

**AGENDA**  
**PERFORMANCE AND ENGAGEMENT COMMITTEE**  
**WEDNESDAY, July 7, 2021**  
**→ 4:00 p.m. ←**  
**VIDEO/WEB CONFERENCE**  
**Denver, CO**

1. Call to Order

**CONSENT AGENDA**

2. Move to Adopt the Consent Agenda
  - June 2, 2021 meeting summary  
(Attachment A)

**INFORMATIONAL BRIEFINGS**

3. 2021 DRCOG Board Director Collaboration Assessment  
(Attachment B) Douglas W. Rex, Executive Director
4. Update on the 2021 Board Workshop  
(Attachment C) Douglas W. Rex, Executive Director

**ADMINISTRATIVE ITEMS**

6. Report of the Chair
7. Report of the Executive Director
8. Other Matters by Members
9. **Next Meeting – August 4, 2021**
10. Adjourn

Persons in need of auxiliary aids or services, such as interpretation services or assisted listening devices, are asked to contact DRCOG at least 48 hours in advance of the meeting by calling (303) 480-6701.



**ATTACH A**

SUMMARY  
PERFORMANCE AND ENGAGEMENT COMMITTEE  
Wednesday, June 2, 2021

Members Present:

Steve Conklin, Chair	Denver
Steve O'Dorisio	Adams County
Aaron Brockett	Boulder
William Lindstedt	Broomfield
Randy Weil	Cherry Hills Village
Kevin Flynn	Denver
George Lantz	Greenwood Village

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

Chair Conklin called the meeting to order at 4:05 p.m. with a quorum present.

Move to adopt the consent agenda

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

Items on the consent agenda included:

- Summary of the May 5, 2021 Performance and Engagement Committee meeting.

Discussion of the 2021 Board Workshop

Doug Rex provided an overview of the draft agenda for the workshop to the committee. The 2021 Board Workshop is currently scheduled for August 27-28. The committee reviewed and discussed [the draft workshop topics and the timeline](#) for that Friday and Saturday. Overall, the committee agreed to the layout and timing of the events. There will also be overnight accommodations made available to all directors, at their own cost.

Discussion of P&E Committee scheduled activities

Doug Rex provided a brief overview of annual activities to the committee. At the request Chair Conklin, staff prepared a [Performance & Engagement Committee calendar](#) of activities to inform members of upcoming agenda items. The members were appreciative of this overview so they are aware of future topics ahead of time.

2021 Awards Celebration debrief

Amber Leberman presented a recap of the event to the committee. The Communications and Marketing division conducted a virtual awards event on April 28, 2021. The event honored award recipients nominated in late 2019 and was postponed from April 2020 until April 2021. The following are statistics from the event:

- |  |  |
|--|--|
| • Staff was able to secure 21 sponsors for the event | • Due to the sponsorships, participants were able to attend for free |
| • \$25,000 was able to be raised in sponsorships     | • The overall cost of the virtual event production was \$14,000      |

## Performance and Engagement Committee Meeting Summary

June 2, 2021

Page 2

- 366 people registered to attend
- Since it's original air date, the celebration has been viewed 460 times

### Report of the Chair

There was no report from the chair.

### Report of the Executive Director

There was no report from the executive director.

### Other Matters by Members

There were no matters from members.

### Next Meeting – July 7, 2021

The meeting adjourned at 5:02 p.m.

# ATTACH B

To: Chair and Members of the Performance & Engagement Committee

From: Douglas W. Rex, Executive Director  
303-480-6701 or [drex@drcog.org](mailto:drex@drcog.org)

Meeting Date	Agenda Category	Agenda Item #
July 7, 2021	Discussion	3

**SUBJECT**

The 2021 DRCOG Board Director Collaboration Assessment

**PROPOSED ACTION/RECOMMENDATIONS**

N/A

**ACTION BY OTHERS**

N/A

**SUMMARY**

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

Chair Conklin would like to have a discussion with committee members about the purpose and need of the assessment and possible revisions to make the survey more user-friendly.

**PREVIOUS DISCUSSIONS/ACTIONS**

N/A

**PROPOSED MOTION**

N/A

**ATTACHMENT**

1. 2020 DRCOG Board Collaboration Assessment
2. 2020 DRCOG Board Collaboration Assessment Results

**ADDITIONAL INFORMATION**

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



## DRCOG Board Collaboration Assessment - 2020

### Introduction

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

### Comments

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

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

### Instructions

The estimated time to complete the assessment is approximately 15 minutes. **Since all questions require a response you will need to complete the assessment in one session.** You must click 'Submit' at the bottom of the page to ensure your responses are recorded. Please review the items in each section and rate them to the best of your knowledge. Many are broadly stated to include any and all examples you may have knowledge of from attending Board meetings and reading Board Director information provided by DRCOG. In some instances, you will not know the answer and can select Don't Know. That information is also helpful.

**Access to the assessment will begin on June 8 and remain available until midnight, June 26. Please allow 15-20 minutes to complete the assessment in one sitting.**

**For assistance, please contact either Randy Arnold at [rarnold@drcog.org](mailto:rarnold@drcog.org) or 303.480.6709; or Jerry Stigall at [jstigall@drcog.org](mailto:jstigall@drcog.org) or 303.480.6780.**

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

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

As the deadline approaches, a Performance & Engagement Committee member may contact you if you have not completed the assessment. Information on Board Director participation is provided to committee members but not individual Board Director responses as noted above.

Thank you for your participation!

Kevin Flynn

720.337.2222

DRCOG Board Secretary and Performance & Engagement Committee Chair

### **Our Mission**

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

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

### **Our Vision**

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

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

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

### **DRCOG Board Collaboration Assessment**

**\* 1. Structural Integrity** refers to how Board Directors perceive the fairness of the collaborative process. A process that has high structural integrity applies criteria for making decisions and allocating resources in a fair and consistent manner, treats all members equitably, and allows sufficient opportunity for members to challenge and revise decisions.



	True	More True than False	More False than True	False	Don't know
<b>The people involved in the process usually are focused on broader goals (outcomes) of the region, rather than individual agendas.</b>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The process is free of favoritism.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>In the process, everyone has an equal opportunity to influence decisions.</b>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The process responds fairly to the needs of its members.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>Decisions made in the process are based on fair criteria.</b>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The allocation of resources is decided fairly.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>The criteria for allocations are fairly applied.</b>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
In the process, there is sufficient opportunity to challenge decisions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>The decisions made in the process are consistent.</b>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Decisions are based on accurate information.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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

\* **2. Authenticity** refers to the extent Board Directors perceive the collaborative process is free from undue outside influence. An authentic process is one where members are confident the group has the power to make independent judgments and evaluations of the issues, and can make decisions on how to respond to those issues that will be respected by all members as well as those in positions of authority.

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

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

\* **3. Strong Leadership** reflects the perception the Board has an effective organizing/ coordinating body and, is led by committed and effective leaders. The role of the organizing/ coordinating body is to provide a convening location, collaborative environment and relevant information for Board Director deliberation and decision-making.

**Note:** The first item below regarding Organizer/coordinator refers to DRCOG's role as the convener/ convening location. The second item refers to Board Director leadership.

**Our collaborative...**

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

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

\* **4. Members** refers to how Board Directors perceive other Director's capacity to collaborate: Are they willing to devote their efforts to furthering the goals of the collaborative rather than simply garner additional resources for their individual programs? Will they support the ideas that have the most merit even at the expense of their own interests? And, do they think there is sufficient trust among members to honestly share information and feedback?

