review and recommend to the Board the budget as provided in Article XV of the Articles of Association.
- To review the Council's audited financial statements with the Council's auditor, and to undertake, oversee and/or review other organization audits.
- To receive and review other financial reports and provide regular updates to the Board.

- To compensate member representatives for expenses incurred in attending to the proper business of the Council.
- To be responsible for executing an employment contract with the Executive Director.
- To exercise such other powers, duties, and functions as may be authorized by the Board.

QUORUM

A quorum for the transaction of Finance & Budget Committee business shall be one-third (1/3) of its members, plus one.

VOTING

A majority of those present and voting shall decide any question brought before the meeting. The Budget & Finance Committee chair shall vote as a member of the Committee. A Committee member's designated alternate on the Board may attend meetings of the Committee and participate in deliberations, at the discretion of the chair, but may only vote in the absence of the member.

PERFORMANCE & ENGAGEMENT COMMITTEE

Type: Standing Committee

Authority: Articles of Association, revised March 16, 2016

MEMBERSHIP

The administrative business of the Council concerning the performance and evaluation of the Executive Director, the oversight of onboarding of new Board members and related matters shall be managed by a Performance & Engagement Committee. The Committee membership shall not exceed more than one-quarter of the total membership of the Board, plus the Board Chair who shall be an ex officio, [non-voting][voting] member of the Committee. Members of the Performance & Engagement Committee shall be appointed by the Board upon recommendation ~~nomination~~ of the Nominating Committee, in accordance with procedures and requirements set forth in the Articles of Association.

Committee members are appointed to two-year terms, except that in the initial establishment of the Committee, one half of the members are appointed to an initial one-year term so as to achieve staggered terms. A Committee members ~~s-are~~ is eligible to serve so long as the jurisdiction he or /she represents is a member of the Council, and he or /she remains that member's official member representative on the Board. Membership on the Committee is designated to the member's jurisdiction; therefore, if a member appointed to the Committee is no longer able to serve, membership on the Committee shall transfer to the succeeding member representative of that jurisdiction on the Board, for the remainder of the term of the Committee appointment. A Committee member may seek re-appointment at the expiration of his or her term two-year term, in accordance with the procedures and requirements set forth the in Articles of Association, but the Board shall have no obligation to re-appoint any member.

OFFICERS

The incumbent Secretary of the Council shall serve as chair of the Performance & Engagement Committee. The vice chair of the Committee shall be elected by the Committee at its first meeting following election of Board officers and to serve until the next election of officers.

RESPONSIBILITIES

The following powers and duties are vested in the Performance & Engagement Committee:

- Develop the process for recruitment of the Executive Director to the Board.
- Recommend appointment of the Executive Director to the Board.
- Develop process for, execute and document Executive Director annual review.
- To hold quarterly meetings with the Executive Director to provide performance feedback to the Executive Director.

- Recommend policies and procedures for the effective administration of the Executive Director to the Board as need.
- Oversees/approves new member orientation program and onboarding of new Board committee members.
- Implement and review Board structure and governance decisions.
- Plan the annual strategic planning Board workshop.
- Review results of the annual Board Director Collaboration Assessment and recommend improvements.
- To receive and review reports related to the business of the Committee and provide regular updates to the Board.
- Exercise such other powers, duties, and functions as may be authorized by the Board.

QUORUM

A quorum for the transaction of Performance & Engagement Committee business shall be one-third (1/3) of its members, plus one.

VOTING

A majority of those present and voting shall decide any question brought before the meeting. The Performance & Engagement Committee chair shall vote as a member of the Committee. A Committee member's designated alternate on the Board may attend meetings of the Committee and participate in deliberations, at the discretion of the chair, but may only vote in the absence of the member.

NOMINATING COMMITTEE

Type: Standing Committee

Authority: Articles of Association, revised March 16, 2016

MEMBERSHIP

The Nominating Committee will consist of six Board members who shall be appointed in November of each year. Members include the Immediate Past Chair of the Board (or Vice Chair if there is no Immediate Past Chair); one Board member representing the City and County of Denver; one member selected by the Performance & Engagement Committee; one member selected by the Finance & Budget Committee; one member selected by the Board; and one member selected by the Board Chair. Member qualifications for the Nominating Committee are as follows:

- Members of the Nominating Committee shall have served not less than one year as a member or an alternate on the Board before being eligible to serve on the Nominating Committee.
- No more than one Board officer and no more than one member from the City and County of Denver may serve on the Nominating Committee.
- A designated alternate may not serve on the Nominating Committee.

In the appointment of the Nominating Committee, consideration shall be given to providing representation of a broad cross-section of the Board, taking into account community size, geographic location, the rate of growth, county and municipality, rural and suburban, and other factors. If a vacancy arises on the Nominating Committee, the person or entity that selected the departing member shall select a replacement.

OFFICERS

At its first meeting upon annual appointment of its members, the Nominating Committee shall elect its chair and vice chair.

RESPONSIBILITIES

The following powers and duties are vested in the Nominating Committee:

- To make recommendations regarding nominations for Board officers and Board officer vacancies as provided in the Articles of Association. (A Nominating Committee member may not be a nominee for Board officer.)
- To recommend ~~nominate~~ member representatives for appointment by the Board to the Finance & Budget Committee and the Performance & Engagement Committee, in accordance with the procedures and requirements set forth ~~as stated~~ in the Articles of Association.

- To make recommendations~~nominations~~ to the Board for appointment to fill any vacancy on the Finance & Budget Committee and the Performance & Engagement Committee, which vacancy shall be filled in accordance with the procedures and requirements set forth in the Articles of Association~~herein~~.

QUORUM

A quorum for the transaction of Nominating Committee business shall be all six (6) of its members.

VOTING

A majority of those present and voting shall decide any question brought before the meeting.

OTHER PROCEDURES & GUIDELINES

- The Nominating Committee will meet at a time(s) convenient for all members in November. In January the Committee will present to the Board nominations for Treasurer, Secretary and Vice Chair, and recommendations for appointment to the Finance & Budget Committee and Performance & Engagement Committee. The election of officers and appointment of Committee members will take place at the February Board meeting.
- Any candidate for Board officer or the filling of a Board officer vacancy who receives a majority or tie vote of the Nominating Committee shall be presented to the Board for consideration.
- The incumbent holding the position of Vice Chair automatically becomes the Chair. In the event the incumbent Vice Chair does not assume the position of Chair or in the event of a vacancy in the position of Chair, the procedures and requirements set forth in the Articles of Association shall be followed for any Nominating Committee presentation of nominees to the DRCOG Board.
- With the goal of encouraging broad participation from the DRCOG Board, the Nominating Committee will consider interested Board members for the positions of Treasurer and Secretary to serve one-year terms without regard to an individual's term limit or length of term with their respective jurisdiction board. For the position of Vice Chair, the Nominating Committee will ascertain the ability of the individual nominated for Vice Chair to serve as Chair without interruption due to term limits or elections.
- The Nominating Committee will request a short written statement from all interested Board members stating why he or she wishes to serve as a DRCOG Board officer and why the nominating committee should favorably consider them.
- The Nominating Committee will consider the following criteria when evaluating Board members for the positions of Treasurer, Secretary, Vice Chair, and if applicable Chair:

- Commitment to DRCOG's vision and mission,
 - Substantive experience with DRCOG,
 - Strong willingness to serve, and
 - Capacity to be "ambassadors" for DRCOG and represent the organization as needed and desirable.
- For the position of Vice Chair, the Nominating Committee will consider and present a Board member with substantive past experience as a member of the DRCOG Board that includes serving in the position of Treasurer or Secretary or membership for at least one year on Finance & Budget Committee or the Performance & Engagement Committee. Participation as a member of another standing committee or ad hoc committee also may constitute substantive past experience.

REGIONAL TRANSPORTATION COMMITTEE

Type: Standing Committee

Authority: Memorandum of Agreement between DRCOG, the Colorado Department of Transportation, and the Regional Transportation District, dated July 10, 2001.
Modified by the three agencies, June 17, 2008.

MEMBERSHIP

Sixteen members as follows:

Denver Regional Council of Governments - Board Chair and Vice Chair, two designees of the Board, and the Executive Director.

Colorado Department of Transportation - Three metro area Transportation Commissioners and the Executive Director.

Regional Transportation District - Three Board members and the General Manager.

Other Members - Three members appointed annually by the Committee chair upon unanimous recommendation of the Executive Directors of DRCOG, CDOT and the General Manager of RTD. The DRCOG Executive Director will consult with the Committee chair prior to the three agency executives forming a recommendation.

USE OF ALTERNATES

It is the clear goal of the Committee to minimize use of alternates. However, recognizing that there will be times when it is inevitable that members cannot attend, alternates will be allowed on the following basis:

- Each agency shall designate annually, in writing to the chair, standing alternates (board members/commissioners and staff).
- No more than two staff (members or designated alternates) from each agency can vote on any given issue.
- The appropriate level of staff that can be designated as alternates are:
 - DRCOG: Division Directors
 - CDOT: Regional Transportation Directors or equivalent or above
 - RTD: Senior Managers of planning and development or above
- No alternates are permitted for the Other Members.
- No proxies are permitted.
- The new Immediate Past Chair of DRCOG shall serve as an alternate until the DRCOG Board acts to designate new alternates after the February Board elections.