**Members...**

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

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

\* **5. Structure** refers to the clarity members have about the scope of the Board's authority and the roles and responsibilities assigned to its Directors.

**Note:** This section also pertains to Board Committees. Please use the space below to provide comments on committees as they relate to (Board) Structure.

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

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

\* **6. General Success** reflects the perceived level of success achieved by the collaborative and assesses the extent to which members accomplished the objectives set out for the most recent performance period. The term objectives in this section refers to for example; Reduce VMT, Improve Air Quality, Reduce GHG, etc. as opposed to 'outcomes' that describe an end state or destination point.

**Our Collaborative...**

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

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

\* **7. Community Involvement & Collaboration** refers to the extent to which the collaborative has engaged a wider or more diverse set of partners, or has stimulated greater commitment to collaboration among communities/jurisdictions.

**Our Collaborative...**

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

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

\* **8. Outcomes** refer to the extent to which members believe the collaborative has had an impact on the outcomes it is targeting. For example an outcome is; The built environment accommodates the needs of residents of all ages, incomes, and abilities; Development patterns are easy to navigate, enhance multimodal connectivity, and maximize the ability for all people to access opportunities. (Metro Vision)

**Our Collaborative...**

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

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



\* **9. Quality of Services** assesses members' perceptions about the level of improvement in the quality of services for the population served, in areas such as access to needed services, navigating the system of services, time to obtain services, etc.

**Our Collaborative...**

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

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

\* **10. Fragmentation of Services** refers to the extent to which members of the collaborative perceive a reduction in the fragmentation of services for the population served. This reduced fragmentation may result from increased availability of continuous and uninterrupted services, greater integration of services, more comprehensive service plans, or other improvements.

**Our Collaborative...**

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

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

\* **11. Duplication of Services** refers to two qualities of duplication: a reduction in the duplication of services; and a reduction in the number of professionals providing services for the population served by DRCOG.

Our Collaborative...

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

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

\* **12. [Costs](#)** refers to the extent to which members view the collaborative as reducing costs, either by reducing the costs of delivering services to the population served or by promoting a sharing of costs between jurisdictions/organizations participating in the collaborative.

**Our Collaborative...**

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

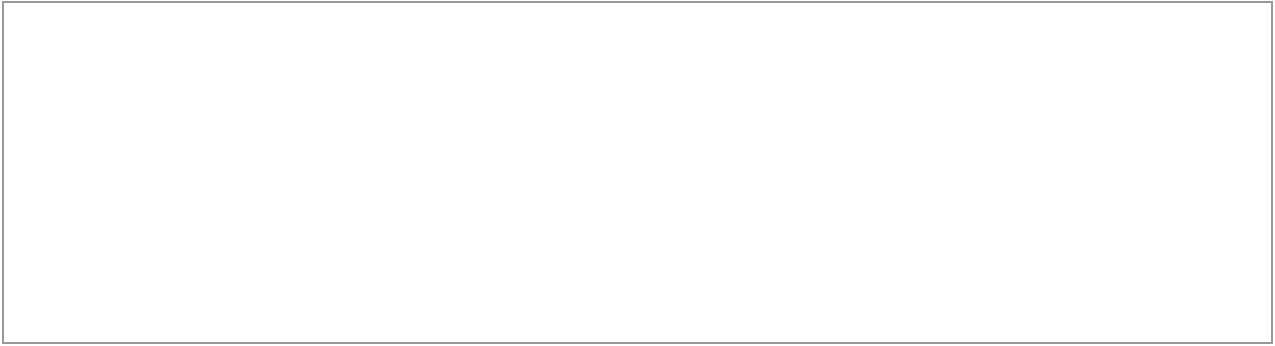
Please provide comments for the Costs section in the space below.

\* **13. [Membership Value](#)**

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

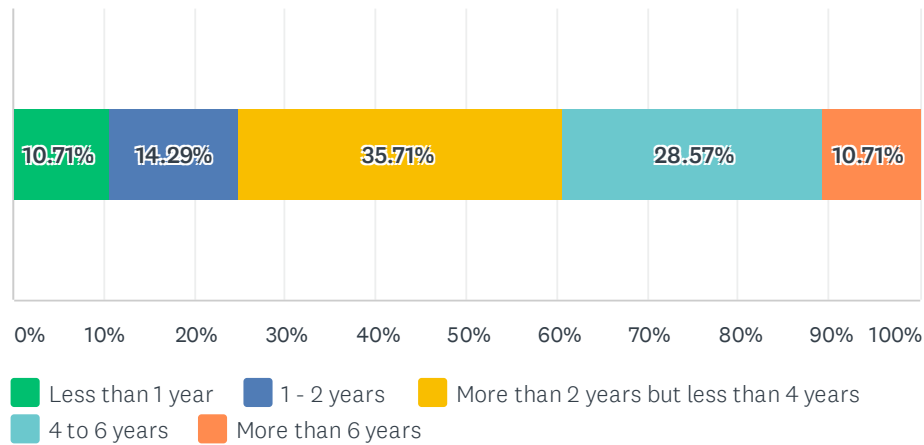
Please provide comments for the Membership Value section in the space below.

**Please provide additional comments in the section below.**



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

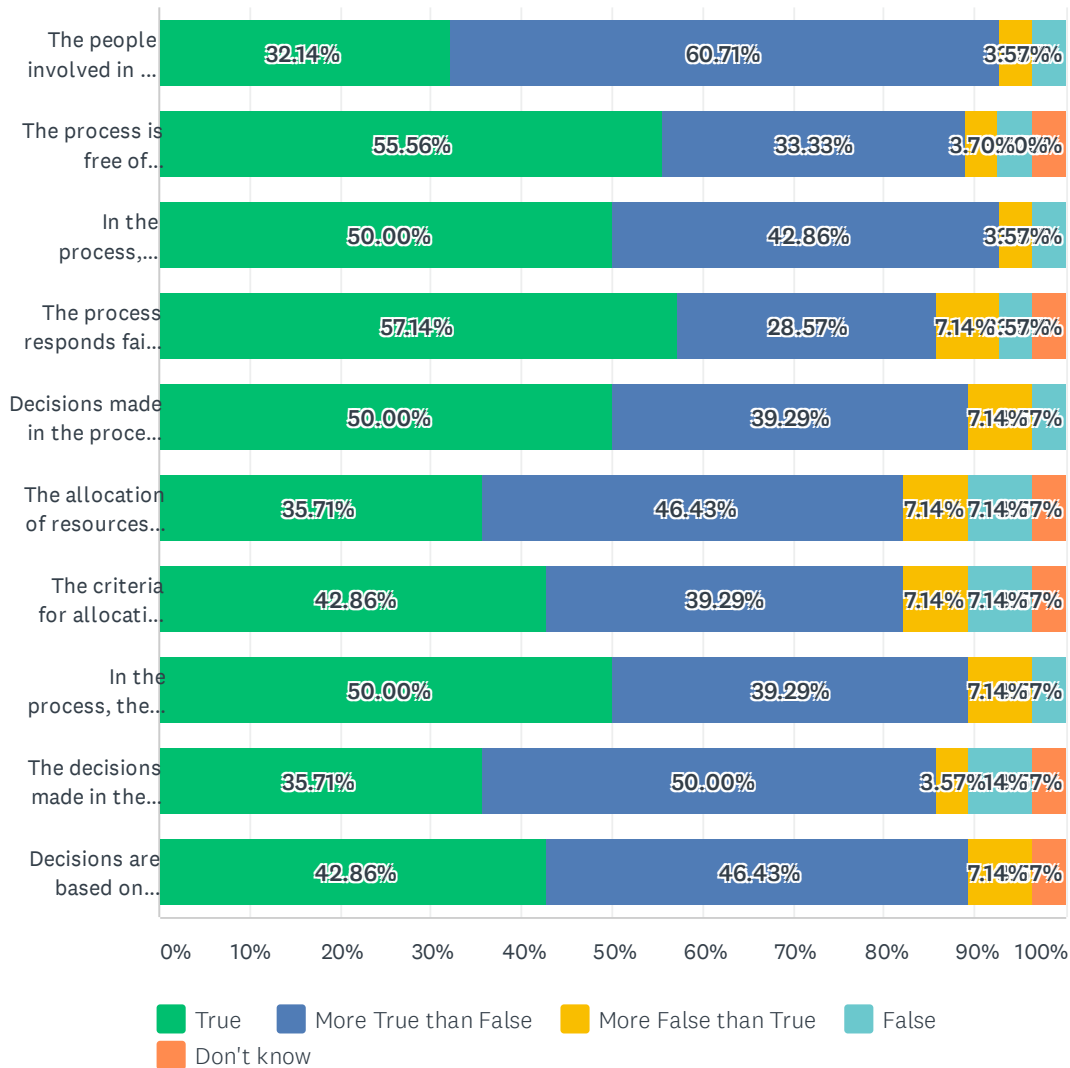
Answered: 28 Skipped: 0



ANSWER CHOICES	RESPONSES	
Less than 1 year	10.71%	3
1 - 2 years	14.29%	4
More than 2 years but less than 4 years	35.71%	10
4 to 6 years	28.57%	8
More than 6 years	10.71%	3
TOTAL		28

1. Structural Integrity refers to how Board Directors perceive the fairness of the collaborative process. A process that has high structural integrity applies criteria for making decisions and allocating resources in a fair and consistent manner, treats all members equitably, and allows sufficient opportunity for members to challenge and revise decisions.

Answered: 28 Skipped: 0



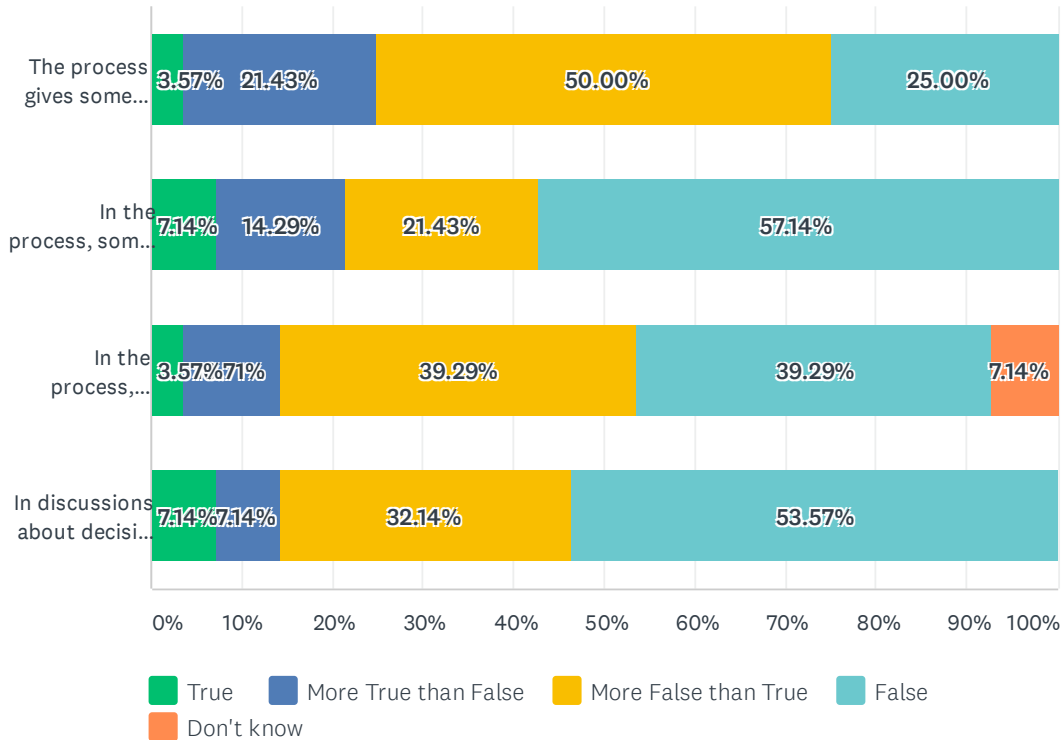
# DRCOG Board Collaboration Assessment - 2020

	TRUE	MORE TRUE THAN FALSE	MORE FALSE THAN TRUE	FALSE	DON'T KNOW	TOTAL	WEIGHTED AVERAGE
The people involved in the process usually are focused on broader goals (outcomes) of the region, rather than individual agendas.	32.14% 9	60.71% 17	3.57% 1	3.57% 1	0.00% 0	28	3.21
The process is free of favoritism.	55.56% 15	33.33% 9	3.70% 1	3.70% 1	3.70% 1	27	3.46
In the process, everyone has an equal opportunity to influence decisions.	50.00% 14	42.86% 12	3.57% 1	3.57% 1	0.00% 0	28	3.39
The process responds fairly to the needs of its members.	57.14% 16	28.57% 8	7.14% 2	3.57% 1	3.57% 1	28	3.44
Decisions made in the process are based on fair criteria.	50.00% 14	39.29% 11	7.14% 2	3.57% 1	0.00% 0	28	3.36
The allocation of resources is decided fairly.	35.71% 10	46.43% 13	7.14% 2	7.14% 2	3.57% 1	28	3.15
The criteria for allocations are fairly applied.	42.86% 12	39.29% 11	7.14% 2	7.14% 2	3.57% 1	28	3.22
In the process, there is sufficient opportunity to challenge decisions.	50.00% 14	39.29% 11	7.14% 2	3.57% 1	0.00% 0	28	3.36
The decisions made in the process are consistent.	35.71% 10	50.00% 14	3.57% 1	7.14% 2	3.57% 1	28	3.19
Decisions are based on accurate information.	42.86% 12	46.43% 13	7.14% 2	0.00% 0	3.57% 1	28	3.37



2. Authenticity refers to the extent Board Directors perceive the collaborative process is free from undue outside influence. An authentic process is one where members are confident the group has the power to make independent judgments and evaluations of the issues, and can make decisions on how to respond to those issues that will be respected by all members as well as those in positions of authority.