RESPONSIBILITIES

Through the Regional Transportation Committee, DRCOG, as the Metropolitan Planning Organization (MPO), administers the urban transportation planning process for the region in accordance with *The Prospectus - Transportation Planning in the Denver Region* and applicable federal regulations. Accordingly, the responsibilities of the Regional Transportation Committee shall include:

- Overall direction of current work activities established by the Unified Planning Work Program.
- Review and approval of items to be submitted to the DRCOG Board of Directors, as the MPO policy body, for adoption.
- Approval of plans, programs, documents and annual endorsements related to surface transportation as outlined in the Memorandum of Agreement. Should the DRCOG Board approve a policy action that differs from the Regional Transportation Committee's recommendation, the action shall be referred back to the Committee for reconsideration.

QUORUM

Twelve members, or designated alternates.

VOTING

Twelve votes are required to carry any action.

OTHER

DRCOG representatives will attend a briefing with the DRCOG Executive Director immediately prior to the regularly scheduled RTC meeting.

TRANSPORTATION ADVISORY COMMITTEE

Type: Standing Committee

Authority: Memorandum of Agreement between DRCOG, the Colorado Department of Transportation and the Regional Transportation District adopted July 10, 2001 Board of Directors Action August 15, 2001. Last revised July 2008.

MEMBERSHIP

Transportation Advisory Committee Membership shall include:

- Two members each from Adams, Arapahoe, Boulder, Douglas and Jefferson counties and one member from Weld County within the MPO boundary, with at least three appointed from county government and at least seven from municipalities. Of the municipal representatives, at least two, but not more than three, shall represent communities with under 35,000 population;
- Two members from the City and County of Denver and one member from the City and County of Broomfield;
- One local government member from the non-MPO area of the Transportation Planning Region;
- Local government representatives shall be city or county managers/administrators, public works directors, transportation or planning directors or their equivalents;
- The Regional Transportation Directors from the Colorado Department of Transportation Regions 1,4 and 6 and the Director of CDOT's Transportation Development Division;
- The Director of Planning and Development of the Regional Transportation District;
- The Director of Transportation Planning and Operations of DRCOG;
- The Executive Director of the Regional Air Quality Council;
- One representative of each of the following:
 - environmental interests;
 - freight interests;
 - transportation demand management/non-motorized transportation interests;
 - aviation interests;
 - business/economic development interests;
 - a non-RTD representative of transit interests;
 - senior interests; and
- In an ex officio capacity, a representative of the Federal Highway Administration and of the Federal Transit Administration. Ex-officio members are non-voting.

The Chair of the DRCOG Board of Directors shall make the 15 local government appointments. The seven special interests – Environment, Freight, TDM/Non-motorized, Aviation, Economic Development, Non-RTD Transit and Senior– shall be nominated by the DRCOG Chair and confirmed by the Regional Transportation Committee. The DRCOG Chair shall review membership annually in the second quarter of the calendar year. The DRCOG Chair can take into consideration such factors as issues to be addressed, continuity of the

Committee, attendance, and turnover in reconfirming or determining new appointments and nominations.

USE OF ALTERNATES

It is the clear goal of the Committee to minimize the use of alternates. However, recognizing that there will be times when it is inevitable that members cannot attend, alternates will be allowed on the following basis:

- The member will submit the name of their designated alternate in writing to the DRCOG Board coordinator.
- The member shall be responsible for briefing their alternate in advance on the Committee's format and issues so that the alternate is empowered to act on behalf of their agency or interest.
- The designated alternate will be allowed to vote in the member's place.

OFFICERS

Committee members shall elect a chair and vice chair to serve two-year terms. Elections shall be held during the fourth quarter of odd-numbered years.

RESPONSIBILITIES

To assist the Board of Directors and the Regional Transportation Committee by reviewing the work of the transportation planning process, advising on methods of planning and implementation and working with staff to develop policy options and making recommendations to the Regional Transportation Committee. Specifically, the Committee shall:

- Establish a dialog on regional transportation issues among local government, regional agencies, the state and other transportation stakeholders;
- Review the transportation planning process;
- Provide advice and guidance on methods of planning and implementation;
- Assist in coordinating and facilitating implementation of Metro Vision through the transportation planning process;
- Facilitate coordination of regional plans and programs among local government, regional agencies and the state; and
- Provide advice and recommendations to the Regional Transportation Committee on transportation plans and improvement programs.

QUORUM/VOTING

Fifteen voting members, or designated alternates, as fifteen votes are required to carry any action.

ADVISORY COMMITTEE ON AGING (ACA)

Type: Standing Committee

Authority: Older American’s Act of 1965, as amended, and the Contract between DRCOG and the Colorado Department of Human Services, State Unit on Aging dated February 8, 1974 and revised March 15, 2006.

MEMBERSHIP

Membership shall include individuals eligible to participate in the program, minority and low-income adults, older individuals, residents of geographically isolated areas, and at least three members of the DRCOG Board who shall be appointed by the DRCOG Chair. Interested DRCOG Board alternates also may be considered for appointment to the ACA in addition to the minimum Committee membership of three Board members.

Membership on the Committee or changes to membership requires a written request to, and confirmation by, the DRCOG Chair. Membership shall be assessed annually and a member’s attendance at ACA meetings will be considered.

It is the goal of the DRCOG Board that (1) at least one-half of the members should be age 60 and older, and (2) include at least one individual from each of the counties served by the Area Agency on Aging (AAA), and (3) include five community partner representatives from areas including but not limited to: transportation, lifelong communities, foundations, financial institutions, aging, disability, LGBT (lesbian, gay, bisexual, transgender), elder rights, and developmental disability.

Members representing each of the counties served by the AAA shall be recommended for appointment by their respective county council/commission on aging through their respective governing body (board of county commissioners or mayor, as appropriate) and confirmed by the DRCOG Chair. Representation shall proportionately reflect the 60+ population within each county and shall be according to the graph below.

60+ Residents	Number of Representatives
0 – 50,000	2
50,001 – 100,000	3
100,001 and over	4

County population shall be determined using DRCOG’s demographic estimates. There will be a maximum of four representatives per county.

CONFLICT OF INTEREST

Members are expected to be aware of any potential real or perceived conflicts of interest and make them known to the DRCOG AAA Division Director immediately. Members shall

abstain from any discussion of, or voting on, any funding issue in which a conflict of interest exists or may arise.

Committee members that are board members of an agency that submit requests for funding are prohibited from taking part in evaluating such requests.

OFFICERS

The ACA elects officers from among the members annually in May. The term of the office for chair and vice chair is one year, from July 1 through June 30. An individual may serve two consecutive years in the same office but only with an affirmative vote of the Committee.

In the absence of the chair, the vice chair assumes the role of the chair.

RESPONSIBILITIES

- Represent the needs of persons age 60 and older, with special emphasis on the needs of those persons in greatest social and/or economic need.
- Advocate for the enhancement and well being of the region's current and future older adult populations.
- Assist DRCOG staff in assessing the strengths and needs of older adults and their caregivers.
- Assist DRCOG staff in developing and updating the AAA 4-Year Plan; make recommendations concerning the same to the DRCOG Board.
- Assist DRCOG staff in developing policies, procedures, and priorities for planning and funding activities; make recommendations concerning the same to the DRCOG Board.
- Assist DRCOG staff in assessing funding proposals to serve the 60 and older population pursuant to the Older Americans Act and Older Coloradans Act; make recommendations concerning the same to the DRCOG Board.
- Actively become and remain educated on the issues concerning the aging and their caregivers.
- Serve as an ambassador to the community and to the County Councils on Aging by communicating the purposes, responsibilities and functions of the AAA.

QUORUM

A quorum shall consist of one-third of the members present at a regularly scheduled ACA meeting or at a special meeting called by the Committee chair.

MEETINGS

The ACA meets monthly and shall be open to the public. Summary minutes shall be taken at Committee meetings and shall be available to the public upon request for review.

The ACA, in consultation with the AAA Division Director, may cancel regular monthly meetings or call for special meetings.

It is the responsibility of the AAA Division Director to develop the monthly agenda. The committee chair may request the AAA Division Director develop the agenda in consultation with the chair.

SUBCOMMITTEES

- The ACA, in consultation with DRCOG staff, shall determine the need for subcommittees.
- Duties of subcommittees include making recommendations to the ACA regarding matters pertaining to their specific interest.
- Any ACA member may serve on any of the subcommittees but shall include, whenever possible, at least one member from each county represented.
- Voting is limited to one vote per county.
- Each subcommittee shall appoint a chair and the meeting schedule for the subcommittee shall be determined by the chair and other members in consultation with DRCOG staff.
- All subcommittee activities shall be reported by the subcommittee chair or their designee at the next regular ACA meeting.
- It is the responsibility of the AAA Division Director or designee to develop the monthly agenda. The subcommittee chair may request the agenda be developed in consultation with the subcommittee chair.

STEERING COMMITTEE OF THE BAGHDAD-DENVER REGION PARTNERSHIP

Type: Standing Committee

Authority: Formal signed declaration between the Provincial and City Councils of Baghdad, Iraq and DRCOG, October 20, 2004

MEMBERSHIP

The full Partnership may include any organization or individual from the Denver region who is interested in working on cultural, professional and educational exchange between people and groups in the Denver Region and people and groups in the Province of Baghdad. As the Partnership is a program of the DRCOG Board, the Steering Committee will have strong Board participation. At least five DRCOG Board members or alternates will serve on the Steering Committee and will include representation from the Partnership of not more than 20.

The initial appointments to the Steering Committee shall be for two year terms, and thereafter all appointments shall be for a term of one (1) year or until a successor is identified.

OFFICERS

- The officers of the Committee shall consist of a chair and vice chair, each of whom shall be elected by the Committee. DRCOG Board members will serve as chair and vice chair.
- The chair shall preside over all meetings, appoint any ad hoc committees, and have the authority to call special meetings. The chair, with DRCOG staff, shall be responsible for establishing the meeting agenda. In the event of the absence of the chair, the vice chair shall assume the duties of the chair.
- No member of the Committee other than the chair or chair's designee shall speak or act for the Committee without prior authorization from the Steering Committee.

RESPONSIBILITIES

- To initiate, sponsor, or conduct, alone or in conjunction with other cities or agencies, public programs to further public awareness of and interest in communities throughout the Province of Baghdad emphasizing such things as regional collaboration, civic duty, municipal services, and other matters relevant to local government.
- The Steering Committee must approve all activities or events carried out by the Partnership. Overall, Partnership activities will have the support of the DRCOG Board.
- The Steering Committee will generally stimulate, facilitate, coordinate and approve fundraising activities as needed. Partnership members will assist in fundraising activities and events. Grants may be accepted through DRCOG's 501 (c)(3), Regional Response.
- Annually, the DRCOG Board determines the budget for the Steering Committee. Items eligible for funding include expenses for DRCOG staff time; limited travel and travel-

related expenses by members of the Partnership; and miscellaneous costs incurred by DRCOG.

- The Steering Committee will ensure that the list of Partnership participants (and relevant contact information) is up-to-date. It will be the responsibility of DRCOG staff to maintain the list.
- Recommend a budget as necessary for Partnership projects to be considered by the DRCOG Board of Directors.

QUORUM

Meetings of the Steering Committee will occur when a majority of the DRCOG Board members or alternates serving on the Steering Committee are present.

VOTING

Any action by the Steering Committee requires the support of a majority of the DRCOG Board members in attendance at the meeting.

MEETINGS

- Meetings of the Steering Committee shall be held at the DRCOG offices located at 1290 Broadway, Denver, Colorado or such other place as designated by the chair of the Committee.
- The Committee may conduct official meetings by telephone.
- Notice of meetings will be distributed by DRCOG staff at the request of the chair.

FIRE PERSONNEL RECRUITMENT ADVISORY COMMITTEE

Type: Standing Committee

Authority: Intergovernmental Agreement (IGA) by and between DRCOG and participating Local Governments. Renewed annually to include new members, as well as other contract amendments. Reference *Fire Policies (5/14/2007)*

MEMBERSHIP

The Fire Personnel Recruitment Advisory Committee is composed of two representatives from each participating jurisdiction. One representative is from the fire department/fire protection district and the other is from the civil service commission/human resource department. Membership is determined on an annual basis.

RESPONSIBILITIES

- Establish general policies for the operation of the program.
- Review and recommend an annual operating budget.
- Review and recommend an assessment fee formula for funding the program.
- Provide an equitable number of volunteer personnel hours for the purpose of assisting in the administration and evaluation of the testing process.
- Assist DRCOG Staff in locating testing facilities and in coordinating advertisement and recruitment campaigns.

Type: Ad Hoc Committees

Authority: DRCOG Board

MEMBERSHIP

Ad hoc committee membership will comprise at least one-half plus one Board members and alternates. All members will be appointed by the DRCOG Board Chair, who will also designate the ad hoc committee chair. The ad hoc committee will elect the vice chair from among its members. Other elected officials as well as local staff and other stakeholders may be appointed as appropriate.

RESPONSIBILITIES

- The ad hoc committee will have a written charge and/or scope of work that will be approved by the DRCOG Board. The written charge and/or scope will include a timeframe within which to complete work.
- Members may not appoint an alternate to the committee.
- Proceedings are conducted on an informal basis. Committee members only will be seated at the table with distinct seating available for other attendees.
- Each meeting will have an agenda that will be posted on the DRCOG website in advance of the meeting.
- There will be a designated time on the agenda for public comment. If the committee wishes to solicit additional input it will schedule a specific time and notify all stakeholders of that opportunity.
- The spirit/intent is to reach consensus decisions.
- Staff will keep a general record of meetings, capturing important points of discussion and decision outcomes.

QUORUM

A quorum is one-third the total voting members.

VOTING

A simple majority carries a motion; the chair is a voting member.

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ARTICLES OF ASSOCIATION
OF
THE DENVER REGIONAL COUNCIL OF GOVERNMENTS

As Amended March 16, 2016

ARTICLE I. Organization.

These Articles of Association, hereinafter referred to as the “Articles,” shall constitute the bylaws of the Denver Regional Council of Governments and shall regulate and govern the affairs of the nonprofit corporation organized pursuant to the Colorado revised Nonprofit Corporation Act, Articles 121-137 of Title 7, C.R.S., as amended, as a regional planning commission pursuant to Section 30-28-105, C.R.S., as amended, and an association of political subdivisions subject to Section 29-1-401 et seq., C.R.S., as amended, with the authority granted pursuant to intergovernmental contracting statutes at Section 29-1-201 et seq., C.R.S., as amended, known as the Denver Regional Council of Governments, hereinafter referred to as the “Council.”

ARTICLE II. Purpose of the Council.

The Council shall promote regional cooperation and coordination among local governments and between levels of governments, and shall perform regional activities, services and functions for the Region as authorized by statute. The Council shall serve as a forum where local officials work together to address the Region’s challenges. The Council shall serve as an advisory coordinating agency for investigations and studies for improvement of government and services in the Region, shall disseminate information regarding comprehensive plans and proposals for the improvement of the Region, and shall promote general public support for such plans and programs as the Council may endorse.

ARTICLE III. Definitions.

- A. “Chair” means the incumbent holding the position of president of the Council. “Vice Chair” means the incumbent holding the position as vice president of the Council.
- B. “Council” means the nonprofit corporation of the Denver Regional Council of Governments, with the duties and responsibilities specified by statute, which are to be carried out by the Board of Directors in accordance with the statutory authority.
- C. “Board of Directors” hereinafter referred to as “Board,” means the body of designated individual member representatives of municipalities, counties and city and counties maintaining membership in the Council.
- D. “Member” means a participating county, municipality, or city and county that meets the requirements for membership in the Council as specified in Article VI.

- 1 E. "Member Representative" means the local elected official, or local elected
2 official alternate, designated in writing by the chief elected official or the
3 governing body of a member county, municipality, or city and county to
4 represent that member on the Board as a voting representative.
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6 F. "Plan" means a regional plan or a comprehensive master plan for the Region as
7 defined by statute, which Plan is currently denoted as Metro Vision.
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9 G. "Region" means the geographic area composed of the City & County of Denver,
10 City & County of Broomfield, and the counties of Adams, Arapahoe, Boulder,
11 Clear Creek, Douglas, Gilpin and Jefferson, and portions of Weld County, and
12 other counties as may be necessary in the State of Colorado.
13

14 ARTICLE IV. Declaration of Policy.
15

- 16 A. The Board finds and declares that the need for a Council of Governments is
17 based on the recognition that, wherever people live in a metropolitan area, they
18 form a single community and are bound together physically, economically and
19 socially. It is the policy of this Council of Governments, through its members,
20 staff, and programs, to provide local public officials with the means of reacting
21 more effectively to the local and regional challenges of this regional community.
22
23 B. The Board finds and declares that the need for a Council of Governments is
24 based on the recognition that:
25
26 1. Plans and decisions made by each local government with respect to land
27 use, circulation patterns, capital improvements, and so forth, affect the
28 welfare of neighboring jurisdictions and therefore should be coordinated
29 on a voluntary basis; and
30
31 2. It is imperative for the regional planning process to be directly related to
32 the elected local government decision and policymakers, the locally
33 elected public officials.
34
35 C. The Board further finds and declares that the people within the Region have a
36 fundamental interest in the orderly development of the Region.
37
38 D. The Board further finds and declares:
39
40 1. That the members have a positive interest in the preparation and
41 maintenance of a Plan for the benefit of the Region and to serve as a
42 guide to the political subdivisions and other entities within the Region;
43
44 2. That the continuing growth of the Region presents challenges that are
45 not confined to the boundaries of any single governmental jurisdiction;
46
47 3. That the Region, by reason of its numerous governmental jurisdictions,
48 presents special challenges of development that can be dealt with best
49 by a regional council of governments that acts as an association of its