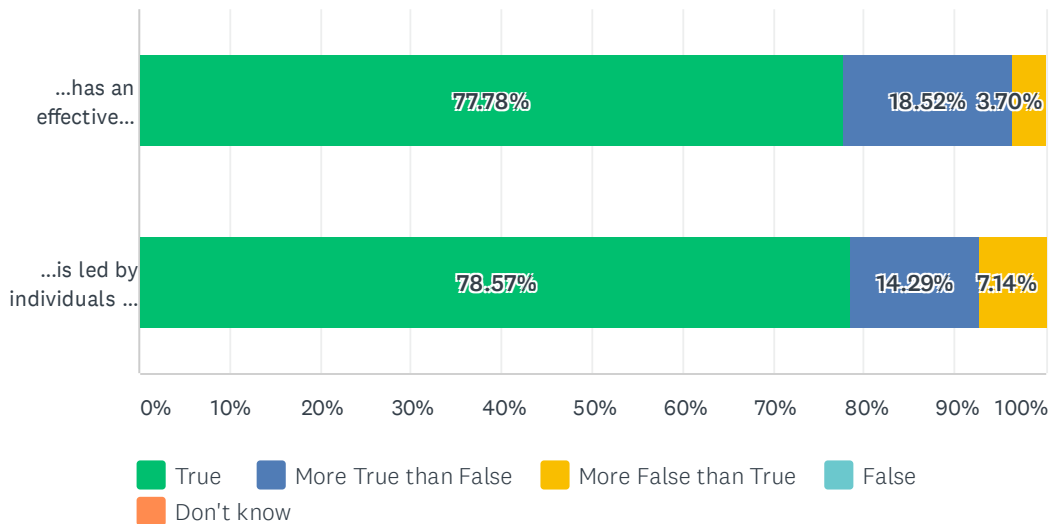
Answered: 28 Skipped: 0



	TRUE	MORE TRUE THAN FALSE	MORE FALSE THAN TRUE	FALSE	DON'T KNOW	TOTAL	WEIGHTED AVERAGE
The process gives some people more than they deserve, while shortchanging others.	3.57% 1	21.43% 6	50.00% 14	25.00% 7	0.00% 0	28	2.96
In the process, some people's opinions are accepted while other people are asked to justify themselves.	7.14% 2	14.29% 4	21.43% 6	57.14% 16	0.00% 0	28	3.29
In the process, strings are being pulled from outside Board discussions which influence important decisions.	3.57% 1	10.71% 3	39.29% 11	39.29% 11	7.14% 2	28	3.23
In discussions about decisions or procedures, some people are discounted because of the organizations/jurisdictions that they represent.	7.14% 2	7.14% 2	32.14% 9	53.57% 15	0.00% 0	28	3.32

3. Strong Leadership reflects the perception the Board has an effective organizing/ coordinating body and, is led by committed and effective leaders. The role of the organizing/ coordinating body is to provide a convening location, collaborative environment and relevant information for Board Director deliberation and decision-making. Note: The first item below regarding Organizer/ coordinator refers to DRCOG's role as the convener/ convening location. The second item refers to Board Director leadership. Our collaborative...

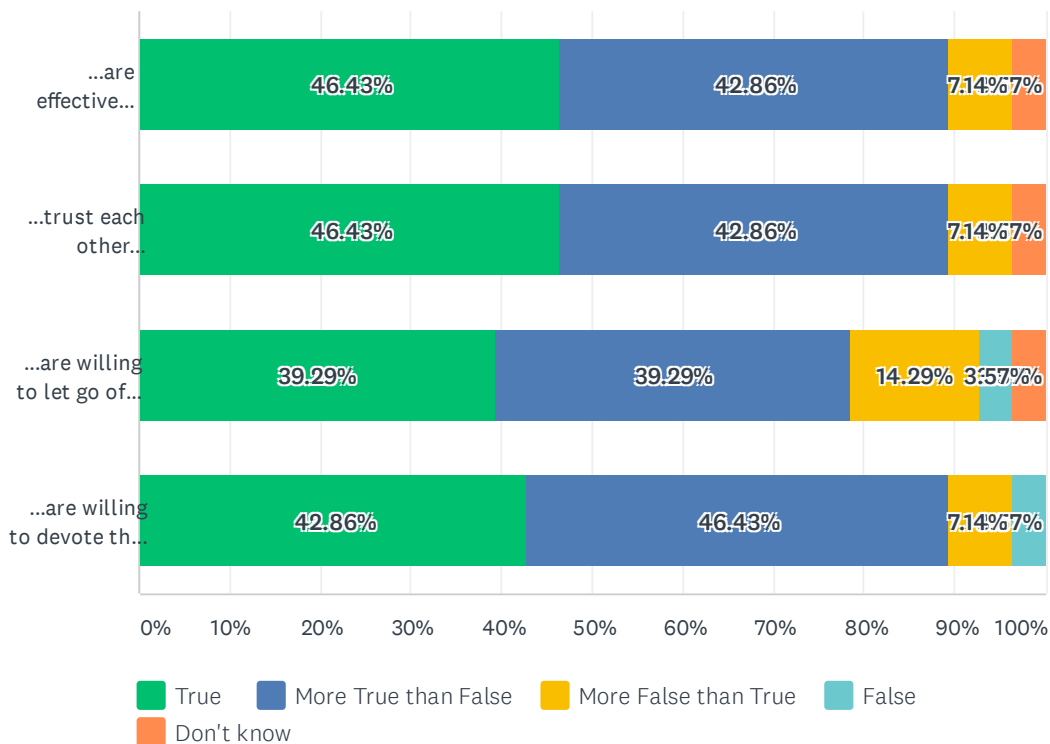
Answered: 28 Skipped: 0



	TRUE	MORE TRUE THAN FALSE	MORE FALSE THAN TRUE	FALSE	DON'T KNOW	TOTAL	WEIGHTED AVERAGE
...has an effective organizer/coordinator.	77.78% 21	18.52% 5	3.70% 1	0.00% 0	0.00% 0	27	3.74
...is led by individuals who are strongly dedicated to the Mission and Vision of DRCOG.	78.57% 22	14.29% 4	7.14% 2	0.00% 0	0.00% 0	28	3.71

4. Members refers to how Board Directors perceive other Director's capacity to collaborate: Are they willing to devote their efforts to furthering the goals of the collaborative rather than simply garner additional resources for their individual programs? Will they support the ideas that have the most merit even at the expense of their own interests? And, do they think there is sufficient trust among members to honestly share information and feedback? Members...

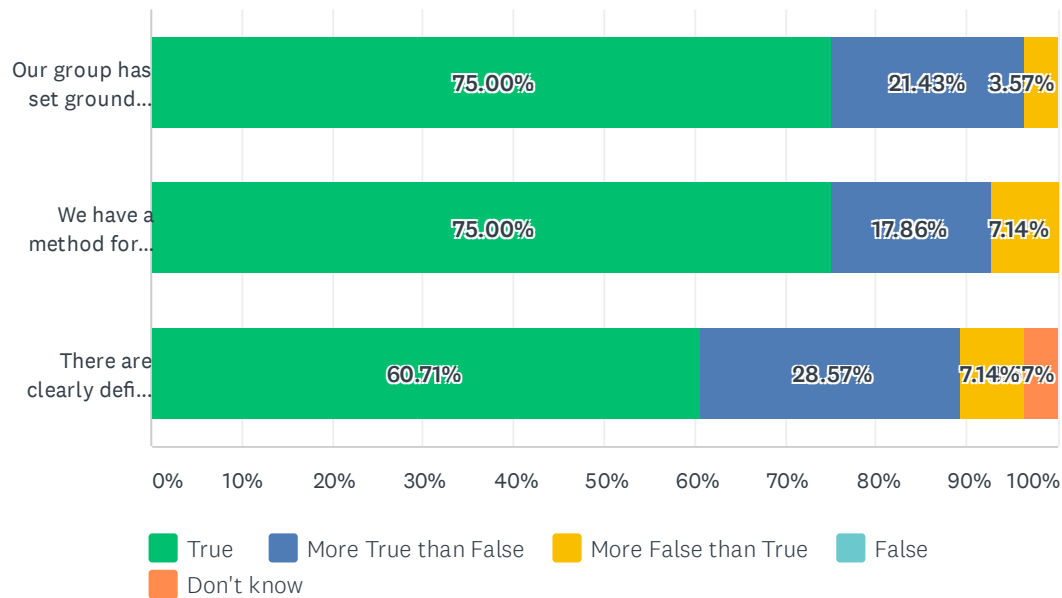
Answered: 28 Skipped: 0



	TRUE	MORE TRUE THAN FALSE	MORE FALSE THAN TRUE	FALSE	DON'T KNOW	TOTAL	WEIGHTED AVERAGE
...are effective liaisons between their home organizations and our group.	46.43% 13	42.86% 12	7.14% 2	0.00% 0	3.57% 1	28	3.41
...trust each other sufficiently to honestly and accurately share information, perceptions, and feedback.	46.43% 13	42.86% 12	7.14% 2	0.00% 0	3.57% 1	28	3.41
...are willing to let go of an idea for one that appears to have more merit.	39.29% 11	39.29% 11	14.29% 4	3.57% 1	3.57% 1	28	3.19
...are willing to devote the effort necessary to achieve Metro Vision Outcomes.	42.86% 12	46.43% 13	7.14% 2	3.57% 1	0.00% 0	28	3.29