1 members and as a regional planning commission created under Section
2 30-28-105, C.R.S., as amended;

- 3
4 4. That the Region is well adapted to unified and coordinated consideration,
5 and;
6
7 5. That in order to assure, insofar as possible, the orderly and harmonious
8 development of the Region, and to provide for the needs of future
9 generations, it is necessary for the people of the Region to perform
10 regional activities and functions as defined by statute, and for the Council
11 to serve as an advisory coordinating agency to harmonize the activities
12 of federal, state, county and municipal agencies and special purpose
13 governments/districts concerned with the Region, and to render
14 assistance and service and create public interest and participation for the
15 benefit of the Region.
16

17 **ARTICLE V. Functions.**

- 18
19 A. The Council shall promote regional coordination and cooperation through
20 activities designed to:
21
22 1. Strengthen local governments and their individual capacities to deal with
23 local challenges;
24
25 2. Serve as a forum to identify, study, and resolve areawide challenges;
26
27 3. Develop and formalize regional policies involving areawide challenges;
28
29 4. Promote intergovernmental cooperation through such activities as
30 reciprocal furnishing of services, mutual aid, and parallel action as a
31 means to resolve local as well as regional challenges;
32
33 5. Provide the organizational framework to foster effective communication
34 and coordination among governmental bodies in the provision of
35 functions, services, and facilities serving the Region's local governments
36 or their residents;
37
38 6. Serve as a vehicle for the collection and exchange of information of
39 areawide interest;
40
41 7. Develop regional or master plans for the Region;
42
43 8. Serve as spokesperson for local governments on matters of regional and
44 mutual concern;
45
46 9. Encourage action and implementation of regional plans and policies by
47 local, state and federal agencies;
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- 10. Provide, if requested, mediation in resolving conflicts between members and between members and other parties; and

- 11. Provide technical and general assistance to members within its staff and financial capabilities. These services are inclusive of, but not limited to, assistance designed to:
 - a. Identify issues and needs that are regional and beyond the realistic scope of any one local government;

 - b. Compile and prepare, through staff and from members, necessary information concerning the issues and needs for Board discussion and decision;

 - c. Debate and concur in a cooperative and coordinated regional action to meet the need or issue;

 - d. Implement the details of the cooperative action among affected member governments, using such devices as intergovernmental contracts and agreements, parallel ordinances or codes, joint performance of services, transfers or consolidations of functions, or special operating agencies;

 - e. And, in general –
 - (1) arrange contracts among members on an intergovernmental basis;

 - (2) publish reports and current information of regional interest;

 - (3) provide advice and assistance on physical land use planning and other programs;

 - (4) sponsor regional training programs;

 - (5) sponsor, support, or oppose legislation on behalf of the Region and its members.

- B. The Council shall maintain a regional planning program and process. In conducting such activities and functions, the Council shall:
 - 1. Formulate goals and establish policies to guide regional planning;

 - 2. Be responsible for developing, approving, and implementing a regional Plan through member governments;

 - 3. Be the approving and contracting agent for all federal and state regional planning grants, as required;

- 1 4. Prepare and adopt a Plan and recommend policy for the development of
2 the Region and the provision of services in the region. The Plan shall be
3 based on careful and comprehensive surveys and studies of existing
4 conditions and probable future growth and service needs of the Region.
5 The Plan shall be made with the general purpose of guiding coordinated
6 and harmonious development that, considering present and future needs
7 and resources, will best promote the health, safety, and general welfare
8 of the inhabitants of the Region.
9
- 10 5. Perform all planning functions incident to the exercise of the powers and
11 duties set forth in Article XII; all plans adopted by the Board in
12 connection therewith shall constitute portions of the Plan.
13
- 14 6. Exercise such other planning powers and functions as are authorized by
15 statutes and the members.
16

17 ARTICLE VI. Membership.
18

- 19 A. Members. Each municipality, county, and city and county in the Region shall be
20 eligible to be a member of the Denver Regional Council of Governments.
21 Membership shall be contingent upon the adoption of these Articles of
22 Association by the governing body of any such municipality, county, or city and
23 county, and upon the payment of an annual assessment as agreed upon by the
24 Board.
25
- 26 B. Member Assessment. Each member's annual assessment is determined by the
27 Board when adopting the annual budget.
28
- 29 1. Assessments will be billed as follows, and are due within ninety days of
30 billing date:
31
- 32 a. Minimum assessment – billed annually.
33
- 34 b. 10% or more of the Council's total assessment – billed quarterly.
35
- 36 c. All others – billed semi-annually.
37
- 38 2. Failure by any member to remit payment of an assessment within ninety
39 days following billing date shall be grounds for termination of
40 membership and such member shall be denied voting privileges and any
41 other rights and privileges granted to members.
42
- 43 a. Not less than fifteen days prior to the termination of membership,
44 written notice shall be sent by registered mail informing the
45 member of the pending termination and loss of privileges and
46 requesting payment by a date certain to avoid termination.
47
- 48 b. A member whose membership has been terminated pursuant to
49 Section 2 shall be reinstated at any time during the calendar year

1 in which their membership was terminated, by payment of all
2 assessments then currently due and owing.

- 3
4 C. Member Representatives. Except as provided herein, only a local elected
5 official of a member may be designated a member representative, and each
6 member representative may have a designated elected alternate, as follows:
7
- 8 1. One county commissioner and an alternate commissioner from each
9 county, designated by the board of county commissioners.
 - 10
11 2. The mayor or one member of the governing body, and a similarly elected
12 alternate, of each municipality and of the City and County of Broomfield,
13 designated by said mayor or governing body, and
14
 - 15 3. Two representatives of Denver:
16
17 a. The mayor or, as the mayor's designee, any officer, elected or
18 appointed, of the City & County of Denver and an alternate
19 similarly designated, and
20
21 b. One city council member of the City and County of Denver and an
22 alternate council member designated by said council or its
23 president.
24
- 25 D. Term of Office. Member representatives shall serve until replaced, but shall
26 hold such office and have Board privileges only during their terms as local
27 elected officials, or an appointed official, if applicable, in the case of the
28 alternate for the mayor of the City and County of Denver.
29
- 30 E. Non-voting Membership. The State of Colorado shall have three (3) non-voting
31 members on the Board, appointed by the Governor, one of which shall be a
32 representative of the Colorado Department of Transportation (either the
33 Executive Director or a member of senior management). The Regional
34 Transportation District shall have one non-voting member on the Board, to be
35 appointed by the General Manager of the organization. The General Manager
36 may appoint themselves to the Board, or they may designate a member of their
37 senior staff.
38
- 39 F. Vacancies. Any vacancy shall be filled in the same manner as is provided for
40 the original designation.
41
- 42 G. Receipt of Documents. Each member representative shall receive notice and
43 minutes of meetings, a copy of each report and any other information or
44 material issued by the Council.
45
- 46 H. Other Membership Categories. The Council may establish other categories of
47 membership appropriate to carrying out the provisions of this Article.
48
49

1 ARTICLE VII. Board Officers.

2
3 A. Number and Title of Board Officers. The officers shall be Chair, Vice Chair,
4 Secretary, Treasurer, and Immediate Past Chair, all of whom shall be member
5 representatives, and the Executive Director.
6

7 B. Duties of Board Officers.

- 8
9 1. Chair. The Chair shall preside at all meetings of the Board and shall be
10 the chief officer of the Council in all matters acting as president. The
11 Chair shall serve as presiding officer of the Board of Directors meetings
12 and shall serve as a member of either the Finance & Budget Committee
13 or the Performance & Engagement Committee.
14
15 2. Vice Chair. The Vice Chair shall exercise the functions of the Chair in the
16 Chair's absence or incapacity acting in the capacity as vice president.
17 The Vice Chair shall serve as the presiding officer of all Board work
18 sessions and shall serve as a member of either the Finance & Budget
19 Committee or the Performance & Engagement Committee. If there is no
20 Immediate Past Chair, the Vice Chair shall serve on the Nominating
21 Committee.
22
23 3. Secretary. The Secretary shall exercise the functions of the Vice Chair in
24 the absence or incapacity of the Vice Chair and shall perform such other
25 duties as may be consistent with this office or as may be required by the
26 Chair. The Secretary shall serve as the chair of the Performance &
27 Engagement Committee.
28
29 4. Treasurer. The Treasurer shall exercise the functions of the Secretary in
30 the absence or incapacity of the Secretary and shall perform such other
31 duties as may be consistent with this office or as may be required by the
32 Chair. The Treasurer shall serve as the chair of the Finance & Budget
33 Committee.
34
35 5. Immediate Past Chair. The Immediate Past Chair, who shall be the most
36 recent past chair serving on the Board, shall exercise the duties of the
37 Chair in the absence or incapacity of the Chair, Vice Chair, Secretary,
38 and Treasurer. The Immediate Past Chair shall serve on the Nominating
39 Committee.
40
41 6. Executive Director. The Executive Director shall exercise the functions of
42 the Chief Administrative Officer of the Council and shall be empowered
43 to execute official instruments of the Council as authorized by the
44 Finance & Budget Committee or Board.