5. Structure refers to the clarity members have about the scope of the Board's authority and the roles and responsibilities assigned to its Directors. Note: This section also pertains to Board Committees. Please use the space below to provide comments on committees as they relate to (Board Structure.

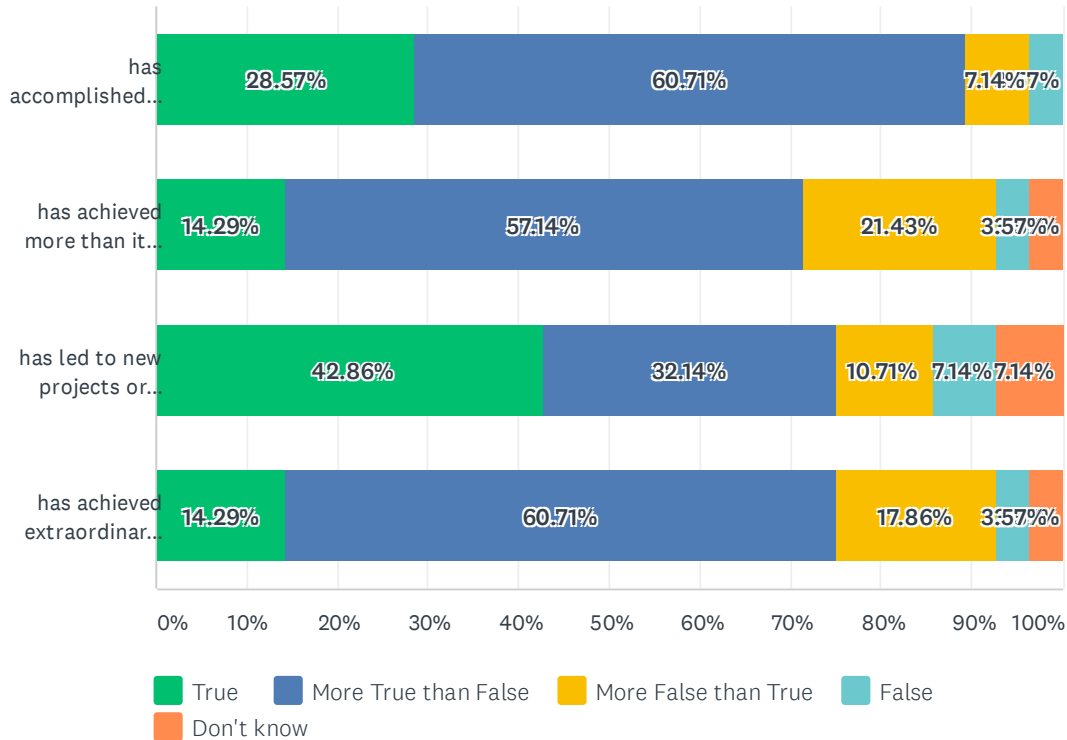
Answered: 28 Skipped: 0



	TRUE	MORE TRUE THAN FALSE	MORE FALSE THAN TRUE	FALSE	DON'T KNOW	TOTAL	WEIGHTED AVERAGE
Our group has set ground rules and norms about how we will work together.	75.00% 21	21.43% 6	3.57% 1	0.00% 0	0.00% 0	28	3.71
We have a method for communicating the activities and decisions of the group to all members.	75.00% 21	17.86% 5	7.14% 2	0.00% 0	0.00% 0	28	3.68
There are clearly defined roles for group members.	60.71% 17	28.57% 8	7.14% 2	0.00% 0	3.57% 1	28	3.56

6. General Success reflects the perceived level of success achieved by the collaborative and assesses the extent to which members accomplished the objectives set out for the most recent performance period. The term objectives in this section refers to for example; Reduce VMT, Improve Air Quality, Reduce GHG, etc. as opposed to 'outcomes' that describe an end state or destination point. Our Collaborative...

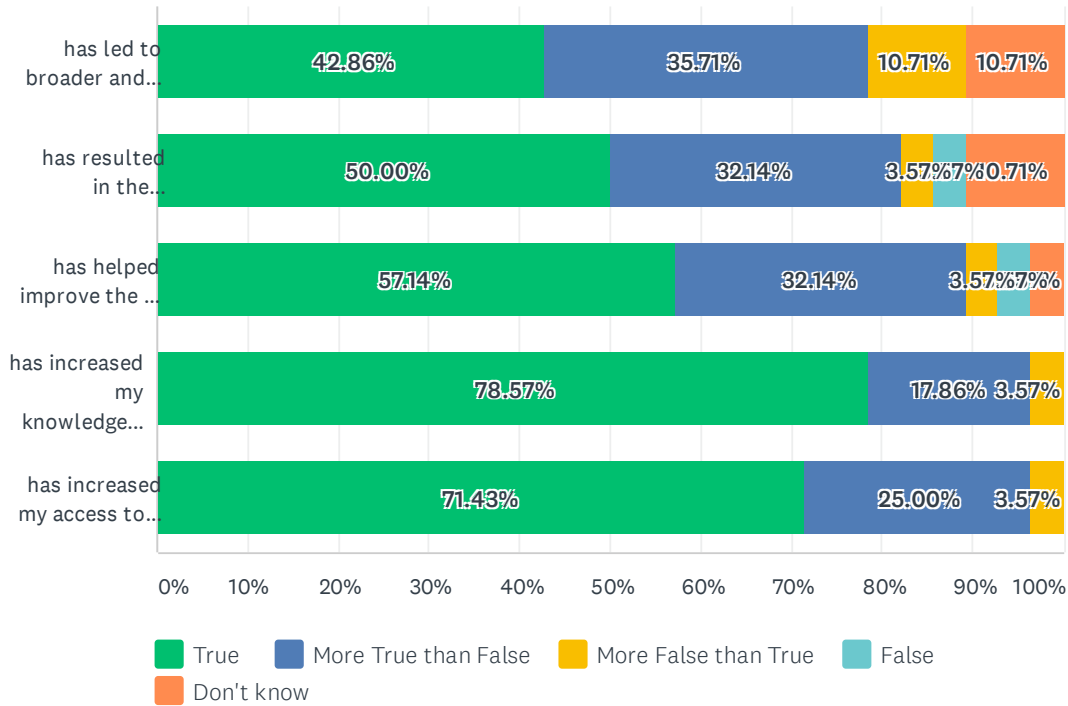
Answered: 28 Skipped: 0



	TRUE	MORE TRUE THAN FALSE	MORE FALSE THAN TRUE	FALSE	DON'T KNOW	TOTAL	WEIGHTED AVERAGE
has accomplished its specific objectives	28.57% 8	60.71% 17	7.14% 2	3.57% 1	0.00% 0	28	3.14
has achieved more than its original objectives.	14.29% 4	57.14% 16	21.43% 6	3.57% 1	3.57% 1	28	2.85
has led to new projects or efforts.	42.86% 12	32.14% 9	10.71% 3	7.14% 2	7.14% 2	28	3.19
has achieved extraordinary success.	14.29% 4	60.71% 17	17.86% 5	3.57% 1	3.57% 1	28	2.89

## 7. Community Involvement & Collaboration refers to the extent to which the collaborative has engaged a wider or more diverse set of partners, or has stimulated greater commitment to collaboration among communities/jurisdictions. Our Collaborative...