45 C. Election of Board Officers.

- 46
47
48 1. Officer and Terms. The Vice Chair, Secretary, and Treasurer shall be
49 elected by the Board at the February meeting of each year. Except as

1 provided in Article VII D.4, the incumbent holding the position of Vice
2 Chair shall automatically assume the position of Chair. However, if the
3 Vice Chair is unable to assume the position of Chair, the Board shall
4 elect a Chair at the applicable February meeting. A notice of election of
5 officers shall appear on the agenda. Each officer shall serve a one-year
6 term, or until the next election of officers and his/her successor is
7 elected, so long as the jurisdiction he/she represents is a member of the
8 Council, and he/she remains that member's official member
9 representative on the Board.

10
11 2. Nominating Committee for Board Officers.

- 12
13 a. At the January meeting of each year, the Nominating Committee
14 shall present to the Board nominations for Board officers to be
15 elected at the February meeting.
16
17 b. Board officer nominations may be made from the floor, provided
18 that the consent of each nominee is obtained in advance.

19
20 D. Board Officer Vacancies. If the Chair, Vice Chair, Secretary or Treasurer
21 resigns or ceases to be a member representative, a vacancy shall exist and
22 shall be filled for the remainder of the term by:

- 23
24 1. Appointment by a majority of the remaining Board officers of a member
25 representative to fill the vacancy; or
26
27 2. Referral of the vacancy to the Nominating Committee to present to the
28 Board at least one nominee to fill the vacancy if called for by a majority of
29 the remaining Board officers. No later than the meeting held on the
30 month following the month in which the Nominating Committee was
31 referred the vacancy, the Nominating Committee shall present to the
32 Board at least one nominee for an officer to be elected by the Board at
33 that meeting to fill such vacancy.
34
35 3. Nominations may be made from the floor, provided that the consent of
36 each nominee is obtained in advance.
37
38 4. In the event the remaining Board officers appoint the incumbent Vice
39 Chair to fill a vacancy in the position of Chair pursuant to D.1 of this
40 Article VII, the Vice Chair so appointed shall serve the remainder of the
41 term for such vacancy and shall thereafter automatically retain the
42 position of Chair for an additional one-year term, subject to other
43 requirements for holding such position.
44

45 E. Executive Committee. The incumbent Board officers shall constitute the
46 Executive Committee of the Council. The Executive Committee shall be the
47 primary executive leadership of the Council, providing leadership to the Board
48 and guidance to the Executive Director. The Executive Committee has no policy
49 making authority. The Executive Committee helps set Board meeting agendas;

1 provides guidance on resolution of conflicts; provides process guidance, and
2 receives updates from and assures the progress of committees of the Council.
3

4 ARTICLE VIII. Finance & Budget Committee.

- 5
6 A. Membership on the Finance & Budget Committee. The administrative
7 business of the Council concerning finances, contracts and related
8 matters shall be managed by a Finance & Budget Committee. The
9 Committee membership shall not exceed more than one-quarter of the
10 total membership of the Board. Members of the Finance & Budget
11 Committee shall be appointed by the Board upon recommendation
12 nomination of the Nominating Committee.
13
14 B. Finance & Budget Committee Officers. The incumbent Treasurer of the
15 Council shall serve as chair of the Finance & Budget Committee. The
16 vice chair of the Committee shall be elected by the Committee at its first
17 meeting following election of Board officers and to serve until the next
18 election of officers.
19
20 C. Powers and Duties. The following powers and duties are vested in the
21 Finance & Budget Committee:
22
23 1. To review contracts, grants and expenditures and authorize the
24 expenditure of funds and the entering into contracts, within the
25 parameters of the Council budget.
26
27 2. To execute official instruments of the Council.
28
29 3. To review and recommend to the Board the budget as provided in
30 Article XV.
31
32 4. To review the Council's audited financial statements with the
33 Council's auditor, and to undertake, oversee and/or review other
34 organization audits.
35
36 5. To receive and review other financial reports and provide regular
37 updates to the Board.
38
39 6. To compensate member representatives for expenses incurred in
40 attending to the proper business of the Council.
41
42 7. To be responsible for executing an employment contract with the
43 Executive Director.
44
45 8. To exercise such other powers, duties, and functions as may be
46 authorized by the Board.
47
48 D. Meetings of the Finance & Budget Committee. The Finance & Budget
49 Committee shall meet every month and may hold special meetings at the

1 call of its chair or by request of at least three member representatives on
2 the Finance & Budget Committee. The Committee chair, in consultation
3 with the Executive Director, may cancel a meeting if there are no action
4 items for the Committee's consideration. Members of the Finance &
5 Budget Committee may attend meetings of the Committee by telephone
6 in accordance with written policies adopted by the Committee, which
7 policies shall define the circumstances under which attendance by
8 telephone shall be permitted.
9

10 E. Quorum. A quorum for the transaction of Finance & Budget Committee
11 business shall be one-third (1/3) of its members, plus one.
12

13 F. Voting. A majority of those present and voting shall decide any question
14 brought before the meeting. The Budget & Finance Committee chair
15 shall vote as a member of the Committee. A Committee member's
16 designated alternate on the Board may attend meetings of the
17 Committee and participate in deliberations, at the discretion of the chair,
18 but may only vote in the absence of the member.
19

20 ARTICLE IX. Performance & Engagement Committee.
21

22 A. Membership on the Performance & Engagement Committee. The
23 administrative business of the Council concerning the performance and
24 evaluation of the Executive Director, the oversight of onboarding of new
25 Board members and related matters shall be managed by a Performance
26 & Engagement Committee. The Committee membership shall not
27 exceed more than one-quarter of the total membership of the Board, plus
28 the Board Chair who shall be an ex officio, [non-voting] [voting] member
29 of the Committee. Members of the Performance & Engagement
30 Committee shall be appointed by the Board upon
31 recommendation~~nomination~~ of the Nominating Committee.
32

33 B. Performance & Engagement Committee Officers. The incumbent
34 Secretary of the Council shall serve as chair of the Performance &
35 Engagement Committee. The vice chair of the Committee shall be
36 elected by the Committee at its first meeting following election of Board
37 officers and to serve until the next election of officers.
38

39 C. Powers and Duties. The following powers and duties are vested in the
40 Performance & Engagement Committee:
41

42 1. To develop the process for recruitment of the Executive Director
43 to the Board.
44

45 ~~1.2.~~ 2. To recommend appointment of the Executive Director to the
46 Board.
47

48 ~~2.3.~~ 3. To develop the process for, and execute and document the
49 annual performance evaluation for the Executive Director.

- 1
2 | ~~3.4.~~ To hold quarterly meetings with the Executive Director to provide
3 | performance feedback to the Executive Director.
4
5 | ~~4.5.~~ To recommend to the Board as needed policies and procedures
6 | for the effective administration of the Executive Director.
7
8 | ~~5.6.~~ To provide oversight of~~oversee~~ onboarding programs for new
9 | Board appointees.
10
11 | ~~6.7.~~ To implement and review Board structure and governance
12 | decisions.
13
14 | ~~7.8.~~ To plan the annual Board workshop.
15
16 | ~~8.9.~~ To receive and review reports related to the business of the
17 | Committee and provide regular updates to the Board.
18
19 | ~~9.10.~~ To exercise such other powers, duties, and functions as may be
20 | authorized by the Board.
21

- 22 D. Meetings of the Performance & Engagement Committee. The
23 Performance & Engagement Committee shall meet every month and
24 may hold special meetings at the call of its chair or by request of at least
25 three member representatives on the Performance & Engagement
26 Committee. The Committee chair, in consultation with the Executive
27 Director, may cancel a meeting if there are no action items for the
28 Committee's consideration. Members of the Performance & Engagement
29 Committee may attend meetings of the Committee by telephone in
30 accordance with written policies adopted by the Committee, which
31 policies shall define the circumstances under which attendance by
32 telephone shall be permitted.
33
34 E. Quorum. A quorum for the transaction of Performance & Engagement
35 Committee business shall be one-third (1/3) of its members, plus one.
36
37 F. Voting. A majority of those present and voting shall decide any question
38 brought before the meeting. The Performance & Engagement Committee
39 chair shall vote as a member of the Committee. A Committee member's
40 designated alternate on the Board may attend meetings of the
41 Committee and participate in deliberations, at the discretion of the chair,
42 but may only vote in the absence of the member.
43

44 ARTICLE X. Nominating Committee.

- 45
46 A. Membership on the Nominating Committee. The Nominating Committee
47 shall be appointed in November of each year and consist of member
48 representatives herein designated:
49

1. The Immediate Past Chair of the Board (or the Vice Chair if there is no Immediate Past Chair);
2. One Board member representing the City and County of Denver;
3. One member selected by the Performance & Engagement Committee, except that in the initial establishment of the Nominating Committee, such member shall be selected by the Board;
4. One member selected by the Finance & Budget Committee, except that in the initial establishment of the Nominating Committee, such member shall be selected by the Board;
5. One member selected by the Board; and
6. One member selected by the Board Chair.

B. Member Qualifications.

1. Members of the Nominating Committee shall have served not less than one year on the Board before being eligible to serve on the Nominating Committee.
2. No more than one Board officer and no more than one member from the City and County of Denver may serve on the Nominating Committee.
3. A designated alternate may not serve on the Nominating Committee.
4. In the appointment of the Nominating Committee, consideration shall be given to providing representation of a broad cross-section of the Board, taking into account community size, geographic location, the rate of growth, county and municipality, rural and suburban and other factors.
5. If a vacancy arises on the Nominating Committee, the person or entity that selected the departing member shall select a replacement.

C. Nominating Committee Officers. At its first meeting upon annual appointment of its members, the Nominating Committee shall elect its chair and vice chair.

D. Powers and Duties. The following powers and duties are vested in the Nominating Committee:

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1. To make recommendations regarding nominations for Board officers and Board officer vacancies as provided in these Articles. A Nominating Committee member may not be a nominee for Board officer.
2. To recommend ~~nominate~~ member representatives for appointment by the Board to the Finance & Budget Committee and the Performance & Engagement Committee. Such ~~nominations and~~ appointments shall be made in accordance with the following procedures and requirements:
 - a. The combined membership of the two Committees shall include ~~The Nominating Committee shall make nominations for such Committees from a pool of candidates that consists of~~ the following:
 - (1) One member representative who is designated as the member representative to the Board of each elected board of county commissioners and each city council, provided each such county and city contains a population of 120,000 or more as estimated by the U.S. Census, the Council, or the State Demographer~~;~~
 - (2) The Mayor or, as the Mayor's designee, any elected or appointed officer of the City and County of Denver who is designated as the member representative to the Board~~;~~
 - (3) One Denver City Council member who is designated as the member representative to the Board~~;~~
 - (4) The Immediate Past Chair of the Board~~;~~ and
 - (5) ~~Ten~~ Other member representatives to the Board not ~~previously~~ included in (1), (2), (3) or (4) of this section, ~~selected by the Nominating Committee up to the maximum permitted membership.~~
 - b. The Nominating Committee shall recommend to the Board ~~nominate one half of the~~ candidates for appointment in the ~~pool~~ to the Finance & Budget Committee and candidates for appointment one half to the Performance & Engagement Committee. In addition to the recommendations of the Nominating Committee, nominations for membership to the Committees may be made from the floor, provided that the consent of each nominee is obtained in advance. No individual shall be a member of the two Committees at the same time. ~~In the~~

1 ~~event the pool consists of an odd number of potential~~
2 ~~appointees, the Nominating Committee shall select and~~
3 ~~nominate an eleventh member representative pursuant to~~
4 ~~section D.2.a.(5) above.~~

5
6 c. Consideration shall be given to member representatives'
7 requests to be appointed to a particular Committee, and to
8 providing representation of a broad cross-section of the
9 Board, taking into account community size, geographic
10 location, the rate of growth, county and municipality, rural
11 and suburban and other factors.

12
13 d. The City and County of Denver shall have one
14 representative on each Committee.

15
16 e. Committee members shall be appointed to two-year terms,
17 except that in the initial establishment of the Committees
18 ~~the Nominating Committee shall nominate and~~ the Board
19 shall appoint one half of the members of each Committee
20 to an initial one-year term so as to achieve staggered
21 terms. Terms extend until Board appointment of
22 successors, provided no term is thereby shortened by more
23 than 30 days. A Committee member may seek re-
24 appointment at the expiration of his or her term, but the
25 Board shall have no obligation to re-appoint any member to
26 successive terms.

27
28 f. Committee members are eligible to serve so long as the
29 jurisdiction he/she represents is a member of the Council,
30 and he/she remains that member's official member
31 representative on the Board.

32
33 g. Membership on the Finance & Budget Committee and the
34 Performance & Engagement Committee shall be
35 designated to the member's jurisdiction. Therefore, if a
36 member appointed to a Committee is no longer able to
37 serve, membership on the Committee shall transfer to the
38 succeeding member representative of that jurisdiction on
39 the Board, for the remainder of the term of the Committee
40 appointment.

41
42 3. To make recommendations~~nominations~~ to the Board for
43 appointment to fill any vacancy on the Finance & Budget
44 Committee and the Performance & Engagement Committee,
45 which vacancy shall be filled in accordance with the requirements
46 herein.

47
48 E. Meetings of the Nominating Committee. The Nominating Committee shall
49 meet as needed to exercise the powers and duties vested herein in the

1 Committee. The Nominating Committee may hold meetings at the call of
2 its chair or by request of at least two of its members.

3
4 F. Quorum. A quorum for the transaction of Nominating Committee
5 business shall be all six (6) of its members.

6
7 G. Voting. A majority of those present and voting shall decide any question
8 brought before the meeting.

9
10 ARTICLE XI. Meetings of the Board.

11
12 A. Frequency. The Board shall meet at least quarterly and may hold special
13 meetings at the call of the Chair, or by request of at least three member
14 representatives.

15
16 B. Notice. Notice of meetings shall be given by E-mail, fax or telephone,
17 made at least two days in advance of the meeting, or by first class mail,
18 post-marked at least five days in advance of the meeting.

19
20 C. Agenda. Any member representative shall have the right to request of
21 the officers the addition of any matter to the agenda of any Board
22 meeting fifteen days in advance of the meeting, or by consent of a
23 majority of the member representatives at the meeting.

24
25 D. Record of Meetings. The Board shall keep records of all its meetings.
26 The meeting records shall be public records available for inspection by
27 any interested person at reasonable times during regular office hours.

28
29 E. Open Meetings. All meetings of the Board and committees of the Council
30 shall be open to the public, except as provided otherwise by state
31 statutes.

32
33 F. General Board of Directors Procedural Provision.

34
35 1. Quorum. A quorum for the transaction of Board business shall be
36 one-third (1/3) of the member representatives.

37
38 2. Voting.

39
40 a. Regular. Only member representatives or alternates shall
41 have voting privileges. Such privileges shall be exercised
42 personally and voting by proxy is not permitted. The vote of
43 a majority of the member representatives present and
44 voting shall decide any question except as otherwise
45 provided in these Articles. The Chair shall vote as a
46 member representative.

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48 b. Weighted.

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- (1) Upon the specific request of any member representative, whether seconded or not, a weighted vote must be taken in compliance with the weighted vote resolution in effect at the time of the request.

- (2) Denver Allotment. In any weighted vote, the Mayor of the City and County of Denver, or the Mayor's alternate, is authorized to cast two-thirds (2/3) of the total vote allotted to the City and County of Denver and the member representative designated by the City Council of the City and County of Denver or its President is authorized to cast one-third (1/3) of the total vote allotted to the City and County of Denver.

- (3) Plans and Articles of Association. Adoption and amendment of plans pursuant to statute and amending the Articles of Association shall be accomplished without the use of the weighted voting system.

- c. Plan Adoption and Amendment. An affirmative vote of a majority of member representatives shall be required for the adoption or amendment of the Plan, or portion thereof, in accordance with Article XII.

- d. Amendment of Articles of Association. An affirmative vote of a majority of member representatives shall be required for the amendment of these Articles, in accordance with Article XVI.

- e. Positions Taken on Ballot Measures and Legislative Issues.
 - (1) An affirmative vote of a majority of member representatives shall be required to adopt a resolution taking a position on any ballot measure.

 - (2) An affirmative vote of two-thirds (2/3) of members present and voting shall be required to take a position on any legislative issue.

- f. Mail Vote. The Chair shall, on the Chair's own initiative, or when so directed by the Board, declare that action on any motion or resolution, including plan adoption or amendment and amendment of the Articles of Association, shall be taken by certified mail vote of member representatives or their alternates, or if neither has been appointed by a member, its chief elected official may vote instead. Certified mail votes shall be returned by the next regular Board

meeting, and any action becomes effective on the date the Chair certifies the results to the Board.

3. Rules of Order. Except as otherwise required by these Articles, the rules of order of the Council shall be in accordance with the latest edition of Robert's Rules of Order, Revised.

ARTICLE XII. Powers and Duties.