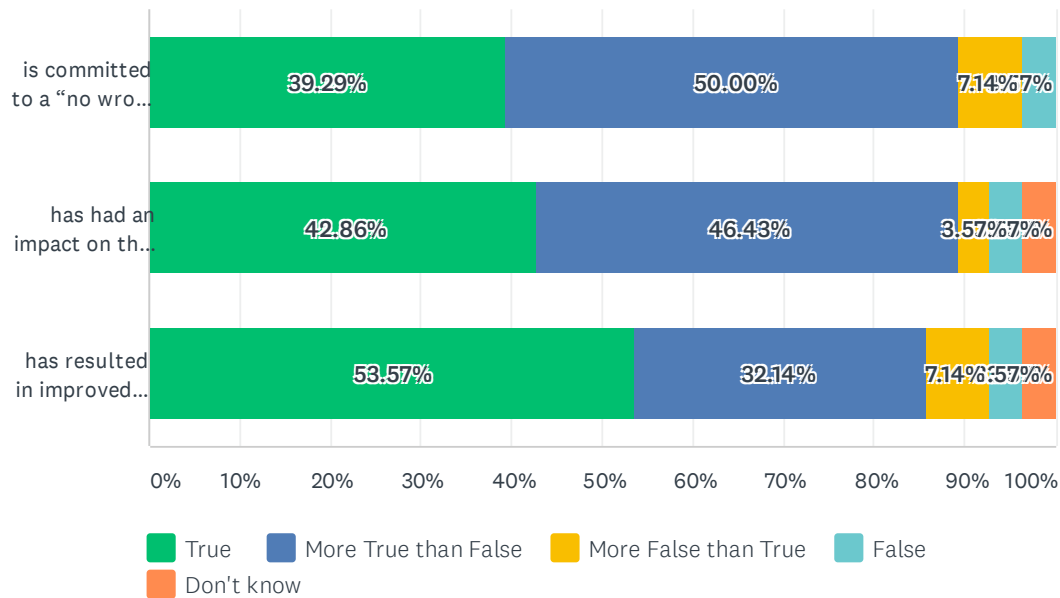
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	TRUE	MORE TRUE THAN FALSE	MORE FALSE THAN TRUE	FALSE	DON'T KNOW	TOTAL	WEIGHTED AVERAGE
has led to broader and more meaningful engagement of diverse partners.	42.86% 12	35.71% 10	10.71% 3	0.00% 0	10.71% 3	28	3.36
has resulted in the emergence of new leaders committed to collaboration.	50.00% 14	32.14% 9	3.57% 1	3.57% 1	10.71% 3	28	3.44
has helped improve the way our participating jurisdictions work together.	57.14% 16	32.14% 9	3.57% 1	3.57% 1	3.57% 1	28	3.48
has increased my knowledge of resources outside of my agency/organization.	78.57% 22	17.86% 5	3.57% 1	0.00% 0	0.00% 0	28	3.75
has increased my access to resources outside of my agency/organization for my community.	71.43% 20	25.00% 7	3.57% 1	0.00% 0	0.00% 0	28	3.68

8. Outcomes refer to the extent to which members believe the collaborative has had an impact on the outcomes it is targeting. For example an outcome is; The built environment accommodates the needs of residents of all ages, incomes, and abilities; Development patterns are easy to navigate, enhance multimodal connectivity, and maximize the ability for all people to access opportunities. (Metro VisionOur Collaborative...

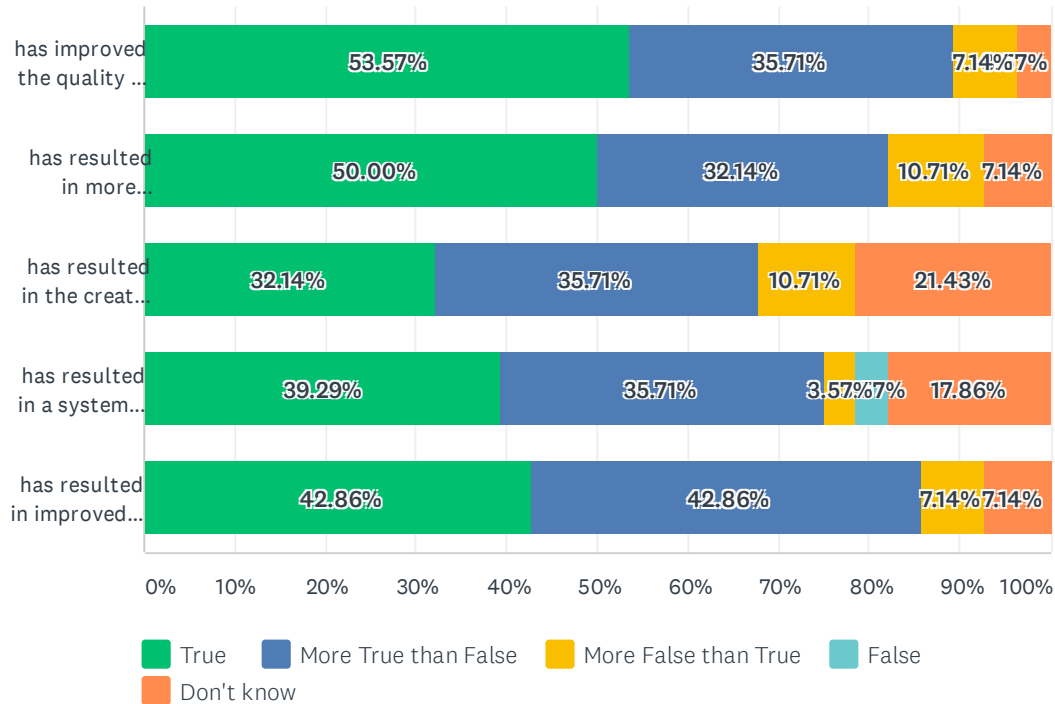
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	TRUE	MORE TRUE THAN FALSE	MORE FALSE THAN TRUE	FALSE	DON'T KNOW	TOTAL	WEIGHTED AVERAGE
is committed to a "no wrong door" approach where any idea can be considered.	39.29% 11	50.00% 14	7.14% 2	3.57% 1	0.00% 0	28	3.25
has had an impact on the outcomes it is targeting.	42.86% 12	46.43% 13	3.57% 1	3.57% 1	3.57% 1	28	3.33
has resulted in improved outcomes for the population served.	53.57% 15	32.14% 9	7.14% 2	3.57% 1	3.57% 1	28	3.41

9. Quality of Services assesses members' perceptions about the level of improvement in the quality of services for the population served, in areas such as access to needed services, navigating the system of services, time to obtain services, etc. Our Collaborative...

Answered: 28 Skipped: 0

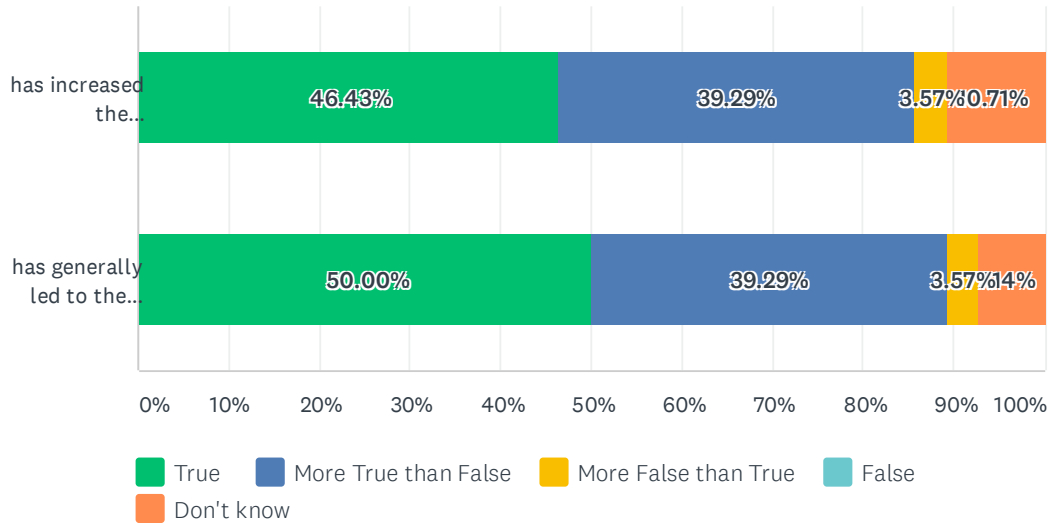


	TRUE	MORE TRUE THAN FALSE	MORE FALSE THAN TRUE	FALSE	DON'T KNOW	TOTAL	WEIGHTED AVERAGE
has improved the quality of services for the population served.	53.57% 15	35.71% 10	7.14% 2	0.00% 0	3.57% 1	28	3.48
has resulted in more streamlined service provision across participating jurisdictions/organizations.	50.00% 14	32.14% 9	10.71% 3	0.00% 0	7.14% 2	28	3.42
has resulted in the creation of a system that is easier for the population served to navigate.	32.14% 9	35.71% 10	10.71% 3	0.00% 0	21.43% 6	28	3.27
has resulted in a system that makes it easier for population served to access needed services.	39.29% 11	35.71% 10	3.57% 1	3.57% 1	17.86% 5	28	3.35
has resulted in improved quality of services within my agency/organization due to our participation on the DRCOG Board.	42.86% 12	42.86% 12	7.14% 2	0.00% 0	7.14% 2	28	3.38



10. Fragmentation of Services refers to the extent to which members of the collaborative perceive a reduction in the fragmentation of services for the population served. This reduced fragmentation may result from increased availability of continuous and uninterrupted services, greater integration of services, more comprehensive service plans, or other improvements. Our Collaborative...

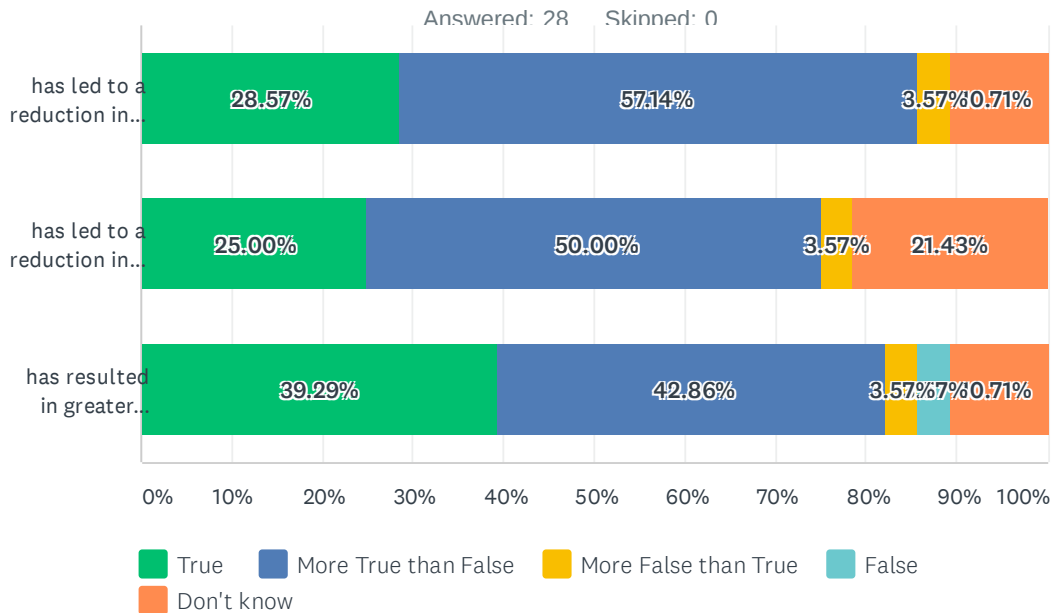
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	TRUE	MORE TRUE THAN FALSE	MORE FALSE THAN TRUE	FALSE	DON'T KNOW	TOTAL	WEIGHTED AVERAGE
has increased the availability of continuous and uninterrupted services for the population served by DRCOG, regardless of the funding source.	46.43% 13	39.29% 11	3.57% 1	0.00% 0	10.71% 3	28	3.48
has generally led to the creation of more comprehensive services plans for the population served.	50.00% 14	39.29% 11	3.57% 1	0.00% 0	7.14% 2	28	3.50

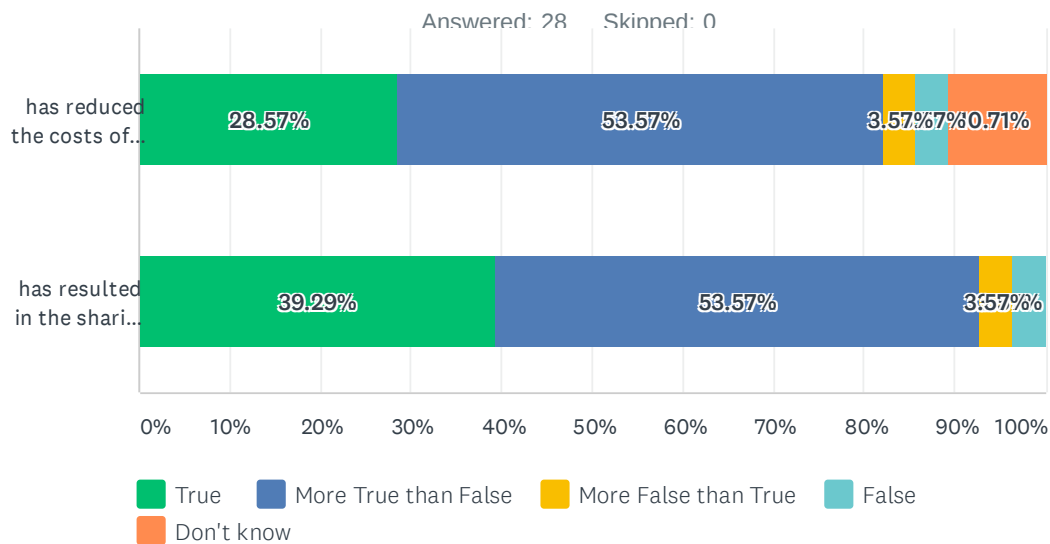
11. Duplication of Services refers to two qualities of duplication: a reduction in the duplication of services; and a reduction in the number of professionals providing services for the population served by DRCOG.