- A. Regional Plan. The Council shall prepare, maintain and regularly review and revise a Plan for the Region. In preparing, maintaining, reviewing and revising the Plan, the Council shall seek to harmonize the master or general comprehensive plans of municipalities, counties, cities and counties, and other public and private agencies within or adjacent to the Region. The Council shall seek the cooperation and advice of municipalities, counties, cities and counties, state and federal agencies, organizations and individuals interested in the functions of the Council. The Plan may consist of such plans, elements and provisions as required or authorized by statute or the members.
- B. Plan Adoption. The Board may adopt the Plan or portions thereof, or amendments or additions thereto, by a majority vote of member representatives. Adoption of the Plan or portions thereof shall be preceded by notice and public hearing as required by statute. Action by the Board on the Plan or any amendments thereof shall be recorded in the minutes of the Board meeting and as otherwise required by statute.
- C. Certification of Plan. To the extent required by statute, the Council shall certify copies of the adopted Plan, or portion thereof, or amendment or addition thereto, to the board of county commissioners and planning commission of each county and the governing body and planning commission of each municipality lying wholly or partly within the Region.
- D. Review of Local Plan Referrals. The Council shall review all matters referred to it in accordance with law. The Council may review local laws, procedures, policies, and developments, including any new or changed land use plans, zoning codes, sign codes, urban renewal projects, proposed public facilities, or other planning functions that clearly affect two or more local governmental units, or that affect the Region as a whole, or that are subjects of primary responsibility for the Council. Within thirty days after receipt of any referred case, the Council shall report to the concerned commission or body. An extension of time may be mutually agreed upon.
- E. Metropolitan Planning Organization. As may be authorized or required by federal and state law, the Council shall serve as the metropolitan planning agency (MPO) for the area and shall exercise such powers and perform such functions as are required or authorized by statute in connection therewith.

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- F. Area Agency on Aging. As may be authorized or required by federal and state law, the Council shall serve as the Area Agency on Aging (AAA) for such planning and service areas as are designated to it, and shall exercise such powers and perform such functions as are required or authorized by statute in connection therewith. The Council shall be the approving and contracting agent for distribution of Older Americans Act funds and other aging services federal and state funds and grants, as authorized.

 - G. Other Activities, Services and Functions. The Council shall undertake and perform such other activities, services or functions as are authorized to it by its members or as are designated to it by federal or state law, consistent with its purposes and in service and support of its member governments.

 - H. Committees. The standing committees of the Council shall consist of the Executive Committee, the Nominating Committee, the Finance & Budget Committee and the Performance & Engagement Committee, as established in these Articles. The Board may establish other committees of the Board and advisory committees to the Board as necessary, and the Chair of the Board, except as otherwise provided by the Board, shall appoint the membership of these committees.

 - I. Cooperation with Others. The Council may promote and encourage regional understanding and cooperation through sponsorship and participation in public or private meetings, through publications, or through any other medium. The Council may offer its facilities and services to assist in the solution and mediation of issues involving two or more political jurisdictions.

 - J. Functional Review. The Council may study and review the nature, scope, and organization under which the functions of the Council may best be carried on, and report to federal, state, and local jurisdictions, and agencies thereof, on ways to improve proposals concerning legislation, regulations, and other actions taken for the effectuation of the provisions of these Articles.

 - K. Coordination of Research. The Council may make recommendations to legislative bodies, planning commissions, and other organizations and agencies within the Region for the coordination of research, collection of data, improvement of standards, or any other matter related to the activities of the Council.

 - L. Contracts. The Council may contract for any service necessary or convenient for carrying out the purposes of the Council.

 - M. Real Property. As provided in the Council's Articles of Incorporation, the Council shall have all the powers granted to nonprofit corporations by

1 Articles 121 through 137 of Title 7, C.R.S., as amended, but the Board
2 reserves final approval of the acquisition and disposition of real property.
3

4 **ARTICLE XIII. Council Executive Director.**
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6 A. The Board after receiving a recommendation of the Performance &
7 Engagement Committee and by the affirmative vote of a majority of member
8 representatives shall appoint an Executive Director hereinafter referred to
9 as the "Director," who shall serve at the pleasure of the Board. The
10 Performance & Engagement Committee shall develop the process for, and
11 execute and document an annual performance evaluation for the Executive
12 Director.
13

14 B. The Director shall be the Chief Administrative Officer and authorized
15 recording officer of the Council. The Director shall administer and
16 execute all other functions and duties determined by the Board, including
17 but not limited to the following:
18

- 19 1. Appointment, removal, compensation and establishment of the
20 number and duties of the Council staff;
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- 22 2. Establish and implement policies and procedures for the efficient
23 administration of personnel matters;
24
- 25 3. Serve, or designate personnel to serve, as recording secretary of
26 the Council and be responsible for preparing and maintaining all
27 records and information required by law to be kept by nonprofit
28 corporations, including those records required to be kept by
29 Section 7-136-101, C.R.S., and for authenticating the records of
30 the Council;
31
- 32 4. Designate personnel to provide staff services to committees; and
33
- 34 5. Serve as registered agent for the Council and register as such
35 with the Colorado Secretary of State.
36

37 **ARTICLE XIV. Filing of Local Reports.**
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39 To facilitate planning and development of the Region, all legislative bodies, planning
40 agencies, and others within the Region are requested to file with the Council all public plans,
41 maps, reports, regulations and other documents, as well as amendments and revisions
42 thereto, that clearly affect two or more local government units, or that affect the Region as a
43 whole, or that are subjects or primary responsibility for the Council.
44

45 **ARTICLE XV. Financial Provisions.**
46

47 A. Budget Submission to the Finance & Budget Committee. Each year, no later
48 than the regular October meeting of the Finance & Budget Committee, the

1 Director shall submit an estimate of the budget required for the operation of the
2 Council during the ensuing calendar year.

3
4 B. Budget Approval by the Board. Each year, no later than the regular November
5 meeting of the Board, the budget recommended by the Finance & Budget
6 Committee shall be presented for approval by the Board. The funds required
7 from each member in the Region shall be apportioned as determined by the
8 Board in the approved budget.

9
10 C. Contract and Other Funds. The Council is specifically empowered to contract or
11 otherwise participate in and to accept grants, funds, gifts, or services from any
12 federal, state, or local government or its agencies or instrumentality thereof, and
13 from private and civic sources, and to expend funds received therefrom, under
14 provisions as may be required of and agreed on by the Council, in connection
15 with any program or purpose for which the Council exists.

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17 D. Records and Audit. The Council shall arrange for a systematic and continuous
18 recordation of its financial affairs and transactions and shall obtain an annual
19 audit of its financial transactions and expenditures.

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22 ARTICLE XVI. Adoption and Amendment of Articles of Association.

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24 A. The Articles shall become effective upon their adoption by the boards of county
25 commissioners, and the governing body of any municipality or city and county
26 within or adjacent to the Region desiring to participate in the Council activities.

27
28 B. These Articles may be amended at any regular meeting of the Board by an
29 affirmative vote of a majority of the member representatives, provided that at
30 least one week's notice in writing be given to all member representatives setting
31 forth such amendment. These Articles may also be amended by an affirmative
32 vote of a majority of member representatives obtained through a certified mail
33 vote in accordance with Article XI, F.2.f when so directed by the Board or on the
34 initiative of the Board Chair.

AMENDMENT HISTORY

- AMENDED July 19, 1966. Provided for local elected official representation.
- AMENDED April 18, 1967. General assembly representation added. Policy Advisory Committee created.
- AMENDED July 18, 1967. Quorum changed from 1/2 to 1/3.
- AMENDED April 15, 1968. (Effective July 1, 1968) Name changed to “Denver Regional Council of Governments”
- AMENDED December 17, 1968. Changed election date to first meeting in year. Added municipal representation of Executive Committee.
- AMENDED March 25, 1970. Provided for membership on Executive Committee by either the mayor of the City and County of Denver or the deputy mayor.
- EXTENSIVELY AMENDED February 16, 1972. Incorporated the changes of the Committee on Structure and Organization. See S & O Report.
- AMENDED November 15, 1972. (effective January 1, 1973) Provided for a weighted voting formula for the participating membership.
- AMENDED May 16, 1973. Incorporated a section regarding members which are delinquent in payment of annual assessments.
- AMENDED January 16, 1974. Included the Counties of Clear Creek, Douglas and Gilpin on the Executive Committee, provided each such county contained a population of 120,000 or more.
- AMENDED June 18, 1974. Clarified the section on officers and their election, and provided for a nominating committee for election of officers each year.
- AMENDED January 19, 1977. Added three non-voting members, to be named by the Governor, to the full Board as outlined in the Metropolitan Planning Organization Memorandum of Agreement.
- AMENDED August 3, 1977. (through mail ballot) Increase the membership on the DRCOG Executive Committee from 6 to 8 by adding the Vice Chairman and Secretary-Treasurer of the Board to the Executive Committee membership.
- AMENDED December 19, 1979. Made the Immediate Past Chairman of the Board an officer of the Board, and by virtue of being a Board officer, the Immediate Past

Chairman would also be a member of the Executive Committee. This increased the Board officers from 4 to 5 and the Executive Committee from 8 to 9.