### Our Collaborative...



	TRUE	MORE TRUE THAN FALSE	MORE FALSE THAN TRUE	FALSE	DON'T KNOW	TOTAL	WEIGHTED AVERAGE
has led to a reduction in the duplication of overlapping services across all participating jurisdictions/organizations when serving the region's population.	28.57% 8	57.14% 16	3.57% 1	0.00% 0	10.71% 3	28	3.28
has led to a reduction in the number of professionals providing overlapping services for the population served.	25.00% 7	50.00% 14	3.57% 1	0.00% 0	21.43% 6	28	3.27
has resulted in greater integration of services for the population served.	39.29% 11	42.86% 12	3.57% 1	3.57% 1	10.71% 3	28	3.32

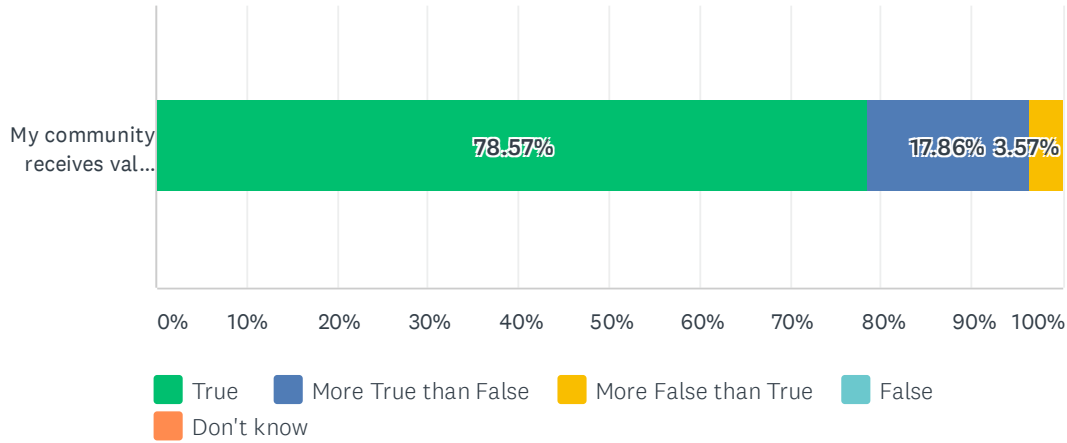
12. Costs refers to the extent to which members view the collaborative as reducing costs, either by reducing the costs of delivering services to the population served or by promoting a sharing of costs between jurisdictions/organizations participating in the collaborative. Our Collaborative...



	TRUE	MORE TRUE THAN FALSE	MORE FALSE THAN TRUE	FALSE	DON'T KNOW	TOTAL	WEIGHTED AVERAGE
has reduced the costs of delivering services to the population served.	28.57% 8	53.57% 15	3.57% 1	3.57% 1	10.71% 3	28	3.20
has resulted in the sharing of costs between jurisdictions/organizations participating in the collaborative.	39.29% 11	53.57% 15	3.57% 1	3.57% 1	0.00% 0	28	3.29

## 13. Membership Value

Answered: 28   Skipped: 0



	TRUE	MORE TRUE THAN FALSE	MORE FALSE THAN TRUE	FALSE	DON'T KNOW	TOTAL	WEIGHTED AVERAGE
My community receives value from being a member of DRCOG.	78.57% 22	17.86% 5	3.57% 1	0.00% 0	0.00% 0	28	3.75

**ATTACH C**

To: Members of the Performance and Engagement Committee

From: Douglas W. Rex, Executive Director  
(303) 480-6701 or [drex@drcog.org](mailto:drex@drcog.org)

Meeting Date	Agenda Category	Agenda Item #
July 7, 2021	Discussion	4

**SUBJECT**

2021 Board Workshop Update

**PROPOSED ACTION/RECOMMENDATIONS**

N/A

**ACTION BY OTHERS**

N/A

**SUMMARY**

At the July 7 meeting, staff will provide an update on the latest developments related to the August 27-28 Board Workshop.

**PREVIOUS DISCUSSIONS/ACTIONS**

N/A

**PROPOSED MOTION**

N/A

**ATTACHMENT**

Draft 2021 Board Workshop Agenda

**ADDITIONAL INFORMATION**

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



## 2021 BOARD

# AGENDA

Aug. 27-28, 2021  
DRCOG Offices  
1001 17<sup>th</sup> Street  
Denver, CO 80202

### Friday Afternoon

**12 – 1:45 p.m.**

#### **DRCOG Board/Advisory Council on Aging (ACA) Joint Meeting**

*Come for lunch and learn how DRCOG's AAA is positioning itself to strategically diversify its funding to better serve older adults.*

### Mini Sessions

(Participants can attend at least two sessions.)

**2 – 3:15 p.m.**

#### **Session 1**

*Track 1: Transportation Improvement Program (TIP) 101*

*Track 2: Area Agency on Aging (AAA) Services*

*Track 3: Greenhouse Gas (GHG) Emissions: GHG laws, rules and DRCOG*

**3:30 – 4:45 p.m.**

#### **Session 2**

*Track 1: Transportation Improvement Program (TIP) 101*

*Track 2: Area Agency on Aging (AAA) Services*

*Track 3: Greenhouse Gas (GHG) Emissions: GHG laws, rules and DRCOG*

### Friday Evening

**5:00 – 7:30 p.m.**

#### **Social Time**

*Get to know your fellow Board members in a less-formal setting. Heavy hors d'oeuvres and cash bar will be available*

***DRCOG Board Chair Remarks (5:30 p.m.)***



## Saturday

**7:30 a.m.**

### **Breakfast**

**8:30 – 10:00 a.m.**

### **Greenhouse Gas Mitigation: A Peer Review**

*House Bill 19-1261 was signed into law on May 30, 2019. The law sets statewide goals to reduce greenhouse gas emissions from 2005 levels by at least 26% by 2025, at least 50% by 2030, and at least 90% by 2050.*

*On January 14, 2021, Colorado released its Greenhouse Gas Pollution Reduction Roadmap, which establishes a pathway to meet the state's HB19-1261 climate targets. The Roadmap shows Colorado's largest sources of GHG emissions are **transportation**, electricity generation, oil and gas development and fuel use in homes, business, and industrial applications.*

*Representatives from XXX and XXX will share the critical role their regional councils play in mitigating GHG and reveal strategies for reducing emissions.*

**10:15 - 12 p.m.**

### **5-Year Strategic Plan for DRCOG**

*Building on its Balanced Scorecard approach to strategic planning, DRCOG staff would like to have a conversation with the Board about initiating the development of a five-year strategic plan to ensure the agency has the necessary structure and related systems in place to fulfill its mission. During this session, staff will begin a discussion with the Board about tactical direction and possible new areas of investigation for the agency to maximize value for its members.*

**11:30 a.m. – 1 p.m. Lunch (Speaker?)**

**1p.m. – 3:30 p.m. From RTP to TIP**

*At its April 2020 meeting, the DRCOG Board approved the 2050 Metro Vision Regional Transportation Plan (MVRTP). Now that the long-range transportation vision has been established, the next step for the Board is to identify the projects that will implement that vision through the Transportation Improvement Plan (TIP). In this session, the Board will get an update on the TIP policy document and will be asked to finalize focus areas so that overarching project/program scoring criteria can be developed ahead of the call for projects in 2022.*