- AMENDED December 16, 1981. Changed the name of the policymaking body from “Council” to “Board of Directors”; Provided definitions of Council, Board of Directors, member, and member representative; Provided for Executive Committee alternates; Provided clarification and modification of certain agency procedures; and made extensive editorial changes.
- AMENDED June 22, 1983. Changed the structure of DRCOG from an unincorporated association to a nonprofit corporation, designated officers of the corporation, and provided for Board approval of real property transactions.
- AMENDED March 19, 1986. Changed to provide for election of Executive Committee officers at the first meeting following election of Board officers.
- AMENDED February 15, 1989. Expanded Executive Committee membership from 9 to 12 members with the three new members elected by the Board; provided for Board designation of a member representative of a county or a municipality to the Executive Committee in instances where the officers of the Board are already included as members of that Committee.
- AMENDED July 17, 1991. Provided the Mayor of Denver with a designee and an alternate to the Board; added a process for filling Executive Committee vacancies; changed the Mayor of Denver’s alternate on the Executive Committee from the Deputy Mayor to the Mayor’s designated representative to the Board; clarified the powers and duties of the Executive Committee regarding personnel matters and the Executive Director; revised the process for certification of adopted plans; and made extensive editorial changes to conform to statutory language.
- AMENDED June 17, 1998. Made technical changes in accordance with the newly adopted Colorado Revised Nonprofit Corporation Act regarding notice of meetings, termination of membership, and responsibilities for record keeping.
- AMENDED July 21, 1999. Revised to provide membership on the Executive Committee for counties with 120,000 or more estimated by either the U.S. Census, the Council or the state demographer.
- AMENDED April 18, 2001. Revised to change the Executive Committee name to Administrative Committee and provide membership on the Administrative Committee for each county and city containing a population of 120,000 or more.
- AMENDED January 15, 2003. Revised to split the Board Officer position of Secretary-Treasurer, creating the positions of Secretary and Treasurer, thus expanding the Administrative Committee membership, and to recognize the City and County of Broomfield.

- AMENDED February 19, 2003. Revised Board and Administrative Committee officer terms and revised Administrative Committee quorum.
- AMENDED November 19, 2008. Added voting requirements for taking positions on ballot measures and legislative issues.
- AMENDED May 20, 2009. Editorial revisions addressing superfluous and/or outdated items, items requiring clarification and/or elaboration, and items requiring updating as a result of the inclusion of Southwest Weld County communities.
- AMENDED July 21, 2010. Amended Section VII.C.1., to revise the procedure for election of Chair, and VII.C.2, to revise the number of members of the nominating committee.
- AMENDED April 20, 2011. Amended Section X, to remove reference to Water Quality Planning and reorder following lettered sections. Amended Section XIII, to revise the month that the budget will be provided to the Administrative Committee and Board for approval.
- AMENDED January 18, 2012. Amended Article VIII D to add language related to telephonic participation at Administrative Committee meetings.
- AMENDED May 15, 2013. Amended Article VI.E, to stipulate that the State of Colorado shall have three (3) non-voting members on the Board, appointed by the Governor, one of which shall be a representative of the Colorado Department of Transportation (either the Executive Director or a member of senior management), and the Regional Transportation District shall have one non-voting member on the Board, to be appointed by the General Manager of the organization. The General Manager may appoint themselves to the Board, or they may designate a member of their senior staff.
- AMENDED July 16, 2014. Amended Article VII C.1 and add VII D.3 to address a vacancy at Chair created when a Chair resigns mid-term. The amendment allows the incumbent Vice Chair to be appointed to serve the remainder of the term vacated, as well as serving their own full-year term.
- AMENDED March 16, 2016. Amended to reflect committee structure changes as recommended by the Structure and Governance group. Formalize the Board Officers as an Executive Committee; split the Administrative Committee into two new committees: Finance and Budget and Performance and Engagement; and revising the membership of the Nominating Committee to add two permanent members: Board Immediate Past Chair and a representative of the City and County of Denver, and defines how the remaining members of the Nominating Committee will be selected.

ATTACHE

To: Chair and Members of the Performance and Engagement Committee

From: Jennifer Schaufele, Executive Director
(303) 480-6701 or jschaufele@drcog.org

Meeting Date	Agenda Category	Agenda Item #
July 6, 2016	Action	7

SUBJECT

This is an informational item concerning the tentative schedule of the Performance and Engagement Committee.

PROPOSED ACTION/RECOMMENDATIONS

No action requested, this item is for information only.

ACTION BY OTHERS

N/A

SUMMARY

As requested by members at the last meeting, staff has drafted a tentative meeting schedule for the Performance and Engagement Committee through the early part of 2017.

This schedule should not be considered final; meetings may have to be scheduled in months where no meeting is currently anticipated on the draft schedule.

Staff strongly recommend adding a regular meeting notice in members' calendars every first Wednesday at 6:00 p.m. Staff will notify committee members as early as possible when meetings can be canceled.

PREVIOUS DISCUSSIONS/ACTIONS

N/A

PROPOSED MOTION

N/A

ATTACHMENT

Proposed meeting schedule

ADDITIONAL INFORMATION

Should you have any questions regarding this item, please contact Jennifer Schaufele, Executive Director, at 303-480-6701 or jschaufele@drcog.org.

Performance and Engagement Committee DRAFT Meeting Schedule 2016/17

July 6 Agenda

- Summary report of evaluation survey from Committee Chair and ED (exec session)
 - P&E chair reports on findings
 - ED responds to findings
 - Receive confidential hard copy of evaluation summaries
- Final refinements to Draft Workshop Agenda
- Review results of Board's collaborative assessment; Develop recommendations for the Board
- Review proposed edits to the Articles of Association (info item)
- Anticipated P&E schedule for 2016 as info item
- Review high level DRCOG org chart and senior management team contacts (info item)

August 3 Agenda

- Conclude performance evaluation (exec session)
 - Discuss and describe expectations of ED for upcoming performance year
 - Discuss salary adjustments or other compensation
 - Direct exec committee to wrap up any unfinished business if needed
- Discuss/recommend proposed edits in the Articles of Association to the Board
- Review new capacity building program for Board directors (info item)

Sept 7 Agenda

- Make any changes to ED's evaluation process
 - Reporting process
 - Evaluation schedule
 - Survey tool questions, format, platform, etc.
 - Other

October - No meeting anticipated as of 6/22/16

November 2 Agenda

- First quarterly discussion of ED's performance
- Check in on activities resulting from Board's collaborative survey
- Check in on activities of Capacity building program

December – No meeting anticipated as of 6/22/16

2017 Schedule

January 2017 – No meeting anticipated as of 6/22/16

February 1 Agenda

- Second quarterly discussion of ED's performance
- Review Executive Policies Report results for 2016

March – No meeting anticipated as of 6/22/16

April – No meeting anticipated as of 6/22/16

May 3 Agenda

- Third quarterly discussion of ED's performance
- Reassess capacity building program

To: Chair and Members of the Performance and Engagement Committee

From: Jennifer Schaufele, Executive Director
(303) 480-6701 or jschaufele@drcog.org

Meeting Date	Agenda Category	Agenda Item #
July 6, 2016	Action	8

SUBJECT

This is an informational item concerning recent modifications to the leadership organizational chart.

No action requested; this item is for information only.

ACTION BY OTHERS

N/A

SUMMARY

To keep committee members informed about noteworthy organizational changes, a recently revised organizational chart is attached.

Effective in July, the former Regional Planning and Operations Division will be replaced by a new division – Regional Planning and Development Division.

Rationale:

As indicated in previous meetings of the Administrative Committee, this change is taking place after reviewing our overall **strategy**, then determining the **structure** needed to support the strategy and finally, selecting the **staffing** best suited for the structure.

Our strategy is to support the development, maintenance, and implementation of Metro Vision. To fulfill this strategy, we determined the most appropriate structure was putting the modeling team alongside the MPO staff and co-locating the Metro Vision planning team, with the socioeconomic, GIS, and Software Development teams.

As a result, the modeling team moved to the Transportation Planning and Operations Division managed by Doug Rex. The model - first and foremost - exists to support the MPO and, very close collaboration between the groups is needed to assure we respond to appropriate calibration and verification techniques and both teams understand the model inputs.

As for staffing the new Regional Planning and Development Division, we determined with Metro Vision being the priority, division leadership needed strong regional planning experience. Additionally, we looked at the budgetary implications (the position is paid by the UPWP (Unified Planning Work Program.) Based on the strategy, the structure, the budget, and a desire to promote from within when appropriate, Brad Calvert was appointed to the position of Director of the Regional Planning and Development.

PREVIOUS DISCUSSIONS/ACTIONS

N/A

PROPOSED MOTION

N/A

ATTACHMENT

Updated organizational chart

ADDITIONAL INFORMATION

Should you have any questions regarding this item, please contact Jennifer Schaufele, Executive Director, at 303-480-6701 or jschaufele@drcog.org.

ORGANIZATIONAL CHART

Executive Office

